

HARVARD KENNEDY SCHOOL

magazine

WINTER 2022



LESSONS FROM A LONG PANDEMIC
FIGHTING FOOD INSECURITY WITH DATA
A NEW MOUNTAIN TO CLIMB

SMARTER CITIES





MARIA RESSA HAS BEEN SPEAKING TRUTH TO POWER through both her fearless journalism and her powerful critique of the media itself. Fresh from the announcement of her Nobel Peace Prize, she arrived at Harvard Kennedy School in November for fellowships with the Center for Public Leadership and the Shorenstein Center on Media, Politics and Public Policy, and with a deep desire to share her knowledge and to learn from faculty and students. Like at this November meeting with CPL's student Public Leadership Cohort and David Gergen, public service professor of public leadership and CPL founding director.

PHOTO BY MARTHA STEWART

AS I WRITE THIS MESSAGE, we are nearing the end of a fall semester that brought a wonderful return to in-person teaching, learning, and work on the Harvard Kennedy School campus. Being together again with students and colleagues has put an extra spring in my step, and I have seen the same in the people I pass in the Forum, dining area, and courtyard.

Whether we are interacting remotely or in-person, members of the HKS community take on hard problems. Problems that do not have neat, simple answers, but are instead complex, messy, and sometimes deeply entrenched. With a little elbow grease, training, and tenacity, we strive to make a difference whenever and wherever we can.

The stories in this issue cast light on HKS's engagement with some of the world's hard problems.

We feature our faculty, staff, and students who are helping local governments improve people's lives—from field courses that pair HKS students with city agencies to programs that train mayors in being more effective to digital tools that map economic trajectories for cities. Some of the alumni profiled are also hard at work to solve urban problems—from reimagining

one of Bogotá's most historic thoroughfares to strengthening infrastructure and improving transportation in American cities.

Of course, our students do not stop working on tough problems when they become alumni, as you know from your own experience. This issue tells us about a few of our alumni who are devoted to humanitarian work in Afghanistan now, responding to the crisis in the country. Jean-Martin Bauer MPP 2001, who has spent much of his career with the U.N.'s World Food Program, was recently dispatched there to help address the growing

humanitarian needs. And Marina LeGree MPA 2014 became deeply involved with efforts to relocate the young Afghan women who were participating in her unique leadership program.

In another feature, we look at the impact of the coronavirus two years into the pandemic and share lessons that our faculty and staff members have drawn from a world reshaped by COVID-19—from what it has taught us about social priorities to preparing better for the next global shock to unleashing more innovative teaching and learning.

None of the problems these alumni, faculty, students, and staff are addressing are easy. In fact, they are all very hard. But they are also deeply worthwhile. As always, I hope you enjoy the stories in these pages—and I hope you find meaning in the hard, worthwhile problems in your own work.

Dean Doug Elmendorf
Don K. Price Professor of Public Policy

Dean Doug Elmendorf
with HKS students at a
quorum call in fall 2021.



HKS Chief Communications Officer

Sofiya Cabalquinto

Managing Editor

Nora Delaney

Editor

Robert O'Neill

Director of Alumni Relations

Karen Bonadio

Designers

Janet Friskey

Delane Meadows

Lydia Rosenberg

Contributing Writers

Susan A. Hughes

Jessica McCann

Mari Megias

Ralph Ranalli

Alessandra Seiter

James F. Smith

Printer

Lane Press

Harvard Kennedy School Magazine is published two times a year by the John F. Kennedy School of Government Office of Communications and Public Affairs
79 John F. Kennedy Street
Cambridge, Massachusetts 02138
Phone: 617-495-1442
Email: publish@hks.harvard.edu
Copyright © 2022 by the President and Fellows of Harvard College.
All rights reserved.

Magazine Advisory Board

- Joe Bergantino MC/MPA 1985
- Phil Cronin MPP 1996
- Tiziana Dearing MPP 2000
- Melodie Jackson MC/MPA 2001
- David King, faculty
- Chris Olver MPP 2012
- Craig Sandler MC/MPA 2000
- Janice Saragoni MC/MPA 1989
- Jeffrey Seglin, faculty
- Ken Shulman MC/MPA 2004
- Steven Singer MC/MPA 1986
- Scott Talan MC/MPA 2002
- Donald Tighe MC/MPA 1999



This magazine is printed on 100 percent postconsumer waste paper (text) and 30 percent postconsumer waste paper (cover) and is FSC® certified.

LYDIA ROSENBERG



"We were pushing uphill, trying to do good things in Afghanistan," says Marina LeGree MPA 2014, the founder of Ascend.

FEATURES

- 14 Smarter Cities** Whether by working with mayors, training new leaders, or leading cutting-edge research, HKS is helping cities improve people's daily lives.
- 24 Hard Truths and Lessons Learned** What COVID-19 has taught—and continues to teach us—two years in.
- 32 Fighting Food Insecurity with Data** Jean-Martin Bauer MPP 2001 is helping revolutionize humanitarian work by embracing new technology and techniques.
- 36 A New Mountain to Climb** Marina LeGree MPA 2014 built a program to help young Afghan women find themselves through mountaineering. Now she is helping them find new lives.

DEPARTMENTS

- 4 Ideas** International Development | Research Briefs
- 6 Campus** Dean's Discussions | Faculty Awards
- 8 Profiles** Polly Trottenberg MPP 1992 | Juan Pablo Caicedo MPA/MUP 2019
- 9 Faculty** Jorrit de Jong
- 40 Bully pulpit** Maria Ressa | Dolores Huerta | Heather McGhee | Hakeem Jeffries | Carmen Reinhart | Rachel L. Levine | Gina McCarthy
- 42 In print** *From Strength to Strength* | *From Rebel to Ruler* | *International Norms, Moral Psychology, and Neuroscience* | *Maxims for Thinking Analytically* | And more
- 44 Alumni voices** Classnotes | Anatole Papadopoulos MPP 2003 | Obiageli Ezekwesili MC/MPA 2000 | Joe Pfeifer HKSEE 2006 MC/MPA 2008 | Nat Keohane PhD 2001
- 52 Alumni** Black Alumni Association
- 60 In Memoriam** Jerome Lyle Rappaport
- 62 Ways and means** Defending democracy by funding HKS's work on the media, politics, and public policy
- 64 Exit poll**

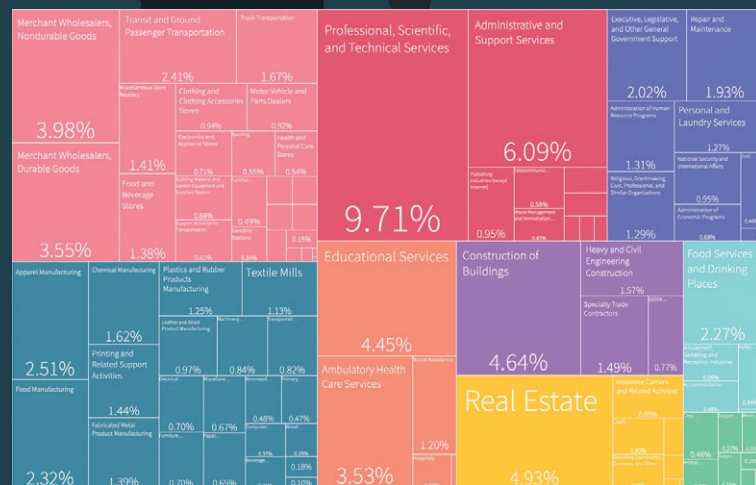
COVER PHOTO BY SAMYER BENGSTON

Spotlight on International Development

CENTER FOR INTERNATIONAL DEVELOPMENT (CID) faculty members and fellows are conducting research projects in 116 countries. Here are just a few examples.

CID's Beyond COVID project team is proposing collaborations across the world to address the health, economic, and social impacts of COVID-19.

Metroverse is a data visualization tool created by CID's Growth Lab that provides economic data for more than 1,000 cities in 79 countries. It complements the Growth Lab's flagship data visualization tool, the Atlas of Economic Complexity, which provides economic information for countries all over the world. Both tools offer growth and diversification paths for the future. They are part of the Growth Lab's new Viz Hub portfolio of visualization tools, interactive stories, and supporting software.



Buenos Aires's economic composition from Metroverse



SIERRA LEONE

Lecturer in Public Policy ZOE MARKS worked with the Ministry of Education in Sierra Leone to develop a COVID-19 recovery plan, including support for reopening schools and strengthening secondary enrollment and retention.



ETHIOPIA

ALBANIA

PERU

GROWTH LAB research has included modeling pandemic-related trade-offs, mapping the network of global business travel, identifying foreign exchange constraints in Ethiopia, tracking the migration of the Albanian diaspora, and uncovering environmentally friendly diversification opportunities in Peru.



ITALY

MICHELA CARLANA, an assistant professor of public policy, launched an online tutoring program to mitigate the effects of school closures on disadvantaged middle school students across Italy.



UGANDA

Assistant Professor of Public Policy JIE BAI and colleagues are studying ways to improve Uganda's coffee industry.



NAMIBIA

The GROWTH LAB also worked with the government of Namibia as it explored new sources of macroeconomic growth and strategies for fiscal sustainability.



BRAZIL

Building State Capability (BSC) worked with the states of Maranhão and Paraíba in Brazil to improve the delivery of public education.



NIGERIA

ZOE MARKS is working with a team in Nigeria to understand the process of reintegrating people formerly involved with Boko Haram into civilian life.



PAKISTAN

ASIM KHWAJA, CID director and the Sumitomo-Foundation for Advanced Studies on International Development Professor of International Finance and Development, coleads the Learning and Educational Achievements in Pakistan Schools (LEAPS) initiative to improve education in Pakistan.



CROATIA

Edward S. Mason Senior Lecturer in International Development MATT ANDREWS, the director of CID's Building State Capability program, worked with the government of Croatia to improve digital health and governance reforms.



INDONESIA

REMA HANNA, Jeffrey Cheah Professor of South-East Asia Studies and director of CID's Evidence for Policy Design (EPoD) program, worked with the government of Indonesia to launch a rapid online survey to monitor and respond accordingly to the socioeconomic impact of the pandemic.



CHINA

JIE BAI and colleagues have been studying U.S.-China trade issues involving the auto industry in China.



INDIA

TEDDY SVORONOS, a lecturer in public policy, is leading a training program for policymakers in India.



GHANA

Assistant Professor of Public Policy ANDERS JENSEN is working with local governments in Ghana to determine how to increase property tax revenues.



MOROCCO

EPoD and MIT colleagues are working with collaborators in Morocco to provide training in capacity building as part of the Morocco Employment Lab.

IMAGES COURTESY OF CID | GEOVINE SO/SOPA IMAGES/LIGHTROCKET/GETTY | ALY SONG/REUTERS | ANITUNDE AKINLEYE/REUTERS



The Terrifying Cost of War

IN THE 20 YEARS SINCE ITS INCEPTION, the War on Terror has cost the United States trillions of dollars—and those costs, according to Senior Lecturer **LINDA BILMES**, are far from over, regardless of the recent withdrawal from Afghanistan. In her recent working paper, “The Long-Term Costs of United States Care for Veterans of the Afghanistan and Iraq Wars,” Bilmes is the first to calculate the total costs of health care for veterans of the post-9/11 wars. She finds that by 2050, those veterans’ medical costs will reach \$2.3 trillion to \$2.5 trillion—double the amount of previous projections. Bilmes cites several reasons for this increase, including a high rate of disability among this cohort of veterans, higher levels of medical support provided by the Department of Veterans Affairs and other government agencies, and greater numbers of veterans taking advantage of those services. She also reminds us of the additional deep costs of conflict for the millions of veterans who live with disabilities as a result of those wars.



Heard at the Dean’s Discussions

THIS FALL, HKS faculty panelists discussed the past and future of Afghanistan in three Dean’s Discussion conversations, moderated by **SARAH WALD**, chief of staff to Dean Elmendorf and adjunct lecturer in public policy.

“If one of the defining characteristics of this period was human rights violations, it calls into even more question the power of military intervention to prevent human rights violations.”—**KATHRYN SIKKINK**, Ryan Family Professor of Human Rights Policy, at “Dean’s Discussion: What’s Next for International Relations after the U.S. Withdrawal from Afghanistan?”

“Don’t forget what it is we are trying to do—not the creep of all the wonderful things you might be able to do.”—**ERIC ROSENBACH**, lecturer in public policy, at “Dean’s Discussion: What Happened in Afghanistan During the Past Two Decades?”

“During crisis, NGOs can help create models of governance that create more local responsibility.”—**ASIM KHWAJA**, the Sumitomo–Foundation for Advanced Studies on International Development Professor of International Finance and Development, at “Dean’s Discussion: What’s Next for Afghanistan and Its People?”

Safer Violence Research

RESEARCH ON POLITICAL VIOLENCE—which can involve interacting with vulnerable people on sensitive topics in unstable contexts—can pose significant ethical and safety risks. In an article in *PS: Political Science and Politics*, Professor **DARA KAY COHEN** argues that those risks are even greater for undergraduate and graduate students’ research. The article, “Who Says Yes or No? Models of Ethical and Safety Oversight for Student-Led Political Violence Research,” details additional constraints those students may face compared with doctoral students or faculty members—including little or no training in relevant qualitative methodologies, limited oversight, short deadlines, and clustering in over-researched areas—and how those factors can put the research participants, the research team, and the students themselves at risk. Cohen, who as a scholar delved deeply into the study of violence and conflict and as a course instructor taught a Policy Area of Concentration seminar for several years, offers examples of formal oversight mechanisms that can help students, faculty members, and institutions better manage student-led research and mitigate ethical and safety issues.



“On a global scale, organized, robust systems of ethics oversight often do not exist for student research.”



BENK CRAIG

Misperceptions and COVID-19

CONCERN ABOUT MISPERCEPTIONS among the public has been high in recent years, especially with the onset of the COVID-19 pandemic. However, little research has been done on how they take root. In their recent article in *Group Processes & Intergroup Relations*, “The Role of Race, Religion, and Partisanship in Misperceptions About COVID-19,” Professor **MATTHEW BAUM** and his research team explored how factors such as group affiliation, media exposure, and lived experiences correlate with the number of misperceptions people hold. Reassuringly, they found that people who have the correct information far outnumber those with misperceptions. They also found that racial minorities, the very religious, and those with strong partisan identities—on both ends of the political spectrum—hold substantially more misperceptions overall.



No Flash in the Pan

SINCE THE 2016 PRESIDENTIAL ELECTION, the number of women running for office for the first time has increased dramatically. But given that first-time candidates are more likely to lose—and suggestions that women may be more likely to be discouraged by those losses—many worry that this trend could harm women’s political engagement in the long run. However, in his new article in the *Proceedings of the National Academy of Sciences*, “Men and Women Candidates Are Similarly Persistent After Losing Elections,” Assistant Professor of Public Policy **JUSTIN DE BENEDICTIS-KESSNER** and his coauthor, Rachel Bernhard (University of California, Davis), find that women who narrowly lose elections are no more likely than men to drop out of politics. Using data on more than 212,000 candidates in state and local elections across the United States from 1950 to 2018, the researchers found that although historically fewer women than men have been involved in politics, their decision-making differs from men’s at the point of entry into politics, not of reentry. The research adds depth and context to mainstream news coverage of this phenomenon and provides evidence against pessimistic claims that the surge in women candidates is merely a “flash in the pan.”



“...The surge in women candidates is unlikely to be a ‘flash in the pan’ for women’s political representation.”

Assessing Community Participation

EACH YEAR, MILLIONS OF CHILDREN around the world die within the first month of life from diseases and complications that are readily preventable or treatable. Could a solution lie in greater transparency and community participation in health programs? The first study in development literature to look at such programs in a multicountry context suggests not. For their recent article in *World Development*, “Can Transparency and Accountability Programs Improve Health? Experimental Evidence from Indonesia and Tanzania,” Professor **ARCHON FUNG**, Senior Lecturer **DAN LEVY**, and their research team measured the effect of a transparency and accountability program designed to improve maternal and newborn health in Indonesia and Tanzania. Conceived in conjunction with local partner organizations, the program encouraged community participation to address local barriers to accessing high-quality care. The research team found no significant improvement in maternal and newborn health services, community members’ likelihood of using them, or perceptions of civic efficacy among recent mothers in treated communities. Using interviews, focus groups, and other methods, the authors determined that the paths from planning to execution in these settings are too complex for most community members to navigate.



FACULTY PORTRAITS BY MARTHA STEWART

Faculty Recognition

Professor of Public Policy **MARCELLA ALSAN** won a 2021 MacArthur “genius grant” for her work on health inequities.

Adjunct Professor of Public Policy **DEBORAH HUGHES HALLETT** received the 2022 American Mathematical Society Award for Impact on the Teaching and Learning of Mathematics.

JOHN P. HOLDREN, Teresa and John Heinz Research Professor of Environmental Policy, received the National Academy of Sciences’ most prestigious award, the Public Welfare Medal, for his five decades of work combining science and public service.

PIPPA NORRIS, the Paul F. McGuire Lecturer in Comparative Politics, received the 2021 Murray Edelman Lifetime Distinguished Career Award from the political communication research section of the American Political Science Association/International Communication Association. She has also received the 2022 Sakip Sabanci International Research Award Jury Prize.

SOROUSH SAGHAFIAN, associate professor of public policy, received the Institute for Operations Research and the Management Sciences MSOM Society’s 2021 Young Scholar Prize.

The Great Unequalizer

FROM ITS EARLY DAYS, COVID-19 has been discussed as an “equal-opportunity pathogen”—one that could affect people of any socioeconomic status. But as



Professors **MARCELLA ALSAN** and **AMITABH CHANDRA** wrote in a working paper, “The Great Unequalizer: Initial Health Effects of COVID-19 in the United States,” epidemics are not experienced evenly. Black people, Hispanic people, and American Indians

account for a disproportionately large number of COVID-19 hospitalizations and deaths. According to the authors, “The medium and long-run health effects of COVID-19—as well as the consequences of future novel infectious disease outbreaks which will assuredly emerge—will be shaped by how effectively and equitably policymakers respond to these formidable, yet not wholly unprecedented, challenges.”

ALUMNI

Transportation Transformation

For POLLY TROTTEBERG MPP 1992, deputy secretary at the U.S. Department of Transportation, the passage of the \$1 trillion federal infrastructure bill in November was an extraordinary and hard-fought victory. Its implementation, she argues, can profoundly affect the country. It will also most likely help define a career—built over three decades at the city, state, and federal levels—devoted to improving how America moves.

We are speaking in early November, as the infrastructure bill is about to be signed into law. What is your reaction?

This is something you wait your whole career to have happen. In transportation, this is just extraordinary; it's transformative. I'm excited about the things we're going to be able to accomplish—it's pretty wonderful. This was a hard legislative victory, and I worked on Capitol Hill long enough to know you rarely see victories like this.

Beyond the resources needed to improve aging infrastructure—roads and bridges—how will this be transformative?

We are now going to have about \$200 billion to give out in competitive programs. That is profound for shaping policy outcomes. How can we make our transportation system more equitable? A system that respects local communities, that undoes some of the damage of the interstates; a system that provides affordable, reliable transportation. A system that provides job opportunities and contracting opportunities for underserved communities. Then there's environmental sustainability and reducing greenhouse gas emissions. There's investment in the supply chain and in the reinvigoration of our manufacturing base. This legislation really gets us much bigger investments in rail—and not just Amtrak but other rail projects around the country. It is going to get us bigger

into dealing with resiliency in our infrastructure. It is going to really get us bigger into roadway safety at the local level. So the list is long.

What will be the most visible change for most Americans?

It sort of depends on what lens you're looking through. Some big things clearly have national implications: work we might do at the Port of Los Angeles in Long Beach; work we do on rail issues, both passenger and freight rail around Chicago, which is one of the major hubs for the country; building out an electric-vehicle charging network. But I want to be careful. I was a local transportation official for the past seven years, as commissioner for transportation in New York City. Those big things are great, but what's so wonderful about transportation is also the things that are going to affect everyday people's lives in communities large and small around the country. That better bus service, that bike lane, that

bridge we fix so that you don't have to detour for 20 miles. They may not be national in scale, but for the communities that are affected by those projects, their impact is large.

How has the transportation field evolved during your career?

It was a field that was heavily engineering-focused and, in the urban context in particular, focused on vehicular movement above all else. And for a long time it was also very male-dominated and with not a lot of people of color in the top roles. It has evolved into a field that is much more interdisciplinary—connected to environmental questions, to questions of housing and land use. It continues to be more interested in working with stakeholder groups and having a public dialogue. That has opened the field up to people with a more diverse set of skills.

What does this challenge mean to you personally?

The president has signed one of the most far-reaching, robust, and transformative transportation bills in American history. If we implement it successfully, it will do great things for the country. And for me, to help make sure that all the programs and projects and policy priorities are implemented in a way that achieves the best results for the country—well, that would be a mighty big accomplishment.

FACULTY

At the Service of Cities



“ANY CHALLENGE that’s facing the planet is affecting cities,” says **JORRIT DE JONG**, the inaugural faculty director of the Bloomberg Center for Cities at Harvard University. De Jong, Emma Bloomberg Senior Lecturer in Public Policy and Management, has led the center’s forerunner, the Bloomberg Harvard City Leadership Initiative, since its creation, in 2016, and has been instrumental in developing the collaboration between Harvard and urban leaders in the United States and around the world.

What makes the new center unique?

The very first thing is that it will be a University-wide center based at HKS. Our mandate is to bring together expertise and programming about cities from across the University. We aim to connect students and faculty with city leaders, and this is a two-way street: City leaders often look for research findings, guidance, and support, and faculty and students often want to do work on, with, or for cities. Navigating a complex university ecosystem is challenging for city leaders. Gaining access to—and building relationships with—city leaders can be challenging for the faculty and students. The center will help to address these challenges. While the Bloomberg Harvard City Leadership Initiative, which will remain a prominent program at the center, focuses on leadership and organizational capabilities in city halls, the center will have a broader focus. Interdisciplinary research and teaching on a variety of challenges facing cities will find a home at the Bloomberg Center. (Read more about HKS’s work in cities on p. 14.)

How can Harvard help cities?

We have a wealth of expertise across the University to help city leaders grapple with challenges as they emerge. Increasingly we see that mayors feel they can’t wait for other, higher-level governments to anticipate and respond to global challenges like climate change. For example, in our recent COVID-19 programming, we saw that mayors of American cities couldn’t afford to wait for the White House to acknowledge that there was a crisis or to provide guidance and resources. We worked with Juliette Kayyem (HKS) and Dutch Leonard (HBS & HKS) to develop a city-specific approach. Then we had the economic fallout of the pandemic. That became a local crisis, because mayors had to figure out what to

do with businesses during a shutdown. Danielle Allen (FAS), Linda Bilmes (HKS), Steve Goldsmith (HKS), Rawi Abdelal (HBS), Raj Chetty (FAS), Dani Rodrik (HKS), and Karen Mills (HBS) provided ways for city leaders to anticipate and approach these challenges. The national racial-justice crisis following the May 2020 murder of George Floyd became very local, because racism and the lack of safety for people of color in encounters with law enforcement is a problem everywhere in cities, and every mayor struggles with that. That was a national debate, but it required local leadership. Cornell William Brooks (HKS) and his students worked with three of our mayors to help reimagine public safety through the field lab “Creating Justice in Real Time.” Even the constitutional crisis on the steps of the Capitol on January 6, 2021, immediately translated to local protest and people not trusting government, spreading misinformation. We held sessions with Erica Chenoweth (HKS), Frances Frei (HBS), and Chris Robichaud (HKS) to talk to the mayors about conflict, polarization, and building trust in an age of misinformation.

How global is your focus?

The initiative’s most recent cohort of mayors was 40% international. During COVID-19 we did an experiment where we had a program for African and American mayors. The Bloomberg Center has a global



TOM WILLIAMS/CO-ROLL CALL/GETTY IMAGES

COURTESY OF BLOOMBERG PHILANTHROPIES



A GREENER, BRIGHTER FUTURE FOR BOGOTÁ'S COMMUTERS

Juan Pablo Caicedo MPA/MUP 2019 is transforming a historic thoroughfare in the Colombian capital.

BY NORA DELANEY

ON A HIGH PLATEAU bordered by the green peaks of the Andes, Bogotá, the capital of Colombia, is home to roughly 8 million people. Each day, residents travel the city's sprawling avenues, which are clogged by traffic and contribute to the smog that at times obscures the skyline.

When Mayor Claudia López took office, two years ago, she made addressing environmental concerns a priority for the city, with a goal of reducing greenhouse gases by half by 2030. This ambitious plan includes a rethinking of the city's thoroughfares to cut down on fossil-fuel vehicles, increase electric public transportation, and provide attractive pedestrian areas, dedicated space for cyclists, and greenery.

That's where Juan Pablo Caicedo MPA/MUP 2019 came in.

Caicedo, who was born and raised in Bogotá, was working in New York as a consultant when López and some of her senior

staff coaxed him home to tackle what he describes as a very special project—and a daunting one. López wanted him to help reimagine one of Bogotá's most historic thoroughfares, a major artery known as Carrera Séptima (Seventh Street), which has long been the subject of transportation projects stalled by political gridlock or overly ambitious plans. Seven failed attempts to revamp the thoroughfare have been made since 2000 alone.

López's idea is to reimagine Séptima as a "green corridor" that incorporates clean public transit and usable green space. The project is currently in the design phase, with work to begin next year, and has a budget of \$620 million. If the transformation of Séptima is a success, it will serve as a model for roughly 15 other green corridors across the city.

One challenge, however, is the length of the thoroughfare—14 miles—and the logistical difficulties of revamping such a

heavily used resource. "It's like trying to build infrastructure on the ground on Broadway or Fifth Avenue in New York," Caicedo explains. Leading the work as a project manager for Bogotá's urban development department, he has his work cut out for him.

But with an MPA from the Kennedy School and a master's in urban planning from the Harvard Graduate School of Design, undergraduate degrees in law and literature from Universidad de Los Andes in Bogotá, and a passion for transportation, Caicedo can rely on a broad set of skills to help him work through the project's many technical and political challenges. He also has hands-on experience from two internships during his time as a Harvard graduate student. In the summer of 2017, he worked in the mayor's office in Chicago, exploring ways to fund the Riverwalk, a multi-use public path with restaurants, green spaces, and other amenities. "It's a beautiful public space," he says, "but they couldn't find a way to pay for operations and management of this amazing infrastructure." And in the summer of 2018, Caicedo did an internship in Bogotá developing a strategy to engage citizens in transforming another large thoroughfare in the city, Avenida Caracas. "It was kind of my cover letter to apply for the job I have now," he says. "It was very useful."

He will need all this experience for work on the Séptima green corridor. "This project has a limited number of technical solutions, but it has an infinite number of political problems we need to tackle at the same time," Caicedo says. One of the challenges stems from the diversity of the residents who use Séptima. "It affects low-income communities to the very far north, but it also crosses through the power nucleus of the country: the financial center, the bankers, the political figures," Caicedo explains. "All of them interact and live close by. So having an intervention that works for everybody is very, very hard."

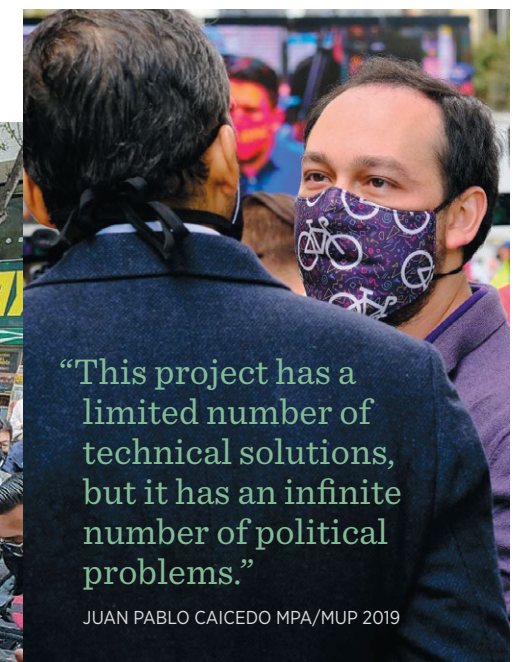
It's a complicated context that requires community support. "This is an equity issue," Caicedo says. "People are busy working



Above: Artistic renderings depict proposed green spaces built into stretches of La Séptima. Below: Juan Pablo Caicedo speaks to a member of the community. Below left: The mayor of Bogotá, Claudia López, and high-ranking city functionaries visit a co-creation location on La Séptima.



PHOTOS: COURTESY OF THE CITY OF BOGOTÁ (IDU).



"This project has a limited number of technical solutions, but it has an infinite number of political problems."

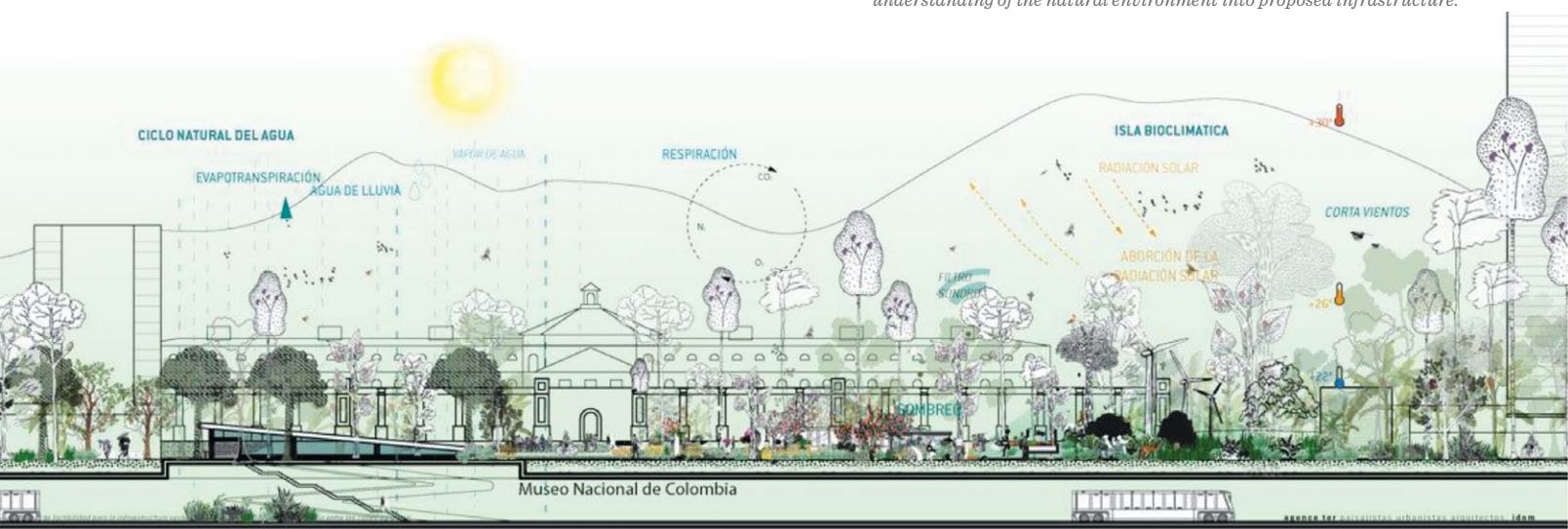
JUAN PABLO CAICEDO MPA/MUP 2019



“This is an equity issue. People are busy working and trying to provide for their families; they don’t have time to engage with the project or the city. So you need to democratize the access to opinions.”

JUAN PABLO CAICEDO MPA/MUP 2019

Above: Cyclists and pedestrians make use of La Séptima.
Below: An artistic rendering demonstrates the need to integrate an understanding of the natural environment into proposed infrastructure.



and trying to provide for their families; they don’t have time to engage with the project or the city. So you need to democratize the access to opinions.”

To respond to the wide array of residents’ needs, the Séptima project crowdsourced solutions through a partnership with NUMO, an international alliance of organizations that care about urban mobility. Using a customized online platform, the city sourced nearly 7,000 proposals. Caicedo says that this digital engagement was chosen partly because of the pandemic: “People were stuck at home, but they could get online.” He hopes the push for greater community involvement will give his project the support it needs to succeed. “What we’re trying to do is listen more carefully,” he says. “You’re not going to get everything right. But there are definitely people who respect the project because of the engagement.”

The green corridor initiative is also challenging in its ambitious sustainability goals. Caicedo and his team know that the new Séptima must be appealing—offering well-run public transportation options such as electric buses and gondolas, biking and pedestrian paths, and places for people to gather and enjoy both nature and culture. In addition, the team is thinking carefully about how best to respect the natural landscape surrounding Bogotá. “It’s a green corridor in the sense that it attempts to reconnect to what it was like before humans were here,” Caicedo says. “It’s not just a zero-emissions approach. This is a sustainable mobility approach.”

To achieve this ambitious aim, Caicedo has sought expertise on the ecosystems in and around Bogotá. One tactic will be to plant native trees and other greenery, which have been overtaken by exotic or invasive species in the city. “We need to allow birds to come down from the mountains,” Caicedo explains. “Biodiversity is critical. We need to understand this correctly.”

Caicedo thinks back to a Kennedy School case he studied as a graduate student about a politically and technically challenging project to expand a rapid-transit bus line on Séptima a decade ago. That case, created by José A. Gómez-Ibáñez, the Derek C. Bok Research Professor of Urban Planning and Public Policy at Harvard University, made a big impact on Caicedo.

Gómez-Ibáñez picked the Séptima bus line scenario because it was an excellent real-world example of the challenges of expansion. Bogotá’s rapid-transit bus system, Gómez-Ibáñez says, “was so successful that transit lines reached a level that buses couldn’t support anymore. The problem was that initial success set the bar too high.” This case highlighted for students the technical and political challenges related to transportation.

In fact, many Kennedy School courses have proved valuable to Caicedo—especially those in leadership and management. From Marshall Ganz, he learned about organizing and the power of mobilizing people in support of an initiative. He also served as a course coach for MLD-201, “Exercising Leadership: The Politics of Change,” assisting Farayi Chipungu, an adjunct lecturer in public policy.



“We need to allow birds to come down from the mountains. Biodiversity is critical. We need to understand this correctly.”

JUAN PABLO CAICEDO MPA/MUP 2019



Top: Colorful building facades in Bogotá’s Buenavista neighborhood.
Below: Juan Pablo Caicedo speaks about the green corridor project.

Caicedo says he draws on the skills he gained at Harvard every day. He also thinks back to the words he used as a class speaker when he graduated from the Kennedy School, which emphasized that public service is a mindset rather than a specific job: “Public service is a moral commitment to ourselves, to each other, and to the work we do.” This approach is one Caicedo has put to work throughout his career.

He believes he is doing something important for Bogotá—a place he loves, “where I can be myself,” he says. And despite the challenges of the project, Caicedo believes in a greener and brighter future for Séptima. “This is a very strong part of the ethos of the city,” he says. “It’s a historical place; it’s a symbol; it’s our patrimony.”

SMARTER CITIES

Whether by working directly with mayors, training the next generation of leaders, or conducting cutting-edge research, HKS is helping cities improve the daily lives of people.

BY SUSAN A. HUGHES AND JAMES F. SMITH

Consider it an academic virtuous circle: In his final year at Harvard Kennedy School, Andrew Levine MPP 2017 joined a group of graduate students conducting research and analysis to help then-Mayor Martin J. Walsh figure out whether the city of Boston should pursue a tax hike to fund major projects. The students were deployed through the Kennedy School's Greater Boston Applied Field Lab course, run by **LINDA BILMES**, the Daniel Patrick Moynihan Senior Lecturer in Public Policy. Walsh's team met often with the students, and the learning flowed in both directions: The students saw policymaking up close, and the city received some free expertise from people with years of varied professional experience. In the end, Walsh chose not to seek the tax increase.

Now Levine himself is a customer for HKS fieldwork and expertise. Hired as the director of administrative services for the town of Billerica, northwest of Boston, Levine needed help deciding what to do with a couple of unused buildings. Make one a senior center? Use another for affordable housing? So he turned to the Kennedy School. This spring, a cohort of HKS students is working with him in Billerica to sort through data, consult with Billerica residents on the possibilities, and weigh costs and benefits.

These field lab classes are just one of an array of fast-growing initiatives across Harvard Kennedy School

over the past several decades that advance research, teaching, and field studies to help strengthen all facets of local governance. These projects are now spread through many of the School's research centers. They stretch far beyond Greater Boston, across the country, and indeed around the world—and then back again to Cambridge, through degree programs and executive education courses that bring mayors and senior city administrators to the HKS campus.

The School's impact on city governance is poised for dramatic expansion this year. Bloomberg Philanthropies, founded by former New York City Mayor Michael Bloomberg, has made a \$150 million gift enabling the launch of the new Bloomberg Center for Cities at Harvard, based at the Kennedy School. Incorporating the five-year-old Bloomberg Harvard City Leadership Initiative, the new center has ambitious research and teaching goals for advancing better local government everywhere.

Whether in big urban centers or smaller towns, "there's a lot of attention being paid to cities now, trying out these new innovative plans and policies to create smart cities," Levine says. "If you want to work close to the daily lives of Americans, to work on policies that really help them, municipal government is the place to be."

The faculty director for Levine's student cohort is Assistant Professor **JUSTIN DE BENEDICTIS-KESSNER**, who is working closely with Bilmes to expand the School's oversubscribed urban field lab courses. He came to HKS in 2020 from Boston University, where he taught undergrads; he says he jumped at the opportunity to work with graduate students at HKS because of their career experience and their public service career goals: "It's just a lot more brainpower applied to these policy problems that cities and towns have."

CHICAGO, IL



“[Field labs are] effectively a clinical program at the Kennedy School ... based on the concept that the best way to really learn financial management and how to budget ... is to do it.”

Linda Bilmes

VERY LOCAL ROOTS

The urban field lab work stretches back to 2005, when Kennedy School students began heading out to cities and towns for on-the-ground learning and fieldwork. Those students didn't have to travel far. Just a few miles up Massachusetts Avenue, in not-yet-booming Somerville, a young mayor was eager for help.

Joseph Curtatone, elected the previous year, had bold and practical ideas but scant resources with which to push them forward. He wanted expert advice on designing templates for activity-based budgeting. He needed to evaluate the 311 customer-service line. And he knew he had to translate data from city departments into usable formats for city programs.

At the Kennedy School, Bilmes wanted to apply her own deep expertise in how governments work (and why they don't) to give her students more exposure to urban problem-solving in the real world. With Curtatone, she saw an opportunity. Bilmes recalls the day he came to her class, then still mayor-elect, to encourage students to volunteer for projects in Somerville. He told the class, “We want to do all these fancy things, we want to do basic things. We want to turn the city around. However many hours you can spare, I want 10 times that much.”

She thought he'd get a couple of volunteers. In fact, 67 of the 97 students in the class signed up. “They did it all semester, and then through the rest of the year,” she says. “So that was the genesis of the experiential learning project, which has grown into a huge program.”

Jerome Lyle Rappaport, a Boston philanthropist and good-governance activist who passed away last year (see p. 60), was keen to support that work. He already had a long track record of connecting city officials in greater Boston with the Kennedy School. Since 1981, he had been sponsoring annual scholarships for city and state officials in the region to earn Kennedy School Mid-Career Master of Public Administration degrees so that

they could professionalize Boston-area governance. He had expanded that support in 2001 with the launch of the Rappaport Institute for Greater Boston at the Kennedy School, with programs including summer fellowships for students.

With Rappaport's philanthropic support and Bilmes's leadership, the Greater Boston Applied Field Lab took off. Since those first Somerville projects in 2005, the lab has dispatched more than 500 students from across Harvard's graduate schools to take on scores of vexing technical projects throughout greater Boston.

The circular educational premise is simple: The students take their classroom learning out to cities and towns for intensive interactions that turn theory into practice, addressing problems from homelessness to mental health crises to sewer system failures. The city officials they work with get ideas and analysis from the graduate students, who often have had specialized professional experience

before landing at Harvard—and in turn, the students in the field learn directly from the practitioners who are on the front lines. And HKS faculty members often conduct their own field research alongside these projects, building the Kennedy School's archive of working papers and case studies on how to govern cities and towns more effectively.

In the years since, Bilmes has received dozens of letters from mayors, “and one thing they always say is they are amazed, and I'm always amazed, at how the students become experts in the topic within a few weeks. That's partly because they tend to be very good in topics that are very data intensive and crunchy—where they can get their fingernails dirty and then they can add value. So it is a win, win, win.”

BOSTON, MA

HKS field lab students work on policy issues related to Boston's public transportation system.

BLOOMBERG'S IMPACT

The School's biggest hands-on urban laboratory is the nascent Bloomberg Center for Cities at Harvard. In March 2021, Bloomberg Philanthropies and Harvard University announced the establishment of the new center. Michael Bloomberg said then that the investment in mayors was important because they are “the most creative and effective problem-solvers in government—and that’s exactly the kind of leadership that the world urgently needs.”

This new center will dramatically increase Harvard’s engagement with city officials, creating more learning opportunities and fieldwork for students as well as for mayors and city officials, and expanding urban research, not least through 10 endowed faculty positions.

A previous gift from Bloomberg’s foundation enabled the launch in 2017 of the Bloomberg Harvard City Leadership Initiative, which built a dynamic system for training mayors and other city executives and provided fellowships for students. The initiative, a joint effort of the Kennedy School and Harvard Business School in collaboration with Bloomberg Philanthropies, has provided leadership courses for more than 400 mayors and nearly 1,300 senior officials from some 478 cities worldwide—and never more effectively than during COVID-19.

As mayors struggled with the fallout from the pandemic, the Bloomberg Harvard program brought in timely reinforcements. **KIMBERLYN LEARY**, an associate professor at Harvard Medical School and the

T.H. Chan School of Public Health, joined HKS as a public policy lecturer and helped participating mayors contend with leadership and negotiation challenges as COVID-19 and its accompanying physical and mental health issues unsettled many urban communities.

The leadership initiative will be one of the pillars of the new center. **JORRIT DE JONG**, the Emma Bloomberg Senior Lecturer in Public Policy and Management, who has been the faculty director of the initiative since its launch, is taking on faculty leadership of the far bigger Center for Cities as well. He envisions it tapping into faculty and graduate student expertise at many Harvard schools, from engineering to education to design and public health.

“It’ll be a University-wide center,” de Jong says. “Our mandate is to bring together the expertise and programming about cities from across

the University as well as being a conduit for all the work that’s taking place at Harvard to connect students and faculty with city leaders.”

“The role of a mayor is really twofold,” he explains. “You have an organization-facing responsibility, and that’s complex in and of itself. Then you have a community-facing responsibility, which also comes with a lot of challenges. It’s very rare that people are good at all of these things. Therefore, our program has been designed to provide them with an opportunity to hone their management and leadership skills. It’s not about [teaching] policy, but it is about those capabilities that you, as an individual but also as an organization, need in order to come up with better policies.”



BUENOS AIRES, ARGENTINA

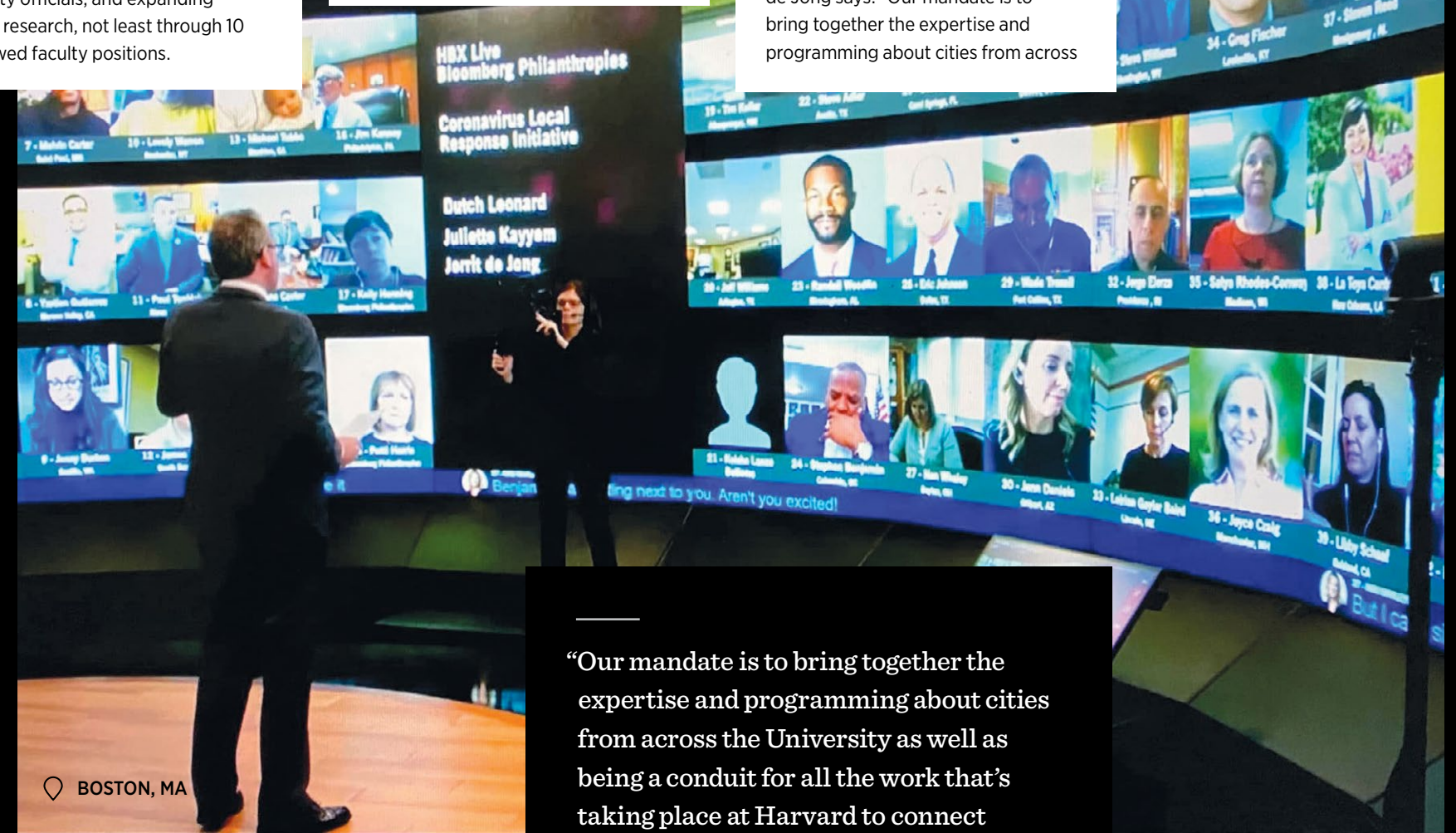
Hausmann says that years of Growth Lab work comparing countries’ competitiveness has made clear the immense differences within countries, especially between cities and rural areas. In some developing countries, megacities have grown to account for a third of the population. So Hausmann’s Growth Lab researchers drilled down to apply their theories of national development at the city level—and found that the same logic applies: economic complexity fuels competitive success.

This insight has had pragmatic applications. Growth Lab scholars worked with officials in the Argentine capital, Buenos Aires, and helped leaders there grasp the lessons flowing from the data: They needed to grow knowledge-intensive remote business services and not continue to rely on consumer spending for economic growth. In the years since then, Hausmann says, “these services have grown by leaps and bounds. This is an example of how changing technologies are reconfiguring global value chains and creating new opportunities for cities if they get their act together.”

GLOBAL REACH

From its early involvement in surrounding towns, the Kennedy School’s cities work has reached far into the field to improve urban living around the world.

One recent expression of this reach: In June, the Growth Lab, part of the Center for International Development based at the Kennedy School, launched Metroverse. This project, led by Growth Lab Director **RICARDO HAUSMANN**, the Rafik Hariri Professor of the Practice of International Political Economy, now provides detailed analysis of competitive advantages for more than 1,000 cities in 79 countries. Metroverse gives local officials data visualization tools to help them choose realistic pathways to fostering economic growth.



BOSTON, MA

“Our mandate is to bring together the expertise and programming about cities from across the University as well as being a conduit for all the work that’s taking place at Harvard to connect students and faculty with city leaders.”

Jorrit de Jong

“If you really want to touch people and make a difference, cities are where to play.”

Stephen Goldsmith

worked for Mayor Bloomberg, we set up the country’s first data analytics center, and I brought that with me to HKS—this interest in using data and digital tools for innovation in cities.”

Goldsmith says that when he came to HKS, two decades ago, “if you were a hot-shot Kennedy School graduate, you wanted to go to the federal or national government. And then, because of issues at the federal level, we have become much more interested in cities than ever before. If you really want to touch people and make a difference, cities are where to play.”

Bilmes, a budgeting specialist who served as assistant secretary of commerce in the Clinton administration, also emphasizes data in her field lab work. In the field, she says, students soon outgrow the finance textbooks because “even working in a small community there may be 20,000 lines of data for them to analyze, which enables them to apply the textbook lessons at much greater scale and complexity.”

She stresses that the field lab is an advanced class, aimed at those who have mastered the basics of budgeting and finance in introductory courses. She compares the field lab to a medical school residency or working in a legal aid clinic during law school.

“It is effectively a clinical program at the Kennedy School,” Bilmes says. “It’s experiential. It’s based on the concept that the best way to really learn financial management and how to budget—to learn the financial structure of a city, whether that’s climate resiliency issues or mass transit or affordable housing or social services or whatever the topic is—is to do it.”

STEPHEN GOLDSMITH, the Derek Bok Professor of the Practice of Urban Policy, even built data into the name of his program. A former mayor of Indianapolis and a former deputy mayor of New York City under Mayor Bloomberg, Goldsmith founded and leads the School’s Data-Smart City Solutions project and is a founding faculty of the new Bloomberg Center for Cities at Harvard.

For the past decade, Goldsmith has run programs for chief data officers and chiefs of staff of large cities, many of them funded through Bloomberg Philanthropies. His program curates a wealth of resources for city officials, including use cases, a data set of solutions that have worked for cities, and practical tools for areas including public safety, urban mobility, and civic engagement.

Goldsmith says that before he served as mayor of Indianapolis, “I read every Kennedy School case study that dealt with mayors. Since then, I’ve been focused on using technology and digital transformation to improve the operations of government. When I

DATA AS A DRIVER

The Metroverse is one of several city-focused projects at the Kennedy School to rely on quantitative analysis. Solutions to many of the urban policy challenges facing mayors depend on careful parsing of data to build research and fieldwork on factual evidence, not just anecdotes or opinion.

URBAN VIRTUOUS CIRCLES

The School’s work with cities resembles a self-reinforcing feedback loop. Consider the case of Calgary, Alberta, whose mayor for the past 11 years was Naheed Nenshi MPP 1998.

Nenshi was in the second class of mayors to attend the Bloomberg Harvard City Leadership Initiative executive education training camp, in 2017, and he sent eight of his senior staff members to similar HKS classes. Then the Bloomberg program sent summer fellows to Calgary to help Nenshi’s team research failures in the city’s mental health response system and come up with solutions, including ways to map out the response system when people are caught in a mental health crisis.

“This culminated in Canada’s first community-based action plan on mental health and addiction, to figure out ways to use community resources to really make a difference in people’s lives,” Nenshi says. “It’s called the Community of Connections, and it’s already being replicated across Canada.”

The impact of the field work extends beyond the learning for the students and city officials; it often is a driver for valuable faculty research as well. During the Calgary project, a group of senior faculty from HBS and HKS assessed the obstacles that had

kept city departments from working together well and what they did to overcome that. The resulting research paper, published in the *Stanford Social Innovation Review*, drew larger lessons on overcoming common barriers to cross-sector collaboration.

The group of authors, including de Jong, Amy Edmondson (HBS), **HANNAH RILEY-BOWLES** (HKS), **MARK MOORE** (HKS), and Jan Rivkin (HBS), also launched three large empirical studies examining the conditions under which diverse teams in cities can succeed in working across silos and sectors. De Jong asks: “How do you launch and support interagency teams that work on complex social issues? How do you build their collaborative muscle? We’re learning a lot about the factors that help and

hinder these efforts.”

The virtuous circle in Calgary thus touched on all three core Kennedy School missions: teaching, research, and outreach with impact. Says Nenshi: “This is not about dry research. This is about stuff that makes a change in the cities that participate, but it’s also very replicable to other places.”

A seat at the table: Lecturer Linda Bilmes (right) and HKS field lab students with then-Boston Mayor Martin J. Walsh (left)



BOSTON, MA



Canada’s Prime Minister Justin Trudeau and Calgary Mayor Naheed Nenshi MPP 1998 in Calgary, Alberta

CALGARY, ALBERTA

BEYOND CITY BORDERS

For **JEFFREY LIEBMAN**, the Malcolm Wiener Professor of Public Policy, improving the lives of urban residents means thinking beyond city hall. “The government programs that matter most for people in cities are often administered at the state level or the county level, or by a school district,” he says. “So when you want to do work that benefits people in cities, you can’t just work with the mayors. You also have to be working with governors and county officials and with school superintendents.”

Liebman, an economist who served at the federal Office of Management and Budget during the Obama administration, leads three major programs that are critical to the School’s urban teaching and research. He is the faculty director for both the Taubman Center for State and Local Government and the Rappaport Institute of Greater Boston, and he also directs the Government Performance Lab, which he founded in 2011. Liebman’s teams have worked with more than 100 jurisdictions spanning 38 states.

At the very local level, Liebman and his Rappaport Institute research team worked with city administrators

in the metro Boston city of Chelsea to evaluate the impact of a guaranteed basic income program the city introduced to alleviate food insecurity during COVID-19, when the city’s residents were hit hard by job loss and illness. This randomized controlled trial tracked, among other things, how much of the monthly grants to families was spent on food (more than 70%).

Meanwhile, the Government Performance Lab (GPL) is working with state and local governments around the country to speed up progress on challenging social problems. GPL staff recently worked with government officials in Harris County, Texas (the greater Houston area) to design one of the largest pilots of alternative emergency response in the nation, redirecting a subset of 911 calls from police to mental health professionals.

“The GPL helps government leaders translate vision into action,” says **GLORIA GONG**, executive director of the Government Performance Lab. “Many promising ideas end up dying on the vine because governments don’t have enough support figuring out how to actually implement potentially transformative policy ideas.”

When the GPL opened additional technical-assistance slots for governments seeking to reduce their reliance on police in response to challenges including homelessness and mental health, they received applications from 70 jurisdictions.

GPL staff are now working with five governments intensively—Durham, North Carolina; Long Beach, California; Harris County; Philadelphia, Pennsylvania; and Phoenix, Arizona—and more than two dozen governments meeting regularly in a community of practice.

Another Taubman Center program gives HKS students an opportunity to contribute to incoming administrations as they move from campaigning to their early weeks of governing. The Taubman Center’s Transition Term embeds students during the January break between semesters in the transition office of newly elected mayors, county executives, and governors in a paid fellowship. Since 2018, the program has placed 59 students in 20 state and local governments, including that of Montgomery, Alabama, where students worked with the city’s first Black mayor, Steven Reed, in 2020, and Boston, where students supported the transition of Acting Mayor Kim Janey, the first woman and the first person of color to serve in the role.

“Transition Term is one of the Kennedy School’s best experiential learning opportunities, serving state and local leaders at a time when their new teams are still thin and extra capacity is particularly valuable,” says Will Whitehurst MPP 2022, who participated in the program in 2020. “I loved the opportunity to bring tools and best practices to help the incoming Miller administration in Macon-Bibb, Georgia, as they structured their top priority strategies.”

MANCHESTER, NH



MAYORAL ALLIES

Mayors Nenshi and Curtatone both completed long stints in office in late 2021. This winter, Curtatone joined the Kennedy School’s Ash Center for Democratic Governance and Innovation as a senior fellow (and the Bloomberg Harvard curriculum development team published a case on his innovation journey). Another veteran of the Bloomberg Harvard mayors initiative, Joyce Craig, won a third term in November in Manchester, New Hampshire.

Craig is a vocal champion of Bilmes’s field lab, which dispatched a team of students to help her grapple with a vexing crisis of homelessness and addiction in the state’s largest city (also the subject of a recent case study). The students helped Craig build up a database of the disparate nonprofit and government programs in Manchester that were working on homelessness. They discovered that just \$4 million of the \$35 million spent on the issue was under government control; nonprofits controlled the rest.

“This is not about dry research. This is about stuff that makes a change in the cities that participate, but it’s also very replicable to other places.”

Naheed Nenshi MPP 1998

JOSEPH PREZIOSO/GETTY

CHELSEA, MA

Jeffrey Liebman and the Rappaport Institute evaluated a basic guaranteed income program in Chelsea to tackle food insecurity during the pandemic.



HKS field lab students speak with the mayor of Manchester, New Hampshire, Joyce Craig.

XENIA VIRAGH

HARD TRUTHS

LESSONS LEARNED

WHAT THE PANDEMIC HAS TAUGHT US TWO YEARS IN

BY NORA DELANEY

An art installation on the National Mall featured white flags representing American lives lost to COVID-19.

KENT NISHIHURA/LOS ANGELES TIMES/GETTY IMAGES

FOR TWO YEARS, the coronavirus has battered the world, with millions of deaths and hundreds of millions of cases. This winter's Omicron variant surge is just the latest example of the pandemic's unpredictable trajectory. It has resulted in personal tragedy for many. It has left survivors with long-COVID-19 symptoms, and it has overwhelmed health care systems and caused burnout among health workers. It has changed our behavior, acquainting people with mask wearing and social distancing. It has changed the way we work, forcing the fortunate to work remotely and resulting in furloughs or layoffs or constant risk of exposure for the less fortunate. And it has been an impetus to scientific innovation, with effective vaccines created and distributed at a historic pace.

The world is a different place from what it was two years ago, and we are still learning to live with all the sorrow and change the pandemic has brought. At the same time, COVID-19 has taught us a lot. Through the global crisis, we have reevaluated aspects of our societies and examined what is working—and what isn't.

Here HKS faculty members and other experts examine lessons learned during the pandemic.

MATTHEW BAUM AND JOHN DELLA VOLPE NATIONAL SUFFERING AND SOLIDARITY

IT IS DIFFICULT TO CONCEIVE of anything good borne of COVID-19. As of this writing, in the United States, more than 700,000 are dead; 5 million have fallen worldwide. Millions of us grieve the untimely loss of a family member, a loved one, or a friend. And while our team of researchers from the Covid States Project has charted the extreme stress, anxiety, and depression so many Americans are facing, we also have found reason for optimism.

Partnership between the public and private sectors has spurred tremendous innovation in vaccine development and distribution logistics, which will likely prove enormously beneficial in the future, both with routine vaccines and with future pandemics. COVID-19 has also provided a rare real-time window into the workings of science, which while not universally helpful, provides valuable education for many people. Life-saving developments like these are probably why the public's trust in science has largely remained intact while trust in other institutions has fallen since we began tracking such measures, in April 2020. In a recent wave of more than 21,000 interviews across 50 states and the District of Columbia, we found that 92% of American adults trust doctors and hospitals, nearly 90% trust scientists and researchers, 78% trust the CDC, 74% trust pharmaceutical companies, and 68% trust Dr. Anthony Fauci on how best to deal with the coronavirus. Although overall levels of confidence in the scientific community remain very strong in general, evidence suggests that trust has eroded somewhat over the past 18 months and bears watching.

Additionally, the coronavirus has provided oxygen for many of us to reevaluate priorities and life choices, including family, work, and career. The racial reckoning that followed the death of George Floyd in 2020 would most likely not have been as profound if tens of millions of American families had not been locked down, watching the gruesome news coverage, and pressured by often younger family members to confront and discuss systemic racism and the sins of America's past that led to the murder and civil unrest.

Today, millions of Americans, especially Millennials and Generation Z, are reconsidering what it means to be happy and live a fulfilling and purposeful life. The effects of their decisions are now recognized by economists and businesses in need of labor, but the values leading to workforce changes have been developing for more than a decade, only to be supercharged during the pandemic. While our country and many communities feel as divided as they have ever been in our lifetimes, the bonds of family (whether nuclear or chosen) are stronger.



JUSTIN SULLIVAN/GETTY IMAGES

“With the closure of schools during the COVID-19 pandemic, household dynamics became a significant factor in determining labor outcomes for women.”

HANNAH RILEY BOWLES

More than 18 months ago, Amanda Gorman offered comfort to a nation that was unaware of the inordinate loss soon headed its way. She said, in part:

*We ignite not in the light, but in lack thereof,
For it is in loss that we truly learn to love.
In this chaos, we will discover clarity.
In suffering, we must find solidarity.*

As science leads us to a brighter 2022, let’s hope that through our national suffering we can once again discover what’s important, not just for ourselves but for the nation.

—
Matthew Baum, the Marvin Kalb Professor of Global Communications, and John Della Volpe, director of polling at the Harvard Kennedy School Institute of Politics, are part of the team involved with the Covid States Project, a multi-university collaboration of researchers in a range of fields who have examined behaviors and outcomes across the United States since March 2020.

HANNAH RILEY BOWLES
UNDERSTANDING THE “SHECESSION”

How is the intersection of race and gender at play for working mothers during the COVID-19 recovery phase?

The most detailed data we have is from a survey conducted by the Women and Public Policy Program (WAPPP) Fellow Alicia Modestino, which consisted of a national panel of 2,500 working parents between Mother’s Day and Father’s Day (May 10 to June 21) of 2020. These data, collected at the onset of the pandemic, indicated that women accounted for more than half of unemployed workers (consonant with other economic studies), with Black and Hispanic women suffering outside job losses at 9.5% and 8.3%, respectively. This gender disparity in labor market outcomes, often dubbed the “She-cession,” reflected the disproportionate toll on female workers, who were more likely to hold in-person jobs in affected industries such as hospitality, childcare, and health care.

A distinctive strength of this survey

was that it collected information on whether childcare conflicts directly contributed to job losses. In contrast, other studies could only infer why women with children were displaced from the labor market. Modestino and colleagues found that 26% of unemployed mothers reported a lack of childcare as the reason for losing their jobs, compared with 14% of unemployed fathers. Their time-use data confirm that COVID-19 made work-life balance disproportionately difficult for women, with significant increases in time spent on schoolwork and playing with children as well as cooking and cleaning. In comparison, men reported only small increases in basic household chores. Women of color were more likely to have those experiences. For example, the survey showed that 23% of Black women—versus 15% of non-Black women—reported that their hours were reduced owing to a lack of childcare.

Thanks to a gift to WAPPP from the Jessica Hoffman Brennan Gender Inequality and COVID-19 Pandemic Recovery Research Fund for research on the effects of the pandemic on women’s

labor-market participation, Modestino and I are launching a study to explore working mothers’ experiences during the COVID-19 recovery phase from an intersectional perspective, disaggregating data by race, income, education, and other demographics. We also seek to investigate the role of negotiations in “shock resilience”—namely, how negotiating with partners, employers, coworkers, immediate and extended family members, friends, and others who make up formal and informal support systems can help women manage family and paid labor.

How has the shock to childcare during COVID-19 varied among women with different household dynamics?

With the closure of schools during the pandemic, household dynamics became a significant factor in determining labor outcomes for women. In Modestino’s survey, women were more likely to report losses in work status if they were single, divorced, separated, or widowed (22% for not married versus 15% for married). Women living in households with annual incomes below \$75,000 were also significantly more likely to report that

difficulties with childcare had had an adverse effect on their labor-market participation. This effect was more acute for women with small children and those holding in-person jobs.

Working mothers have been hit hard. How can policy support them?

The Modestino survey data suggest that access to paid family leave, remote-work arrangements, and childcare subsidies were the most important policies in enabling women to remain fully employed. Equally or even more important was the support of managers and coworkers—suggesting that formal policies and practices need to be backed up by family-friendly work cultures.

Access to backup childcare was another important factor that varied across communities, with lower-income families more likely to rely on family support networks. However, although 24% of working parents reported having access to paid family leave, only 4% had used it during the pandemic. Even worse, working parents who identify as Black or Hispanic are less likely to work in jobs that offer paid sick time and medical leave or to have COVID-19 policies available to them such as backup childcare subsidies and working from home.

Again, looking forward, we seek to understand what critical factors enable working mothers to recover from the pandemic, including formal and informal supports for managing work and family.

—
Roy E. Larsen Senior Lecturer in Public Policy and Management Hannah Riley Bowles is a codirector of the Center for Public Leadership and the Women and Public Policy Program (WAPPP). Her research focuses on gender, negotiation, career advancement, and work-family conflict.

DAVID EAVES
LESSONS FROM DIGITAL GOVERNMENT

IN THE MIDST OF THE COVID-19 PANDEMIC, digital service groups and digital government experts around the world started to codify what a good digital crisis response could look like. These efforts have resulted in documents such as the California Digital Crisis Standard, developed by the state’s COVID-19 response team. Another example comes from Ontario, where the digital service group leveraged previous work in Alberta to quickly deploy a COVID-19 self-assessment in days, helping lower call volumes to government help desks and reducing stress for citizens.

The broad takeaway is that in a crisis, tried-and-true practices become even more critical to executing digital service delivery. The experiences of California and Ontario tell us that:

1. Working in the open enables learning.

In a national emergency, working in the open allows multiple service providers—within the same governing system or outside it—to learn from one another, accelerating development timelines and surfacing creative solutions. The California Digital Crisis Standard was made possible by work that was shared, while the story of Alberta and Ontario demonstrates that leveraging others’ work can radically reduce the cost of and time to deploy government services.

2. There is always time for user testing.

While some may view user testing as a time-consuming luxury that has no place in rapid crisis response, the experiences of California and Ontario highlight the importance of prioritizing user needs. If anything, user testing is more important in a crisis, because the consequences are more serious if services do not work for users.

3. Clear communication is essential.

Both examples underscore the importance of communicating simply and clearly with

users of digital services. Doing so can reduce panic and confusion while creating trust between users and the government agencies managing the services.

Looking Ahead

The experiences of California and Ontario don't hold all the answers for an effective digital crisis response. No two crises are the same, and some degree of improvisation will always be necessary. But taking time to develop a framework for response—to understand how normal working processes might change or stay the same—helps mitigate the pressure teams face while handling any crisis. More important, the work that California and Ontario appeared to do “on the fly” was really the result of years of capacity building, changing policies, and acquiring the right talent to change *how* government works. The crisis just made the value of those new ways of working more apparent.

Digital service groups need to think proactively about how crises affect the development and deployment of digital technologies in the public realm and build a standard that draws on the elements of impactful crisis responses like those in California and Ontario.

—
Lecturer in Public Policy David Eaves, with coeditor Lauren Lombardo MPP 2021, produced a policy brief titled “2020 State of Digital Transformation,” with lessons from digital government service units that responded quickly and effectively to the pandemic. The excerpt above is an adaptation of material from this brief.

DEBRA ILES EXECUTIVE EDUCATION WILL NEVER BE THE SAME

ONLY SIX WEEKS AFTER we shuttered our offices because of the onset of COVID-19, HKS Executive Education brought together participants for our first pivoted online program in April 2020. Six weeks after that, we hosted our first free faculty-led webinar, which focused on helping our global community respond to the repercussions of the health crisis.

Before the pandemic, we had a few online programs. In general, though, our faculty and participants preferred being together in person and on campus. We stuck with that model because we knew it worked. We needed a crisis to embrace online learning.

And as was true for many during the pandemic, we learned a few things—fast. It turns out that online executive education can be excellent. Everyone is in the front row. The cost of travel has evaporated. Classroom diversity is enhanced. Different learning styles are welcomed, and extended program lengths allow people to test what they are learning in their jobs in real time. Deeply interactive discussions between faculty members and learners, a cornerstone of our in-person programs, came alive online.

We also learned, through a difficult year, about the resilience of the Kennedy School team. The HKS faculty pulled together, building momentum and encouraging one another to move forward and revamp the curriculum for remote learning. The members of our staff rallied, expanding their skills to enable each program participant to be truly present in this new virtual world. Together, the faculty and the staff managed polls and chats, posted new video and audio materials, curated virtual study groups, and reviewed participants' progress at every step.

Outside the classroom, we learned that many were eager to discover through our free webinars how COVID-19 was reshaping leadership, economics, and

trade. We expanded what we had thought was just a short-term offering to an ongoing series in which faculty members shared the latest research on racial justice, social justice, climate change, crisis, and new scholarship across the HKS spectrum. We've always known that the best leaders never stop learning, and thousands in our community showed up for this important content while they were facing some of the most extreme public challenges we've seen in decades.

Our mission has always been to bring HKS ideas and research to the broadest possible audience of senior-level leaders who are looking to apply new approaches to their work in real-time. What we've learned this year suggests that online learning's expanded place in our programs is here to stay. Today we offer more than 60 online program sessions every year. And we expect that even when COVID-19 is behind us, we'll stay 40% online.

—
Debra Iles is the senior associate dean for executive education at Harvard Kennedy School.

ANDERS JENSEN A TIME TO RETHINK TAX SYSTEMS

THE COVID-19 PANDEMIC has forced us to think about tax policy in an evidence-based way. It has put a lot of pressure on government budgets for unemployment benefits and other public goods, which means that the government must collect more taxes to provide them. But at the same time, the tax base has eroded owing to the various forms of lockdown that were necessary to slow the spread of COVID-19.

Tax policies for the post-pandemic recovery period will thus require governments to be resourceful and to look at underutilized policy tools. To that end, the COVID-19 recovery phase may present a strong opportunity for a deeper overhaul of tax systems to improve efficiency and—perhaps even more important—equity.

—
Anders Jensen is an assistant professor of public policy who studies tax policy with a particular focus on countries' capacity to tax.

ASIM KHWAJA PRIORITIZING PROCESS TO PREPARE FOR THE NEXT SHOCK

THE PANDEMIC LED TO MASSIVE LOSSES in many countries—of life, of livelihoods, and more. The biggest lesson that I believe we can learn from these years of loss is that process matters. Shocks happen, and there is only so much a society can do to prepare for the worst kinds of shocks, such as COVID-19—one of the most devastating our world has experienced.

What this specific shock revealed to me is that we didn't have processes in place to navigate it in a way that wasn't reactionary or destructive. We didn't have measurement systems to figure out the extent of the problem, and we didn't have ways to adjudicate the effectiveness of our policy responses to the problem. We were lacking the evidence we desperately needed as we designed costly policies, assuming that they would lead to a benefit instead of a huge cost. In some places around the world, policymakers overdid it, and in others, policies such as lockdowns

“It turns out online executive education can be excellent. Everyone is in the front row.”

DEBRA ILES

BRANDONBELL/GETTY IMAGES



DAN LEVY THINKING OUTSIDE— AND INSIDE—THE ZOOM BOX

How prepared was HKS for online learning when COVID-19 hit in March 2020?

Prior to COVID-19, the Kennedy School was already doing online learning, but it was mainly driven by a small number of faculty members and staff who strongly believed in its power to both expand reach and improve teaching and learning. There were many interesting initiatives in executive education. And there were pioneer faculty members, including Marshall Ganz and Matt Andrews. Teddy Svoronos, Pinar Dogan, I, and others were doing it as part of a blended learning approach. Then, a couple of years before the pandemic, a group of us started working on the Public Leadership

Credential, which is the School's flagship online learning initiative.

When we were forced by the pandemic to move to online learning, we were very fortunate to be able to leverage those previous efforts, and I think the School was better prepared for online learning because of them. That doesn't mean it was easy to do, but it does mean that we had in-house expertise to help bring everyone into online teaching and learning.

Many of us had experience with asynchronous learning, whereby learners engage with online material but are not interacting live with teachers. So even some of us who had some experience had to adjust quickly to live online teaching. I think it's fair to say that there were growing pains. It was not easy at first, and I commend the spirit of the faculty and staff members. They looked for ways to innovate and make things work for

students and were very resourceful and creative. That, to me, is one of the silver linings of the pandemic: the unleashing of creativity and resourcefulness that those involved in teaching and learning were able to bring to the enterprise.

You wrote a book about teaching with Zoom. How did that come about?

We went to online learning at the Kennedy School in March of 2020. By mid-May, I was seeing faculty members, both here and outside the School, use Zoom in creative ways. I started documenting those examples because I wanted to learn what they were doing—and I ended up putting together a book. I felt that people needed a one-stop place to learn how to teach effectively with Zoom, since that's the platform most people were using. I hope the book is helpful, not only to colleagues at the Kennedy School and at Harvard but more broadly.

What can we take from Zoom to the physical classroom?

Some aspects of teaching in the classroom are better—such as the magic that happens when people can engage in person. But it became clear to me that there are also some things we can do better online. Now that we're transitioning back to in-person teaching, we can think about how to incorporate some of those advantages. The use of chat during live instruction on Zoom is an incredibly powerful tool for finding out quickly what's on our students' minds. As we return to classrooms, where we don't have chat, we should think about alternative ways to get the same benefits. Another plus with teaching on Zoom is the breakout rooms, where you can put learners in groups. We've always done group work in classrooms, but on Zoom we experimented with having the groups use collaborative tools to document their work. Being able to better leverage

group work for post-group discussions is something I hope we can bring into the physical classroom.

What's one lesson from teaching fully online during COVID that you think we should not forget?

The pandemic has taught us to think more carefully about how to design successful learning experiences and programs for our students. We need to be better at putting ourselves in their shoes. That is a simple principle that should always guide teaching and learning, and it was especially evident over the past two years.

—
Dan Levy is a senior lecturer in public policy. He is the faculty director of the Public Leadership Credential, Harvard Kennedy School's flagship online learning initiative, and the author of Teaching Effectively with Zoom: A Practical Guide to Engage Your Students and Help Them Learn.

COVID-19 RESEARCH AND POLICY REPORTS FROM AROUND HKS

KENNEDY SCHOOL FACULTY MEMBERS and other experts have focused their research efforts on aspects of the pandemic, from how demographic differences affect vaccine hesitancy to how we can become more emotionally resilient.

Professor of Public Policy **MARCELLA ALSAN** and colleagues have found that how people respond to the pandemic varies by demographic. In a paper in *JAMA* titled "Disparities in Coronavirus 2019 Reported Incidence, Knowledge, and Behavior Among U.S. Adults," they showed that the largest differences in COVID-19-related "knowledge and behaviors were associated with race/ethnicity, sex, and age. African American participants, men, and people younger than 55 years were less likely to know how the disease is spread, were less likely to know the symptoms of coronavirus disease 2019, and left the home more often."


In an NBER working paper, "Persuasion in Medicine: Messaging to Increase Vaccine

Demand," Alsan and her coauthor, Sarah Eichmeyer, also examine how messaging can help overcome vaccine hesitation among Black and white men without a college education. They find that laypeople, rather than experts, are more trustworthy messengers in this scenario.

The Harvard Project on American Indian Economic Development published a policy brief in November titled "Assessing the U.S. Treasury Department's Allocations of Funding for Tribal Governments under the American Rescue Plan Act of 2021." Adjunct lecturer **ERIC HENSON**; the Ford Foundation Professor of International Political Economy, emeritus, **JOSEPH KALT**; and colleagues found that although the act has resulted in the largest single infusion of federal funding for Native Americans in U.S. history, allocation of this funding has been inequitable.

SHEILA JASANOFF, the Pforzheimer Professor of Science and Technology Studies, and her coauthor, Stephen Hilgartner, have led a research team conducting a study across 16 countries of responses to the pandemic from a science and technology perspective. Their Comparative Covid Response Project follows four lines of inquiry: how the pandemic is framed as a policy issue; what sources of scientific and policy advice policymakers rely on; to what extent and how effectively governments serve as synthesizers; who are the disseminators of knowledge and technical capacity and what knowledge claims and policy concepts became subjects of debate.

Harvard doctoral candidate Ke Wang, along with researchers from a host of universities and several Harvard faculty members, including Wang's advisor, **JENNIFER LERNER**, the Thornton F. Bradshaw Professor of Public Policy, Management and Decision Science, examined how simple reappraisal strategies can help people reduce negative emotions and become more resilient during the pandemic. The study looked at data across 87 countries and was written up in *Nature Human Behaviour* as "a multi-country test of brief reappraisal interventions on emotions during the COVID-19 pandemic."



“The pandemic has taught us to think more carefully about how to design successful learning experiences and programs for our students. We need to be better at putting ourselves in their shoes.”

DAN LEVY



FIGHTING FOOD INSECURITY WITH DATA

Jean-Martin Bauer MPP 2001 is helping revolutionize the way the U.N.'s World Food Program can pursue its critical humanitarian mission by embracing new technology and techniques.

BY ROBERT O'NEILL

WHEN JEAN-MARTIN BAUER MPP 2001 STARTED working at the United Nations' World Food Program (WFP) two decades ago, the old-timers—veterans of interventions in famines—would tell him they needed to measure just two things to monitor food insecurity in a region: food prices and rainfall (*prix et pluie*, in the French spoken in the West African countries where Bauer was first stationed).

"They had a few dozen markets in a country that were monitored every week, and they'd know what the price of millet was in francs per kilo," Bauer remembers. "They'd been doing it for years, so they could compare it with a five-year average. Then they'd have rainfall gauges placed in different parts of the country, and when it rained, monitors would write down how many millimeters fell. These reports on food prices and rainfall would come back to the capital, sometimes on camelback. And that's how you'd understand if there was a food crisis and how a determination was made that we needed to bring in international food aid to the country."

In October, Bauer was dispatched to Afghanistan by the WFP to assess the situation following the government's collapse in the face of the Taliban's advance. From a hotel conference room in a suburb of Kabul, he and a team of other experts from U.N. agencies dove into a trove of data. A survey of 12,000 Afghan households, conducted first via cell phones and then door-to-door, provided information on livelihoods and food consumption. Satellite imagery and remote sensing data detailed rainfall and snowpack conditions, vegetation, and even poppy crop

estimates. Then, of course, there was the collapse of the economy, brought about by the ongoing civil strife and the Taliban takeover in mid-August, with job losses and bank closures. The results were deeply disturbing: 23 million people, or 55% of the population, were in need of humanitarian assistance.

Although the core of the WFP's work is still in many ways the same it has been since its founding, in the early 1960s—helping feed people during emergencies and improving food security for the most vulnerable—its approach has evolved. And Bauer, who helped develop the agency's cell phone survey methodology nearly a decade ago and is now the WFP's senior advisor for digital innovation at the U.N.'s headquarters, in New York, is at the forefront of a push to modernize the humanitarian agency, using and analyzing data not only to improve responses to hunger crises, but to predict them as well.

"I'm a numbers person," says Bauer, "and I do believe that data and tech can transform positively what we're doing as humanitarians in the field. Even if the end product is still delivering a bag of rice, making sure it gets to the right person is something that data can help us do. We can do a lot better with the right data."

"We're also increasingly doing things like e-payments. In Afghanistan, a quarter of our response is going to be through what we call cash-based transfer, so people will get either a voucher or cash in hand. The responses themselves are also getting more sophisticated. But it starts with the right assessment of the situation," Bauer says. "Better use of data and tech is certainly one of the ways we're going to get to zero hunger."

"I'm a numbers person, and I do believe that data and tech can transform positively what we're doing as humanitarians in the field." JEAN-MARTIN BAUER



Opposite: Food packets prepared by members of the World Food Program pictured before their distribution to needy Afghan families in Kandahar. Photo by Sanaullah Seiam/Xinhua/Getty Images

At left: Primary school children eat lunch offered by the WFP in southern Madagascar. Photo by Rijasolo/AFP/Getty Images

Above: Jean-Martin Bauer in the field in Africa



“Even if the end product is still delivering a bag of rice, making sure it gets to the right person is something that data can help us do. We can do a lot better with the right data.” JEAN-MARTIN BAUER

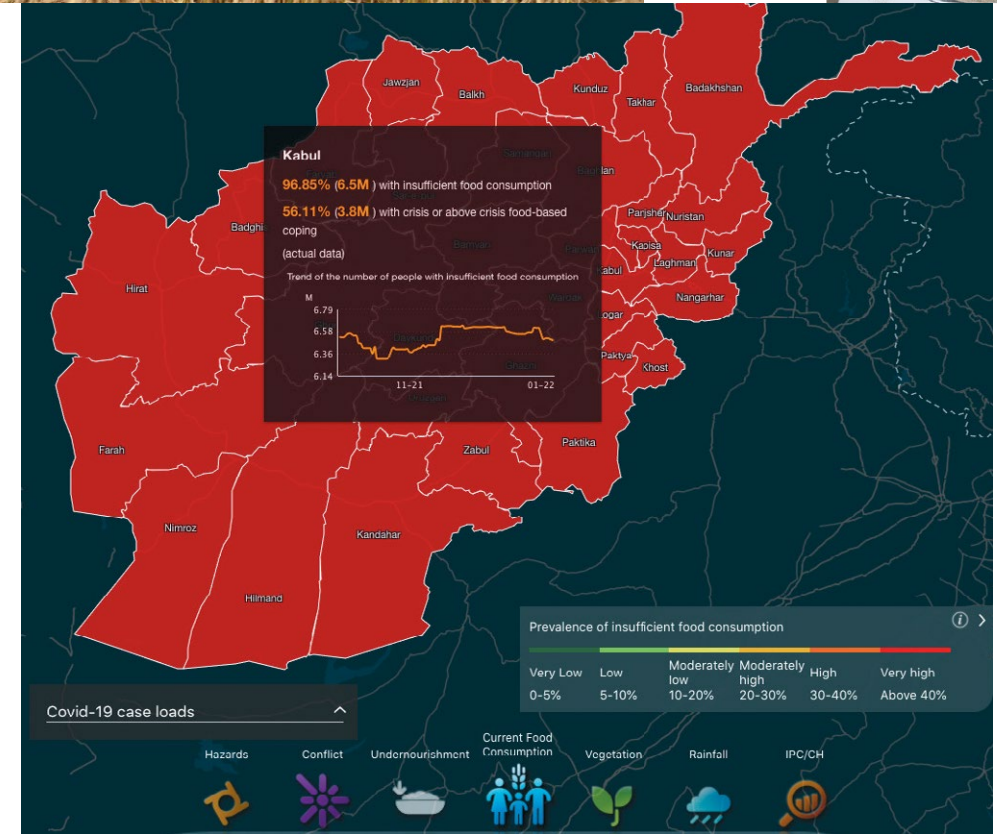
Bauer grew up outside Washington, D.C., the son of immigrant parents. His father is from the Alsace region of France and had come to the United States on a Fulbright scholarship. His mother is Haitian. He went to college at the London School of Economics, eventually coming to the Kennedy School in 1999. The executive director of the WFP at the time had taken an executive education course at the Kennedy School and came back to campus to recruit new talent. Bauer was one of the lucky few to be hired. He was immediately sent to West Africa, where he stayed for 10 years.

“That was really working on frontline food-aid programs, working on drought relief in Niger and Mauritania, and resilience programs,” he says. “I moved to Guinea-Bissau, a former Portuguese colony, which was recovering from conflict.”

Then, Bauer remembers, during a severe food-price spike in 2008, someone recalled his training in economics, and he was sent to work as an analyst at the regional bureau in Dakar, Senegal. “What I was doing at that point was traveling to every single crisis in West Africa to understand the economics of the emergencies that WFP was facing,” he says.

He focused intently on the local food economy, particularly people’s purchasing power. At the same time, the WFP transitioned from providing bags of food to providing cash. “We did the first food vouchers in Africa,” Bauer says. “I’m very proud to have worked on that. But you need very robust market analysis before you can start doing things like that. Today we’re doing more than \$2 billion a year in cash transfers worldwide.”

That market analysis involved understanding local financial systems—understanding how trading networks functioned, how they responded to incentives,



Opposite at top: Villagers collect rations of grain and supplementary aid parachuted onto a drop zone in South Sudan by the WFP. Photo by Tony Karumba/AFP/Getty Images

At left: The website HungerMapLIVE showing data on food insecurity in Afghanistan

Above: Children wait for transportation after receiving food donated by the WFP, in Kabul. Photo by Rahmat Gul/AP Photo

headquarters in New York. There his job is to evangelize new humanitarian solutions, mainly those involving technology and the use of data and artificial intelligence.

HungerMapLIVE is a perfect example. Launched by a colleague of Bauer’s, the platform employs all available data to predict food insecurity using artificial intelligence. During the conflict in Yemen, when phone surveys were impossible, the mapping system was able to predict a degradation in food security and increase the amount of food the agency was distributing on the ground.

“It pulls information from satellite imagery, so they’ll look at vegetation. They will look at satellite pictures of Earth at night—lights at night correlate really well with people’s welfare [because they indicate electricity use]. They look at food prices,” Bauer says. “It’s automatic and it’s instant.” Then, using algorithms, the agency can determine food needs. Specialists on the ground can check the data, but the technology

allows the agency to be proactive and predictive. “These are things that we want to scale up all over the humanitarian space,” Bauer says. “What we did with food security with the HungerMapLIVE, it could be the MigrationMapLIVE; it could be the PandemicMapLIVE. That’s where we need to go.”

Cooperation with private industry is invaluable in this effort, but also difficult. For example, cell phone call records can show whether a person is consistently in one area or has suddenly moved. Skillfully used, while protecting privacy, these records may be able to indicate whether people have been displaced. The WFP has worked with telecommunications companies to get that data in the past, but the process can take up to a year. The agency is also working with a blockchain start-up to help transfer money, using a stable cryptocurrency coin, thus ensuring that payments are made safely and end up in the right digital wallets. This system is being used in small pilot programs, in which young people are paid for microtasks, and in huge humanitarian interventions, in which more than a million refugees a month receive e-payments via blockchain.

But risks and privacy concerns abound. Refugees and aid recipients can be registered with biometric and other personal information, and if that falls into the wrong hands, the downsides could be enormous. So, data security becomes paramount, Bauer says.

“Twenty years ago, the humanitarian assessments were, you’d get a report on a camel’s back about rainfall in that part of the country. Well, these days it’s not machine learning only, but machine learning first,” Bauer says. “You’ll get your initial insights from something like the HungerMapLIVE, and then you’ll have to continue with other methods to refine your opinion. But it’s machine learning first right now, and that relies on a ton of data. That’s the gas in the engine.”



A NEW MOUNTAIN TO CLIMB

Marina LeGree MPA 2014 built a program to help young Afghan women find themselves through mountaineering. Now she is helping them find new lives.

BY RALPH RANALLI | PHOTOS COURTESY OF ASCEND

MARINA LEGREE MPA 2014 WILL NEVER FORGET the week in mid-August when the Taliban swept back into control of Afghanistan and her job suddenly changed from lifting young Afghan women up to getting them airlifted out.

"It was very apparent very quickly that they did in fact need to flee," LeGree says about the participants, alumni, and staff of Ascend Athletics, the NGO she founded, which uses mountaineering and athletics to empower young women with self-confidence and leadership skills. Working to relocate them, she says, "has been the dead opposite of everything I've ever stood for in Afghanistan: strengthen communities; create change. I never wanted to be a pipeline for people to leave."

Speaking in late October, LeGree said the dust was settling from 12 grueling weeks of nonstop phone calls, emails, texts, networking, and basically begging. She successfully relocated the vast majority (a handful elected to stay) of the 133 members of the Ascend community. Just during the course of her interview with *HKS Magazine*, she was interrupted by a text from Kennedy School classmate and Chilean Ambassador to Ireland Carla Serazzi MPA 2014, who is helping resettle 10 Ascend families in Santiago.

"It's a bit surreal; my head is still spinning," says LeGree, who currently lives in Naples, Italy, with her husband, a U.S. Navy rear admiral. "I still can't wrap my head around the fact that the Taliban are in charge and girls can't go to school and all the things we worried about are happening."

Just three years ago, Ascend had reached a literal high point. In 2018, Hanifa Yousofi, an alumna of the program, became the first Afghan woman to climb the country's highest peak, Nushaq, which rises 24,580 feet above the Wakhan Corridor in the Hindu Kush mountain range. Nushaq had first been successfully summited by a team of Afghan men just nine years earlier.

Ascend was born in large part from LeGree's own love of athletics and the outdoors. She grew up in southern Washington state, where she played basketball and softball and threw the javelin in high school. She went on to play softball at Washington State University, where she earned her bachelor's degree in political science. After graduating in 2001, she went to the Republic of Georgia to work as an assistant to then-President Eduard Shevardnadze's head translator.

She returned to the United States a year later and earned her master's in international development from George Washington University, which led to her first job in Afghanistan. Working for the United Nations' International Organization for Migration, she was stationed in Faizabad, the provincial capital and largest city in the remote, mountainous northern province of Badakhshan, where she got her first taste of life as a woman in Afghanistan.

"I was living like Afghans live, which for a woman means you can't go outside, and which means you don't



get to move physically," she says. "You cannot move as a woman—everyone will stare at you. You can't go outside without judgmental eyes on you, and it's suffocating. That part of the experience was awful."

Desperate for a physical outlet, LeGree first discovered yoga. "It was really good for my mental health and physical health," she says. "And as I was looking for other ways to exercise, the mountains were right there." Soon some other expats from a Swiss-based NGO took her hiking, and she was



"I needed a reset. I thought, 'If I come back, I'm going to do something for girls.'"

MARINA LEGREE

hooked. The idea of empowering women through climbing and athletics began forming in the back of her mind.

For the next six years, though, she worked for NATO and for the U.S. military in Afghanistan, providing support to troops and civilian personnel doing stabilization work in local communities as part of the anti-insurgency effort. During that period, she designed a methodology for analyzing the stability of a given area or region, which was approved by the U.S. Agency for International Development and the government of Afghanistan as a national stabilization programming standard.

"I had a sort of pragmatic view, and I felt comfortable in the military space," LeGree says. "So that got me into a civil military career, and I kept getting picked up for job after job." But being connected with the U.S. occupation also had its drawbacks, including a nagging suspicion that followed her from post to post. "Everybody thought I was a spy, basically," she says.

As her work and the occupation wore on, she was also increasingly disheartened by the level of corruption she observed in both the Afghan government and the U.S. occupation effort. "I worked with a guy who ended up doing five years at Leavenworth [correctional facility] because he rigged the contracting process, and tried to import opium to the United States at the end of this tour and got picked up by the FBI," she says. "And he was our civil military representative, so he was the most visible face of the U.S. military in the province."

"We were pushing uphill, trying to do good things in Afghanistan with something that was foundationally flawed," she says. "The fundamentals were all wrong. No outsider can fix this for Afghans, and no society that disempowers half its population is going to succeed. I was tired of it, and I needed a reset. I thought, 'If I come back, I'm going to do something for girls, something that's not dirty.'"

She found her reset at the Kennedy School. As in Afghanistan, she was at first regarded with some suspicion by some classmates because of her involvement with the counterinsurgency effort and the military. But with time, those walls broke down.

"I really needed that new peer group," LeGree says. "I wanted to surround myself with people who had done different things and who inspired me and who would have different viewpoints, and that's what I got. I had an incredible class full of people who are friends for life and the people who really helped me start Ascend."

One of those classmates was Sabreen Dogar MPA 2014, who is still a member of the Ascend board of directors. LeGree remembers being with Dogar in Adjunct Professor Carl Byers's entrepreneurial finance class—and struggling mightily: "We kind of hated it because we weren't good at it, and it sucked to struggle while other people in the class were so good and had master's degrees in finance."

LeGree says that Byers really challenged her about her idea for Ascend, but the struggle ended up making both her and her idea stronger. "One of the assignments was that I had to sketch out what Ascend would look like in five years," she says. "And we're literally drawing on that playbook right now." She says



"No outsider can fix this for Afghans, and no society that disempowers half its population is going to succeed."

MARINA LEGREE

most remote climbing destination in the world—so remote that both the Russians and the Taliban had trouble gaining a toehold there. For the girls' first major climb, they chose a 16,000-foot peak next to Mir Samir, a 19,000-foot peak so difficult that it has never been successfully climbed and is considered by many to be unclimbable. When they established a base camp at 14,000 feet, local villagers informed them that no Afghan woman had ever reached that altitude before. As a tribute to their quest to overcome obstacles, the group named themselves "The Lion Daughters of Mir Samir."

Thanks to the efforts of LeGree, Ascend staffers, and other allies, those young women and the other Ascend participants are now spread across the globe in Chile, New Zealand, Ireland, the United Arab Emirates, Pakistan, Germany, Denmark, and the United States. For now, LeGree says, the way forward for Ascend is to redirect its programming to serve those refugee populations where there is a critical mass.

The program in Afghanistan itself is still up in the air, she says. "We're keeping our foothold there because the Taliban haven't really said much about who's going to be allowed to do what," she says. "We can do female-only instruction in the space that we have, and we can also deliver instruction via cell phones—which we've gotten pretty good at during COVID anyway." The mountaineering program will almost certainly need to be moved, with Pakistan being a strong possibility for its new location.

LeGree also plans to expand beyond serving only young women from Afghanistan. "It doesn't have to be just Afghans," she says. "The mission is to empower girls through sports. That can be applied in a lot of different ways."

that Byers, who now teaches at the Harvard T.H. Chan School of Public Health, is still helping seven years later, posting on social media to urge support for Ascend after the Taliban takeover. "Both Sabreen and I have been like, 'Oh my gosh, we've got our professor's mark of approval,'" LeGree says.

After commencement, LeGree returned to Afghanistan and founded Ascend, bringing on the climbers Danika Gilbert and Emilie Drinkwater as guides and mentors. Over the next seven years, as the program grew, Ascend recruited more than 20 young women every year for the two-year program, which helped them develop skills including leadership, service, physical fitness, psycho-social well-being, and mountaineering. In 2021, it scaled up, opening a new sports center and bringing on 75 participants.

The program was based in Kabul, but for climbing and outdoor training the girls were flown to the Wakhan, a narrow strip of Afghan territory bordered by Tajikistan to the north, Pakistan to the south, and China to the west. It is perhaps the





EVENT

Lies, Truths, and Democracy

THE BUZZ



“We have a democracy in the United States, but the only way that democracy can work is if everybody participates.”

Dolores Huerta, famed labor rights leader, at an IOP Forum event in September



“If we are truthful about the extent of racism in our politics and our policymaking, then we have to be honest about the fact that it has a cost for virtually everyone.”

Heather McGhee, author of *The Sum of Us*, at an IOP Forum event in October



“We remain resolute that failure is not an option as it relates to our democracy.”

Hakeem Jeffries, chairman of the House Democratic Caucus, at an IOP Forum in September



“Inflation is a tax. It’s a very regressive tax ... because it is in the lower income strata where the largest share of the budget goes to food, energy, and basic necessities.”

Carmen Reinhart, chief economist at the World Bank Group and Minos A. Zombanakis Professor of the International Financial System, while delivering the 2021 Gordon Lecture in November



“The ability to have an education— that is a health issue. Housing is a health issue. The environment is a health issue. Transportation ... that’s a health issue.”

Rachel L. Levine, U.S. Department of Health and Human Services assistant health secretary, at an IOP Forum in October



“This quest to a clean energy future is actually totally in line with where the world needs to head. It’s not a sacrifice. It is an opportunity.”

Gina McCarthy, White House national climate advisor, at an IOP Forum in November

“WHAT ARE YOU WILLING TO SACRIFICE FOR THE TRUTH?” That was the blunt question posed by Maria Ressa, the 2021 Nobel Peace Prize winner, as she delivered the Salant Lecture on Freedom of the Press in November. Ressa, the founder of Rappler, a digital Filipino news organization, has gained international recognition for her tireless work holding the powerful accountable and for her technological innovations in journalism. She has also paid a heavy price, in the form of near-constant online attacks aimed at her and her staff, along with a barrage of civil and criminal cases, which hold the potential for serious prison time and have required her to seek court permission to travel, including to Harvard and to Norway in December for the Nobel awards ceremony. Ressa, who was at the Kennedy School as Hauser Leader at the Center for Public Leadership and a Joan Shorenstein Fellow at the Shorenstein Center on Media, Politics and Public Policy, spent her time at the University in the fall meeting with students and experts and delving further into her research. Her lecture focused on the use of social networks as vehicles for huge misinformation campaigns aimed at division and distraction, and she criticized them heavily for contributing to the erosion of democracy. “If you have lies, you don’t have facts. If you don’t have facts, how can you have truth? How can you have trust? If you don’t have these three, you don’t have democracy. You don’t have a shared reality.”

REUTERS/ELOISA LOPEZ

From Strength to Strength

Finding Success, Happiness, and Deep Purpose in the Second Half Of Life

Arthur Brooks, William Henry Bloomberg Professor of the Practice of Public Leadership, Harvard Kennedy School; Professor of Management Practice, Harvard Business School

IN HIS MID-40S, happily married with children, more successful in his career than he had dared hope, Arthur Brooks began pondering his inevitable decline. The prompt, as he explains in his latest book, *From Strength to Strength*, was an overheard conversation on an



airplane—a famous elderly man full of melancholy and regret, complaining to his wife that his life seemed to have lost meaning. Shaken, Brooks dove into a years-long exploration of the meaning of decline—how we change (for the worse and for the better) as we age, and how that seemingly downward curve can be turned into a ramp toward another, different ascendancy. He explains that intelligence evolves, even in the greatest minds, from fluid and

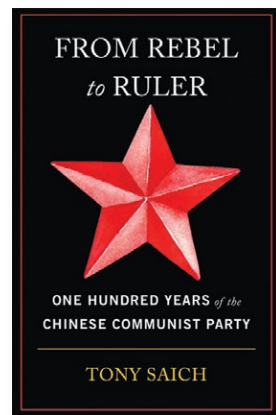
creative when young to synthesizing and crystallizing as we age. He describes how, unheeded, this change can cause even (perhaps especially) the most accomplished to confront the second half of life as an inexorable disappointment. But accepting the change, and recalibrating what success means, can set us up for true happiness. Brooks, whose research led him to make major changes in his own life (he left his role as the head of a large, influential think tank in Washington to teach at Harvard), sums up his teaching in seven words: “Use things. Love people. Worship the divine.” His book provides a road map for the journey.

From Rebel to Ruler

One Hundred Years of the Chinese Communist Party

Tony Saich, Daewoo Professor of International Affairs; Director, Ash Center for Democratic Governance and Innovation

IT’S BEEN A WINDING 100-YEAR JOURNEY for the Chinese Communist Party, and Tony Saich has made a career of studying its history and inner workings. In his new book, *From Rebel to Ruler: One Hundred Years of the Chinese Communist Party*, Saich tells an authoritative story of the party, from its humble, Soviet-supported beginnings and existential struggles with the Chinese



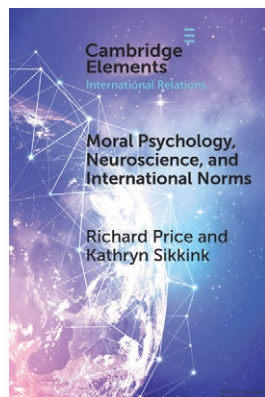
Nationalists, to the excesses of the Great Leap Forward and the Cultural Revolution under Mao Zedong, to the party’s emergence as a global economic superpower with a growing middle class. Communist systems are commonly thought of as rigid, but Saich explores how the Chinese Communist Party hasn’t adhered closely to Marxism or Leninism and how its remarkable adaptability helped it survive and even thrive while other communist regimes

around the globe collapsed. That flexibility has involved a complex relationship with private enterprise, along with the adaptation of party structures to local customs and tribal power dynamics. Saich argues that organization has been another key to the party’s success: With 90 million members and branches in 4.5 million grassroots organizations, the party pervades every segment of Chinese society. And by structuring itself as a collection of vertical silos while repressing any horizontal coordination at the grassroots level between groups such as students or industrial workers, it has been highly effective at heading off challenges to its power. Saich also considers the future of the party as President Xi Jinping consolidates his power and seeks an unprecedented third term.

International Norms, Moral Psychology, and Neuroscience

Kathryn Sikkink, Ryan Family Professor of Human Rights Policy; Richard Price, University of British Columbia

PART OF THE CAMBRIDGE ELEMENTS SERIES in International Relations, this succinct scholarly volume by Kathryn Sikkink and Richard Price explores how moral psychology and neuroscience provide insight into the development of international norms. “We can no longer advance our understanding of emotions or morality or norms without some discussion of neuroscience and psychology,” the authors argue. They also explain how knowledge about the brain science and psychology behind moral feelings may help advocacy groups in framing norms.



Sikkink and Price discuss the way psychological frameworks such as the moral foundations theory—which identifies the common underpinnings of moral decision-making—feed into the development of transnational norms, with universal moral qualities (which can

cross national contexts) winning out over more parochial ones (such as loyalty to an individual country).

Our cognitive processes are also at play, and Sikkink and Price argue that an understanding of the brain’s fast, automatic, intuitive system, along with its slower, more deliberate thinking system, can provide insight. “We claim that transnational norms begin as moral intuitions,” they write, “but through a process of reasoning (alongside power and bargaining), in which emotion plays a role but does not predominate, these norms are later institutionalized in international law and institutions.”

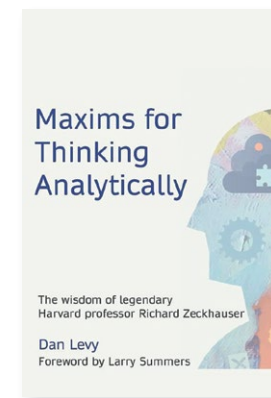
International Norms, Moral Psychology, and Neuroscience illuminates thought-provoking new avenues for international relations research.

Maxims for Thinking Analytically

The Wisdom of Legendary Harvard Professor Richard Zeckhauser

Dan Levy, Senior Lecturer in Public Policy

THIS BOOK BY DAN LEVY, with a foreword by Larry Summers, is a toolkit for making better decisions, drawing on the lessons of Richard Zeckhauser, a legendary Kennedy School economist who has taught at Harvard for more than half a century. Levy explains, “I wrote this book because I am convinced that Richard’s wisdom can be helpful to



vast numbers of people in the world, many far removed from Cambridge, Massachusetts, and the academic world. I also wrote it as a tribute to him from me and the many others whose lives he has so positively influenced.”

The maxims come from Zeckhauser’s course “Analytic Frameworks for Policy” and are illustrated with examples from students and colleagues—including the Kennedy School faculty members Robert Stavins, Iris Bohnet, Jennifer Lerner, Gary Orren, Kessely Hong, Jeffrey Frankel, Jason Furman, and others. Levy organizes them into five themes: thinking straight, tackling uncertainty, making decisions, understanding policy, and living fully. Within each category, he presents advice that is memorable in its clarity—for instance, “Good decisions sometimes have poor outcomes.” And behind each maxim is an analytical tool or two to help readers avoid systematic errors in thinking.

Maxims for Thinking Analytically is helpful for anyone wishing to understand the world better and make smarter decisions. It is also a treat for the many students whom Zeckhauser has taught over the years, his coauthors, and his colleagues.

More Books

Engaged Fatherhood for Men, Families and Gender Equality

Healthcare, Social Policy, and Work Perspectives

Editors: Hannah Riley Bowles, Roy E. Larsen Senior Lecturer in Public Policy and Management; Marc Grau-Grau; Mireia las Heras Maestro

THIS CROSS-DISCIPLINARY book examines the benefits of fatherhood and how more-engaged fathers can contribute to greater gender equality. It offers new takes on parental roles as the age of the breadwinner-or-homemaker recedes, with chapters on health and well-being, social policy, and work and organizations.

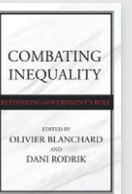


Combating Inequality

Rethinking Government’s Role

Editors: Dani Rodrik, Ford Foundation Professor of International Political Economy; Olivier Blanchard

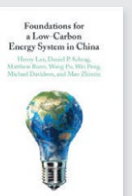
THE ESCALATION in economic inequality has played a key role in recent elections and in the societal divide we see in the United States. Leading economists, including the HKS professors David Ellwood, Jason Furman, and Larry Summers, share their ideas on the role government plays in bridging the wealth gap.



Foundations for a Low-Carbon Energy System in China

Authors: Henry Lee, Senior Lecturer in Public Policy; Daniel Schrag, Sturgis Hooper Professor of Geology and Professor of Environmental Science and Engineering; Matthew Bunn, James R. Schlesinger Professor of the Practice of Energy, National Security, and Foreign Policy; Michael Davidson, University of California; Wei Peng, Penn State University; Wang Pu, Chinese Academy of Sciences; Mao Zhimin, Harvard University

CHINA’S COMMITMENT to reducing fossil fuel dependency by 2030 is only the first step in stabilizing its greenhouse gas emissions. To reach a goal of zero emissions, the authors argue, China needs an aggressive strategy combining electric pricing, vehicle policies, and renewable energy. They examine how near-term policies affect long-term success.



CLASSNOTES

KEEPING HKS

CONNECTED

1961

Arnold Zack MPA, having just celebrated his 90th birthday, has closed up shop as a labor management arbitrator after deciding some 5,000 cases over 64 years. “I wish you all similar longevity and success in your chosen careers to make this a better world. I tried to make it a more peaceful world in labor management relations. The horizons established by the Kennedy School make your role in that quest for peace harder, but your training at this school empowers you to bring that goal closer to reality.”

1964

Honora Kaplan MPA died on Oct. 22, 2021, in Chestnut Hill, Massachusetts. Honora was a lawyer and public official in Massachusetts for decades. She served on the Newton (MA) School Committee, leading the progressive wing, in the 1970s and 1980s.

Abe Lowenthal MPA continues to focus on Latin American and inter-American affairs. He has published several pieces on Venezuela’s elusive transition from authoritarian rule, and one on Peru’s 2021 election of a leftist schoolteacher as president, contextualizing this surprising outcome in the light of 50 years of political fragmentation and declining state capacity. Abe is also working on an essay comparing the decline of political institutions and norms in Brazil and the United States, and another on U.S.-Latin American relations in the post-pandemic world.

1971

John LaBreche MC/MPA writes, “I retired from federal service in 1997 after 35 years with Social Security (manager) and Labor (ESA-Black Lung Division mid-management) in eastern Kentucky with occasional assignments to Washington, D.C. I then accepted a position with the Kentucky Department of Labor, where I worked until 2002. For the past 29 years, I have served on the board of Pikeville Medical Center (PMC), a growing eastern Kentucky regional medical center, and am acutely aware of the pandemic stresses endured by our staff of 3,000. PMC also is home to the Appalachian Autism Center, which is quickly becoming the largest such treatment center in the United States.”

1972 50TH REUNION

Ron Luke MPP has been working with HKS classmates throughout the years to establish and operate an HKS Special Interest Group on State and Local Government. The group has put together several programs and monthly coffee chats. If interested, send an email to hks.stateandlocal@gmail.com.

1974

Roland Castaneda MPP writes, “This July, I joined the South Texas Pro Bono Asylum Representation Project (ProBAR), a project of the American Bar Association that provides legal information, pro se assistance, and pro bono representation to thousands of immigrants and asylum-seekers in remote

South Texas each year. Founded in 1989 in response to the overwhelming need for pro bono legal representation of Central American asylum-seekers detained in South Texas, ProBAR has a long history of providing critical legal services to people at risk of deportation. I am a staff attorney who will also support ongoing efforts to raise additional funds and increase the number of pro bono attorneys for ProBAR.”

1976

Sam Lehman-Wilzig PHD writes, “After retiring from 40 years teaching, researching, and chairing two departments at Bar-Ilan University in Israel, I have a new book appearing early in 2022, *Virtuality and Humanity: Virtual Practice and Its Evolution From Pre-History to the 21st Century* (Springer Nature). It surveys and analyzes virtuality through human history as expressed in religion; philosophy, math, physics; literature and the arts; economics; nationhood, government, and war; and communication—and the socio-psychological functions explaining its universality. The book is dedicated to my wife, and to Harvard’s late (and great) professor Daniel Bell, the inspiration for my interdisciplinary approach to researching human activity.”

1977 45TH REUNION

Lawrence DiCara MC/MPA is back home in Jamaica Plain, Massachusetts, after spending five months in various hospitals after being run over by an SUV while walking on a sidewalk in

Marion, Massachusetts. He is back to work at 10 Post Office Square. He walks with a cane when outdoors and has his right arm in a sling as a result of surgery in July to repair nerve damage from the accident. He is pleased to be back writing, representing clients, and giving speeches and lectures.

1978

Richard Broinowski MC/MPA returned to the Australian foreign service in 1979. He became Australian ambassador to Vietnam (1983–86), South Korea (1987–89), and Mexico, the Central American Republics, and Cuba (1994–97). He also spent three years managing Radio Australia. After retirement he became an adjunct professor at the University of Sydney and sent Australian media students to work as journalists for newspapers in China, Japan, Korea, Thailand, Cambodia, and the Philippines. Richard lives with his wife, Alison, and cat, Genji, in Sydney. He has published six books. “Would love to catch up with colleagues at the Kennedy School.”

Edgard Moncayo MC/MPA writes, “I’ve held various leadership appointments within the Colombian government, along with positions at international bodies such as UN CEPAL and the Andean Community, specializing in economic policy and development. My research and teaching positions at a variety of universities and my strategic consulting experience have allowed me to lecture and work in the United States, Europe, and Latin America. I’ve held visiting lectureships at several European universities, including Oxford and the Autonomous University of Madrid in Spain. I most recently served as a senior visiting fellow at Florida International University in Miami, examining issues of regional economics and innovation.”

1979

Nancy Connery MC/MPA writes, “I am sad to announce the death of fellow HKS classmate **Rina Spence Countryman MPA** in Cambridge, Massachusetts, on June 10, 2021. Rina was a pioneer in women’s health care and the first female hospital president in the Commonwealth of Massachusetts, among many other accomplishments. She was also my friend for more than 50 years. I miss her dearly.”

Steve Cox MPP retired in 2018 from a career in international development, conservation, and human rights. Steve worked at the Ford Foundation, Agua del Pueblo, Acceso, INCAE, the Inter-American Foundation, The Nature Conservancy, World Resources Institute, and

the World Wildlife Fund. He is now an active board member of AsylumWorks and the Beckner Advancement Fund, and is involved in D.C. city politics with the Washington Interfaith Network. He and his partner, Laurie Welch, are also frequent campaign workers for progressive candidates around the mid-Atlantic. Daughters Katie and Sarah are back in D.C. and active in public service careers. Steve is learning how to make furniture and attacking a long reading list.

1981

Chris Evangel MPA spent his career working in financial services and government. After HKS he was based in Manhattan and worked at the Office of Management and Budget in the federal government, at Moody’s Investors Service, and as a managing director of investments in national insurance regulatory. Chris, who lives in northern New Jersey and New York, is currently attending University of Richmond Law School with one year left to go for his JD. “Yes, most might have chosen to retire instead.”

Joe Leitmann MPP was hired in July as the first executive director of the University of California Disaster Resilience Network to harness the talent of the largest research university system in response to society’s existential threats. He also leads a team of 25 experts drafting the COVID-19 economic and social recovery framework for Africa with the African Union and development partners. Finally, Joe is advising the World Bank on evaluating a decade of experience with disaster risk management. And he is still playing saxophone and squash!

1982 40TH REUNION

Bob Gleeson MPP is a professor and the Albert A. Levin Chair of Urban Studies and Public Service at Cleveland State University. Bob’s prior positions include vice president and Sutton Chair at the Public Policy Institute of California; director of the Center for Governmental Studies at Northern Illinois; and director of the Center for Economic Development at Carnegie Mellon. Bob earned a PhD in history and policy from Carnegie Mellon in 1997. His latest book is *The Evolution of Human Settlements: From Pleistocene Origins to Anthropocene Prospects*, with William Bowen (Palgrave Macmillan, 2019). Bob and his wife, Denise, live in Beachwood, Ohio. His son, Zack (27), lives in Washington D.C., while daughter, Hannah (25), lives in Cleveland Heights.

Worth Thomas MC/MPA has been elected to the board of directors for Community Bancshares Inc., the holding company for Community Bank. The bank operates in Alabama, Florida, Mississippi, and Tennessee, and has more than \$7 billion in assets and 800 employees.

1983

Tony Green MCRP shares that at the end of January Jim Brown died of complications from Parkinson’s disease and Lewy body dementia. Tony writes, “All of us who knew Jim understand what a fighter he was. He never gave up, no matter what. I can’t imagine anyone worked harder against these devastating illnesses. But those were battles he could not win. As you probably know, Jim was a massive sports fan in addition to being quite an athlete himself. He was an avid golfer, runner, and an NCAA champion swimmer in college.”

1984

When Afghanistan took the world stage in August, the plight of its women and girls galvanized **Judy Bunnell MPP**. Her post on the HKS Women’s Network Facebook page mobilized alums from various programs and years. Refugee visas were the paramount need, explained **Marina LeGree MC/MPA 2014**, who has helped build athletic programs for Afghan girls. As she worked to secure visas, the HKS group supported hundreds who evacuated to Europe and Latin America. Today, resettlement work and support for those still in country are the priority. Joining Judy were classmates **Jody Litvak MPP**, **Carol Landsman MPP**, and **Lisa Austin MPP**. Contact Judy to assist.

David DeLong MC/MPA is still researching, writing, and speaking about the future of work and solutions for critical skill shortages. David is currently writing *Tapping America’s Hidden Talent Pool*, a book of lessons learned from U.S. businesses committed to training and employing “marginalized” workers, including immigrants, those with disabilities, and the formerly incarcerated. “Glad to connect with those who have success stories to share.”

Naomi Goldstein MPP received the inaugural Evaluation Champion Award from the Evaluation Officer Council Recognition Program at the U.S. government’s Office of Management and Budget. Naomi, who has worked for 20 years at the Administration for Children and Families, was recognized for her leadership, her contributions to federal

Alumni Talk Policy

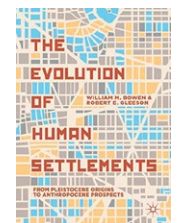


Transportation + Infrastructure December 15, 2021

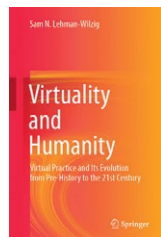
“[T]his bill specifically states that if you are a recipient of highway or transit federal dollars, you are now allowed to develop and to generate a local hiring preference contract, which is, I think, one of the biggest policy shifts you’ll find in the whole bill.”

—
**Mark Sullivan
MPP 1984**

ken.sc/atp



—
**Bob Gleeson
MPP 1982**



—
**Sam Lehman-Wilzig
PhD 1976**

➤
Use the Alumni Directory to contact your classmates.

hks.harvard.edu/alumni directory

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.

evaluation policy, and her mentorship to evaluation professionals throughout the federal government.

Charles Kelley MC/MPA is pleased to report that his daughter, Caroline Kelley Geiger, received her PhD in health policy and evaluative science from Harvard this spring, and her first class in the PhD program was at the Kennedy School! She was also president of the HKS rowing team, whose competitive activities were of course unfortunately cut short by the pandemic, but watching her row on the Charles for HKS will be a lifetime memory for him. Charlie marks his 30th year as a director of the Rhode Island Student Loan Authority and wishes all his classmates health and happiness.

David Owen MC/MPA is enjoying his third year of retirement after 35 years in local government management. He recently attended the funeral of classmate **Bill Boerth MC/MPA** at West Point. David is waiting to read the memoir of another classmate, **Edwardo Doryan MC/MPA, PhD 1988**. David lives with his wife, Mary, in Newburyport, Massachusetts, and maintains a second home in Wolfeboro, New Hampshire, where he worked for nearly 12 years. He is planning to resume travels abroad next year.

Hilary Silver MPP welcomed a second grandchild, Ezra, this summer. She writes, "Ezra's two-year-old big brother Saul loves playing with Duplo. No surprise. He gets his love of Lego/Duplo from both sides of the family! I'm working toward a certificate in health care analytics to get stronger in technical skills that didn't exist when we graduated."

1985

Frances Fabian MPP is still researching and teaching at the University of Memphis. "I'm very excited that my recent publication really drew on macro public policy as well as international management. Hope you all take

a look at 'Globalization, Economic Development, and Corruption: A Cross-Lagged Contingency Perspective.' It is free access at: link.springer.com/article/10.1057/s42214-020-00091-5."

Tom Gardner MC/MPA writes, "I am currently chair of the Department of Communication at Westfield State University in Westfield, Massachusetts, where I have been teaching for 20 years. I live in Amherst, happily married to Karen Levine. Our son, Koby, got his master's at Clark and is a local district representative for Rep. Jim McGovern. My daughter, Sarah, and her husband, Reid, are in Rome with the U.S. State Department and have two lovely boys, five and eight months. We plan to go in May. Enjoyed our Class of '85 Zoom reunion. What a great class! In touch with **Marty Linsky IOP 1973**, **Jim Shultz MC/MPA**, **Gabriela Romanow MC/MPA**, and others on Facebook."

Charles Grice MPP writes, "Greetings all ... living between Austin, Texas, NYC, and upstate New York. During COVID we opened a brewery (Roaring 20s) in New Lebanon, New York. Come by for a beer! I continue to work in banking and also serve on a board at HKS ... make a gift! Best wishes to you all."

1986

Sarah Burns MC/MPA, after almost 15 years in Washington, D.C., working on Capitol Hill, at the State Department, the World Resources Institute (WRI), and representing the United Nations Development Program (UNDP), relocated to Los Angeles, where she continues to work in the changing landscape of reforming U.S. foreign policy. Sarah is currently a senior fellow with the highly effective and aptly named NGO Just Foreign Policy. "Sorry we missed our 35th HKS reunion, see you at the 40th! I'll have a memoir coming out before then!"

Jim Doane MC/MPA writes, "We are leaving for Fort Myers, Florida, just after Christmas, and plan to spend four months there golfing, reading, and relaxing. Returning to Rehoboth Beach, Delaware, in early May. We are true 'snow birds.'"

Rob Muller MPP reports that he and Sally (Sachar) now split their time between Chicago and their pandemic retreat in rural west Michigan. "Kids have grown into employed, fun, and engaged adults (in New York, D.C., and Illinois). I am stepping down as dean of the College of Education at National Louis University at the end of the academic year. Next gig? Open to ideas and opportunities."

1987 35TH REUNION

Brian Mooney MC/MPA is pleased to report that his first book of poetry, *Unbidden*, was published in 2020.

Jeffrey Padden MC/MPA writes, "After receiving my MC/MPA, I served as a small-business policy advisor to the Michigan governor and as a director of small-business services. In 1991, I launched Public Policy Associates, Inc., which conducts policy research, development, and evaluation. I sold the company in 2013, but remain as board chair and do some consulting with the firm. My wife of 37 years died in 2017, and I am now happily involved with a wonderful woman I met in 1974. I have two kids and three grandkids, all of whom are doing fine. My health is good, and as a pastime I play music with several local groups."

Shigetaka Seki MPP is the executive director of the Consumer Product Safety Association after having served with the Ministry of Economy, Trade, and Industry from 1980 to 2007, and with the Vinyl Environmental Council from 2007 to 2018. In 2018, he received a doctoral degree in environmental science with a focus on the recycling of plastic products. Shigetaka is a board member of the Harvard Club of Japan, where he is mainly in charge of the Harvard Prize Book program.

1988

Abby Arnold MC/MPA writes, "Greetings—after graduating I built a career as a mediator focused on large dialogues and collaborations on renewables sustainability, marine, and water resources issues. In 2008 I helped found and have been running AWWI, a nonprofit dedicated to understanding and developing mitigation strategies to minimize impacts of wind (and now solar) on wildlife, so we can build out the renewables needed to help achieve net zero carbon goals while conserving wildlife. I married in the summer of 1988, raised three children, traveled, and now spend as much time in Alaska and elsewhere enjoying the great outdoors. Hoping all are healthy."

Carole Florman MC/MPA, after almost 29 years in Washington, D.C., has relocated with her husband to mid-coast Maine. Carole works remotely as a policy fellow for CancerCare, a national nonprofit organization that provides no-cost professional support services to anyone affected by cancer.

Changing the
Status Quo

Anatole Papadopoulos MPP 2003

According to **Anatole Papadopoulos MPP 2003**, silos between functions and professions and the gap between policymaking and implementation are two of the biggest challenges facing government service delivery. He should know. As the acting chief executive officer of the Canadian Digital Service (CDS), Papadopoulos works to bridge these divides. "Policymaking and implementation are done sequentially," he says. "They should be integrated."

After Canada implemented new government programs to help citizens get through the pandemic, for instance, Canadians turned to tools created by CDS, an agency Papadopoulos co-founded in 2017, and its partners to navigate these new benefits. "We work hard to put the wind at the back of public servants, to make it easier for them to adopt the tools and practices that will be effective to serve others," Papadopoulos says of the agency's efforts to improve the delivery of services to the people who need them. Some projects have included a benefits finder for veterans and their families and Impact Canada, an initiative modeled on the United States' challenge.gov that fosters innovative solutions to public problems.

User-centered research is paramount, especially when the mandate is to serve everyone. "It's critical to actually do the research and test with different sections of the population, and to pay attention to those whose needs haven't been traditionally well served," he says, noting, for example, the additional attention paid to language and literacy barriers.

Like others at CDS, Papadopoulos cares about making a difference. "People sign up for this work because of the impact they can have," he says. "This is my dream job. It brought together the two threads that had shaped my public service career to that point: science and technology, and improving government to make it more effective and relevant to the people it serves."

The self-described geek from Ottawa has been passionate about technology for as long as he can remember. "My high school was chosen to have one of the first internet connections in the province, and it was a really good opportunity to experiment. I was fortunate to have computers both at home and at school, and my friends and I were getting to do programming." (His brother **Emilian Papadopoulos MPP 2008** shares his interest; he is now the president of a cyber-risk advisory firm in Washington, D.C. Papadopoulos credits their parents for their curiosity and love for learning.) Anatole went



on to earn his bachelor's in cognitive science, and after working in the private sector, he decided to engage more deeply with policies around science and technology. "This was pretty rare in 2001; not a lot of programs were doing this," he says. "HKS offered the chance to dive into internet policy."

—
"People say government is risk-averse—but the status quo is more of a risk."

HKS helped him to be more thoughtful about science and technology and to bring a stronger toolkit to public problem-solving. "I'm better able to take situations where

there isn't a natural or obvious alignment in incentives and interests, to think creatively, and to find shared interests below the layer of oppositional positions," he says. At HKS, he also gained confidence: "I learned not to be too intimidated by large problems and the leaders tackling them. The people coming through the School normalized and humanized some of it. I remember this particular experience of sitting in a room at the Belfer Center with 25 people and Al Gore while he white-boarded for one and a half hours about climate change. It was weirdly normal—but still weird."

Papadopoulos and his team have captured and re-created a start-up environment at CDS. "We want people to be as creative and effective as they would have been in the private sector. People say government is risk-averse—but the status quo is more of a risk." He takes these words to heart as he leads the CDS's efforts to provide better services to all.



From Policy to Politics

Obiageli “Oby” Ezekwesili MC/MPA 2000

Obiageli “Oby” Ezekwesili MC/MPA 2000 says to fix a country’s politics it takes three things: an engaged and empowered electorate, a pipeline of competent and ethical new leaders, and a regulatory structure that keeps the political process fair and competitive.

So, in typical fashion, she is tackling all three—at the same time—with #FixPolitics, her new initiative in her native Nigeria. It’s a big job, but big jobs are her specialty. She pioneered the reform of her country’s public procurement and was a cabinet minister for two major government departments (natural resources and education), reforming each one and earning the nickname “Madam Due Process.” She’s also been a vice president of the World Bank, a presidential candidate, one of *TIME* magazine’s 100 Most Influential People, and the leader of an international movement (#BringBackOurGirls) to secure the release of 276 teenage girls kidnapped by the Islamic terrorist group Boko Haram in 2014.

It was her disillusionment with the handling of the kidnapping by two successive Nigerian governments, she says, that helped push her toward politics after a long career focused on policy. Although some of the girls have been returned, more than 100 are still missing seven years later.

“I got so disenchanted about governance and the politics that was leading to this level of indifference from the government,” Ezekwesili says. “I felt really like, my God, we the elite of our society have let down the poor people in our society, and we’ve done it in this very terrible kind of way.”

Part of her effort to reform politics in Nigeria, she says, has been to create what she calls a sort of unconventional online version of the Kennedy School, specifically designed to address

Nigeria’s and Africa’s needs called, the School of Politics, Policy, & Governance. The school’s stated mission is to build “a massive base and pipeline of a new and disruptive-thinking political class.”

“In fact, in some ways it’s better than the Kennedy School, because it is empirically designed to solve the specific problems we’re facing,” she says. So far, the program has graduated 154 people after eight months, is welcoming a new class of 190 students, and will expand to seven other countries in 2022.

Ezekwesili’s move into politics follows a long career in policy inspired by some rather prosaic advice from Shirley Williams, the late British politician and Public Service Professor of Electoral Politics Emerita at HKS.

“The way she put it was: ‘It’s the public policy, stupid,’” says Ezekwesili of Williams, whom she met during an executive education program. At the time, Ezekwesili was already a well-known advocate for clean governance in Nigeria and was

trying to decide between a master’s in policy at HKS and a PhD program in international law. “Shirley said that it was better for my continent that we should be grounded in policy.”

After graduation, Ezekwesili became director of the Harvard-Nigeria Economic Strategy Project at the Center for International Development,

working closely with then-Harvard Professor Jeffrey Sachs. She still credits the “fungible” skills she learned at HKS with helping her apply principles of economic analysis to politics, through which she determined that most African countries were practicing what she calls “monopoly democracy.” That realization fueled her move toward politics.

“I was not a politician, I was a technocrat,” she says. “I didn’t have to play politics, so I didn’t care about it. But I wasn’t seeing then that it is politics that gives you the governance, which gives you the policy. It is the politics that is the root cause of all our problems on our continent, Africa.”

—
“We see how many HKS students are engaged in the fight for equal rights, for freedom, for democracy. ... It would be a pity to lose the ability to train these public leaders because of the money question.”

Pieter Josephus Jitta MC/MPA writes, “When studying in Cambridge, I worked for the Dutch Ministry of Justice. After being self-deployed for a decade I returned to the ministry in 2005. I fulfilled several management positions and, since the beginning of 2019, work for the Dutch government as a consultant on leadership and organizational development. My spouse, Thea, who became a sculptor, and I have lived since 2012 on a former farm in a beautiful rural area. All our children—two sons and a daughter—work in the private sector (beer sales, digital branding, and retail). As grandparents we are blessed with three grandchildren.”

John McLaughlin MC/MPA has joined forces with John Flannery from MSNBC to create a new weekly podcast called “On The Level.” Their program showcases the major issues of the day, including truth, law, and justice in the United States. “On The Level” can be found on Apple Podcasts, Google Podcasts, and Spotify. Please join at <https://lnkd.in/gCnSJAWj>.

Anne Melko Nelson MC/MPA writes, “After retiring in 2014, I remarried in 2018 and my husband, Michael Melko, and I now split our time between our homes in Naples, Florida, and New Hampshire. While I loved the last 25 years of my career, retirement is definitely more fun.”

John Wasowicz MC/MPA is completing *Mount Vernon Circle*, the fifth book in his Old Town mystery series featuring Mo Katz as the fictional U.S. attorney for the Eastern District of Virginia. *Mount Vernon Circle*, slated for publication in 2022 by BrickHouse Books, Maryland’s oldest literary press, involves a domestic terrorist attack along the George Washington Memorial Parkway outside Washington, D.C. Previous books in the series include *Daingerfield Island*, *Jones Point*, *Slaters Lane*, and *Roaches Run*, with settings all situated along the Potomac River in northern Virginia between the 14th Street Bridge and Mount Vernon.

1989

James Brett MC/MPA, president and CEO of the New England Council, this spring received two honorary degrees from Regis College and Assumption University for his leadership and advocacy for individuals with disabilities. He was appointed by President Obama to the President’s Committee for People with Intellectual Disabilities (PCPID) and by Speaker Pelosi to the National Council on Disability (NCD).

George Mazza MC/MPA, on leaving the U.S. Justice Department after serving more than 20 years as a senior civil rights attorney, has returned to studying theology at Catholic University in Washington, D.C., where he is completing a PhD. In the spring of 2021, he designed and taught an innovative course on Judaism, for which he coordinated presentations by noted Jewish scholars and activists. In June 2021, George released *Dearest Sylvia*, a book of the edited and annotated love letters that his father wrote to his mother during World War II.

Seth Radwell MPP published his first book, *American Schism: How the Two Enlightenments Hold the Secret to Healing Our Nation* (Greenleaf Books, June 2021). The book has an introduction by Jonathan Israel, a world-renowned professor of the Enlightenment, and has been endorsed by both academics and journalists, including Ana Navarro of CNN, Pulitzer Prize-winning author David Garrow, Yale professors Jacob Hacker and Stephen Darwall, and Harold Meyerson of *The American Prospect* and *The Washington Post*. The central theme of the book is how to rehabilitate our severely damaged political dialogue in order to save our democracy. More info at: AmericanSchismBook.com.

1990

Frank Muller MC/MPA, following Australia’s devastating Black Summer bushfires, has been drawing on his expertise in climate and energy policy to assist residents of the township of Cobargo, on the New South Wales south coast to rebuild with greater resilience and lower emissions. A recently awarded government grant of \$1.4 million will be used to design and gain approval for a solar/battery microgrid to keep the power on during future grid failures. Frank also recently was lead author of a well-publicized paper by the think tank The Australia Institute on the implications of carbon border adjustments, such as those proposed by the European Union.

Stephen Wilkins MPA has joined the Corporation for Public Broadcasting (CPB) in the role of senior vice president of human resources and diversity, equity, and inclusion. In this new position, he will be responsible for the development and implementation of a human resources strategy that builds on CPB’s commitment to diversity and inclusion. Stephen will report directly to Patricia Harrison, president and CEO of CPB, and will work closely with his peers in the public media community. For more information, visit cpb.org.

1991

Joel Freid MPA writes, “After 22 years in Oakland, I recently moved back across San Francisco Bay to the land of my youth in Marin County—San Anselmo, to be specific. I’m still practicing environmental law with the Bay Area Air Quality Management District in San Francisco. My ‘kids’ are 20-somethings now: son Aaron works as a data analyst in D.C., and daughter Lena is finishing college at Cal Poly San Luis Obispo. Did you know that Obama HLS 1991 took at least three K School classes?! One with me, Law and Political Economy taught by professor Chris Edley, and Gary Orrer’s Press, Politics, and Public Opinion. I am still volunteering as a voter-protection Dem attorney, defeated the recall of California Governor Newsom, and am gearing up for ‘22 & ‘24!”

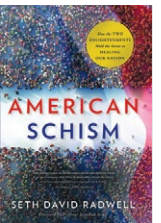
Arlene Kirsch MC/MPA writes, “In Williamstown, Massachusetts, I helped form an anti-racism activist group and led the campaign for a person of color to win a Select Board seat with more votes than any Select Board member has ever received before. Upon learning of a toxic police department culture, regular pressure from our group resulted in the firing of a racist police dispatcher and the resignations of the now-former police chief and town manager. Unfortunately there still is much more work to do here.”

Jenny Luray MPA writes, “After fun times in various roles in the U.S. House of Representatives, Senate, and White House, I led public policy and government affairs for two life sciences companies. Now I’m at Research!America, a nonprofit advocating for stronger U.S. funding in medical and scientific research and speeding up the “bench to bedside” pipeline. If you are working on similar issues or just want to say hi: lurayji@gmail.com.”

1992 30TH REUNION

Geri Augusto MC/MPA is a senior fellow in international affairs at Brown University’s Watson Institute. This past fall she helped organize a virtual conference marking the 60th anniversary of the Student Nonviolent Coordinating Committee (SNCC).

Mark Brimhall-Vargas MPP writes, “Having moved to Boston five years ago (living in Saugus, Massachusetts), I am now working at Fenway Health as the executive vice president of racial equity and social justice. I’d love to collect with other HKS people in the area.”



—
Seth Radwell
 MPP 1989

→
 Use the Alumni Directory to contact your classmates.

hks.harvard.edu/alumni directory

WIENER
CONFERENCE
CALLS



Social Impacts of Police Violence

“[P]olice killings of Black and Hispanic individuals lead to . . . specifically dire effects for the educational wellbeing of Black and Hispanic students nearby. And the long run costs of this are enormous.”

Desmond Ang

Juliette (Dacey) Fay MPP has published her sixth novel, *Catch Us When We Fall* (HarperCollins, September 2021). Set in the Boston area, it follows a young pregnant woman’s recovery from alcoholism with the reluctant help of her only sober friend, a Red Sox third baseman with problems of his own. Juliette lives in Wayland, Massachusetts, with her husband, Tom, and a rotating roster of their four adult-ish children.

Ruth Lawson-Stopps MC/MPA writes, “After 10 years I am pleased to return to the Maine Department of Corrections as the director of medical services. We are excited to be proud grandparents of our new grandson who lives in Washington, D.C., much too far away. I look forward to seeing old friends at the reunion, COVID permitting.”

1993

Piotr (Peter) Dmochowski Lipski MC/MPA lives in Paris, France, and has recently been reelected as the head of the European Telecommunications Satellite Organization (EUTELSAT IGO), an intergovernmental organization with 49 member states. He also serves as a commissioner on the Broadband Commission for Sustainable Development under the auspices of two United Nations specialized agencies—International Telecommunications Union (ITU) and UNESCO. Peter is a Littauer Society member and in October 2019 was invited to

participate in the Dean’s Council Meeting. Going back to the HKS campus is definitely on his list, once the pandemic is over.

1994

Clifford Garstang MC/MPA is the Library of Virginia Literary Award-winning author of the short story collection *What the Zhang Boys Know*. Clifford combines his international experience and midwestern and Virginia roots in his new book, *Oliver’s Travels* (Regal House Publishing, 2021), which explores the search for truth—in what we tell ourselves and others—and the challenges of healing broken families.

Brian Quinn MPP is an associate professor of law at Boston College Law School. Brian teaches and writes on corporate law, mergers and acquisitions, and venture capital.

Laura Rojas MC/MPA launched a podcast in October called “Dialogos Inteligentes.” Every 15 days Laura interviews people who discuss what is happening at the intersection of technology, business, and public policy and why it is important. The podcast’s aim is to understand the technologies that are driving that technological revolution, anticipate the evolution and use of technologies, and raise difficult questions surrounding the use of technology. The podcast is in Spanish and can be found on podcast platforms such as Spotify.

1995

Lorene Flaming MPP writes, “Stepping out of international development for a spell to reside at Upaya Zen Center in Santa Fe (Sept. 2021–March 2022). Deeply grateful for this gift to myself. Engaged in mindfulness study and practice, focusing on compassionate listening and action and how to be with suffering without burning out. The teachings are grounded in neuroscience, psychology, ethics, and contemplative perspectives (e.g., the G.R.A.C.E. model developed by Joan Halifax). If interested in learning more, Upaya’s offerings are accessible in their ‘cloud Zendo’ via Zoom and YouTube.”

Lauren Gibbs MC/MPA writes, “I am trying to pass bills in all 50 states providing fire safety information to students in schools and colleges because my daughter died in an off-campus fire in 2017 as a sophomore at Reed College. If she had had fire safety information, she might have lived. I am starting with Massachusetts, where Mara was born and lived until college, and Oregon, where she died. If you are in Massachusetts,

ask your state senator and state representative to get Ways and Means to pass H.2434/S.1570. If you are in Oregon, ask your state senator and representative to create such a bill and pass it. If in a different state, do similarly. If you want to help in YOUR state or territory, contact collegefiresafetylq@gmail.com.”

1996

David Gambill MC/MPA writes, “I’ve been a chocolatier (Sonoma Chocolatiers) in Sonoma County, California, since 2008. Since 2011, my attention has also focused on my wife, Susan, and our son, Hunter, as Susan has disappeared into early-onset Alzheimer’s. She will likely pass on in the coming year—hopefully after Hunter graduates from high school in June. The 2017–2020 fires, then the pandemic, crashed our business. But it’s growing again, and we’ll be OK (order our chocolates at sonomachocolatiers.com). I now enjoy my son, garden, practice mindfulness, Aikido, and archery, and make people smile with dark chocolate treats. It’s a challenge, but life is good.”

Jeffrey Lee MC/MPA retired as the maritime mining officer of the U.S. Navy, a federal government civilian position.

Diego von Vacano MPP writes, “I have been active in supporting and advising President Luis Arce of Bolivia as the country recovered democracy last year. I am focusing on lithium, green energy, U.S.–Bolivia relations, and academic programs in Bolivia. Bolivia’s Uyuni has the largest lithium reserves in the world, key to the green energy transition. Would love to hear from HKS alums working in that area. I am a professor at Texas A&M University and working on a new book about recovering democracy in the Americas.”

1997 25TH REUNION

Leith Greenslade MPA, in September 2021, was awarded the Advance Global Australian of the Year and Social Impact Award. The award recognizes her work leading Every Breath Counts, a coalition of more than 100 organizations from the public and private sectors that helps low- and middle-income countries access treatment, especially medical oxygen, for COVID-19 patients.

1998

Nicolas Ducote MPP writes, “My twenties were invested studying in Argentina and the United States (Georgetown, Harvard, and Yale). My thirties, after HKS, were dedicated

to civil society, co-founding and leading Cippec, still one of the premier think tanks in Latin America. My forties, I went into local politics, getting elected first as legislative council member and then as mayor of my hometown (Pilar, Buenos Aires, Argentina—population 400,000). When I completed my mandate, COVID struck, the world locked down, and I turned 50 as I began a new transition. I spent the past year studying social movements and community organizing to launch Epica, a civic engagement platform focusing on youth and women’s empowerment in the Americas.”

John Kenagy MC/MPA writes, “Greetings to all HKS 98ers. I continue to use adaptive design to develop flexible, responsive, and patient-centered health care organizations. Most health care systems are perfectly designed to not adapt. The stress and burnout of COVID have been the ultimate, sometimes tragic, examples. So our work focuses on how to design large (and small) organizations and systems to adapt. It works. MBA thinking is often the problem. My MPA experience at HKS (special credit to Ron Heifetz) made the difference. Jonell and I wish you all the best in your endeavors.”

Susan Thornton MC/MPA retired in 2020 after 39-plus years as an Air Force civilian. Susan’s last Pentagon position was at the senior executive level as the director of information dominance programs. She also served as chair of the NATO Air Forces Armament Group. Susan received the Decoration for Exceptional Civilian Service from the Secretary of the Air Force in recognition of her work. She lives in Arlington, Virginia, and now works for a consulting firm, Dayton Aerospace, Inc. Susan makes frequent trips to Ohio to visit her two adult children and recently started traveling to other locations. An extended European trip is planned for early 2022.

1999

Munir Merali MC/MPA writes, “Greetings from Bangladesh. Since graduation, I have had the honor and privilege to contribute as a ‘development diplomat’ to the Aga Khan Development Network (AKDN). For the past two decades, with the support of relevant governments and partners, AKDN has been involved in developing innovative and sustainable models of investments in the public and private sectors in South and Central Asia, while promoting cross-border trade, development, and regional cooperation to engender peace, stability, and

economic development in the region, including Afghanistan. In Bangladesh, AKDN is establishing a ‘Center of Excellence’—The Aga Khan Academy—to help improve the quality of education and teaching.”

2000

Sally Boales MC/MPA writes, “I am writing a book about the long-term effects of parental suicide on a family. It is a true story. Little is known about how suicide trauma impacts a child’s emotional and physical well-being over the course of his or her lifetime. The book covers rage, poverty, emotional yearning, stigma, bullying, and shame. It is a book of wonder, however, in terms of how we each found our way. My background in nursing, public health, and public policy greatly contributes to the legitimacy of the story and the presentation of developmental impairments, social justice inequities, and family dynamics. It is with much gratitude should you be moved to donate to this cause: gofund.me/9cd59fe8.”

Julie Kashen MPP is the director of Women’s Economic Justice and a senior fellow at The Century Foundation, a progressive think tank. Julie has been leading efforts to make policy progress on child care and early learning, paid leave, and related work-family issues. She also serves on the board of Vote Mama Action Fund, an organization working to achieve gender equity by breaking down barriers for mothers to run for elected office. She has recently been featured on the podcasts “Parenting and Politics,” “Now,

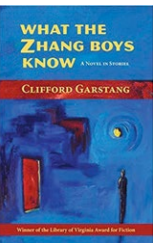
What’s Next,” “Great Ideas,” “Reasons to Be Cheerful,” and more. Julie lives in Brooklyn, New York, with her husband and seven-year-old and is grateful for in-person second grade.

Daniel Kirk MC/MPA writes, “Greetings KSG friends! After 30 years, the Kirks are transitioning from service as an army family, and it’s time for Dan to figure out what to be when he grows up—an interesting process. We plan to stay in the D.C. area as our son, Buck (now 11), is thriving in Falls Church. Carolyn and I hope to see you when you pass through.”

Ignacio Estella Rodilla MPA moved to Boston in 2020 and plans to make it home for a while. Ignacio leads non-organic and transformational initiatives as senior vice president of corporate development at Avangrid. “I believe we have a once-in-a-lifetime duty to preserve and protect our planet to sustain life. That is what I try to contribute to on a daily basis.”

2001

Ramin Isayev MC/MPA, after graduating, enjoyed a successful career in the energy industry and started three companies that he turned into multimillion-dollar international businesses. Ramin also lectured at various universities, translated several textbooks from English into Azerbaijani, and established and managed a NATO public diplomacy center in Azerbaijan. Ramin left the energy industry in 2020 and started investing in renewables and new technologies. Since September 2021 he



— Clifford Garstang MC/MPA 1994



— Juliette Fay MPP 1992

Connect.

Make your NETWORK matter.
Update your profile to receive news
and invitations to events.

hks.harvard.edu/alumni/directory

Growing Diversity and Community

THE HKS BLACK ALUMNI ASSOCIATION (BAA) is one of the Kennedy School's many Shared Interest Groups for alumni with specific interests and affinities. Started informally in the 1980s, the organization was revitalized in 2009 and became an officially recognized Harvard Kennedy School SIG in 2016.

The BAA's mission is "to advance and promote issues affecting HKS's current students, Black alumni(ae), administration, faculty, staff, and the Black community within the United States and globally via building the alumni network and engaging in public service projects." Under the leadership of **Marvin Benton MC/MPA 1988**, the BAA reincorporated as a nonprofit with the Commonwealth of Massachusetts and initiated a webinar series for alumni featuring HKS leaders and faculty including Dean Doug Elmendorf and Associate Dean for Diversity, Inclusion, and Belonging Robbin Chapman.

Says Benton, "One of my goals as president was to send a message to Black students and alumni that you have to take responsibility for HKS—you can't just graduate, but you must be invested and empowered to be a member of the alumni community. You can't just criticize HKS, you have to offer suggestions and be willing to help out."

He was one of the first voices pushing the School to institute a requirement that students take a course on race, diversity, and public policy. Today, HKS requires all first-year MPP students to take such a course. Says Chapman, "Under Marvin's leadership, the BAA has really solidified and taken on new initiatives and given us new ideas. They've helped us with student recruitment and are now assisting with specific diversity, equity, and inclusion efforts. They've been doing a great job in pushing us and making sure our conversations lead to actions."

Benton is a retired Army colonel who served in Afghanistan in 2002 and Iraq from 2008 to 2009. As a veteran, he is proud of the United States—but still sees its weaknesses. "Our country is great; we've done a lot of great things, but one of our Achilles heels is institutional discrimination and bigotry," he says.

Benton's term as president of the BAA ended last fall, but he remains a member of both the BAA and the School's Alumni Board, to which he was elected in 2020. **Rudy Brioché MPP 2000**,

who was recently elected president of the organization, is eager to expand visibility of the BAA and bridge gaps between generations of alumni.

Brioché—himself a former two-term chair of the Alumni Board and recipient of the Julius E. Babbitt Alumni Volunteer Award in 2016—says he plans to focus on engagement among Black alumni. "We hope to increase BAA services and programming specifically tailored to meet the needs, interests, and concerns of Black HKS alumni. The mission of the BAA is more important than ever before as we lend a voice to members and stakeholders in the HKS community—alumni in particular—who share concerns around the Black experience and what that means for America."

He is heartened by the actions of School administrators. "Dean Elmendorf, I believe, has demonstrated an abiding

willingness to address matters of diversity, equity, and inclusion in the team he's built. When you put it all together, we have an opportunity of a lifetime that should not be squandered."

Brioché is confident that HKS is a place where persistent problems around race in the United States can be addressed critically and thoughtfully based on facts and driven by data. "I believe that HKS is a special place to address vexing

policy issues and to develop effective solutions. It has a special role to play in the global conversation about race. The BAA can serve as one of those places where HKS alumni, students, faculty, staff, and administration can harness their efforts, together, to help HKS fulfill that greater sense of purpose and policy leadership."

BAA Executive Board (2021–2023)

President: Rudy N. Brioché MPP 2000

Vice President: Keatra Fuller MPP 2007

Secretary: Lora-Ellen McKinney MC/MPA 1997

Treasurer: Oliver Queen Jr. HKSEE 2014

Communications Director: Lena M. Benson MPP 2010

Student Liaison Director: Annette P. Raggette MPP 1994

At Large Director: Rene M. Rambo-Rodgers MC/MPA 1990

At Large Director: Rodas G. Seyoum MC/MPA 2021

Want to get involved with the BAA?

Contact hksblackalumni@gmail.com.

To learn about the BAA, visit hksbaa.org



Marvin Benton MC/MPA 1988



Rudy Brioché MPP 2000

has been working as an advisor to Head of State Tax Services. When Ramin has free time he travels with his daughter, Suzan, to see new places and meet new people.

Takahiro Tajiri MPA is still working for the Japanese government as an officer in the Ministry of Economy, Trade, and Industry.

2002 20TH REUNION

Hyung Du "HD" Choi MC/MPA writes, "In HKS I introduced myself as a JFK (journalist from Korea). Thanks to the HKS education, I was elected a national assembly member (Korea Congress Member). Please let me know if I would be helpful even in a small way in Korea or on Korea-related issues. You can also find me via LinkedIn."

Greg Kidd MC/MPA writes, "Life has gone from HKS, to the Fed and Promontory, then Twitter, Square, Ripple, and a lot more crypto. I'm working hard on financial inclusion through our efforts with GlobalID. Identity as a right and responsibility for all. Looking to address the trust deficit in our society. Hope to connect up with others who feel passion on the inclusion front."

Bob Lesser MPP writes, "My new book, *The Peak Performance Formula: Achieving Breakthrough Results in Life and Work*, shares my work as a founder, Silicon Valley executive coach, and psychotherapist. The book offers leaders a guide to improving individual, team, and organizational outcomes using research-based approaches and interviews with high performers from across disciplines. Included are interviews with some HKS alums and Professor Ronald Heifetz. If you are a founder, manager, or organizational leader, this book gives you the tools and tactics to get the best from yourself, your teams, and your organization."

Stephanie Oestreich MPA writes, "For those in New York and Paris: I'm working for a transatlantic cell-therapy start-up and also still play music (violin)."

2003

Kahlil Byrd MC/MPA writes, "My team and I at Invest America are excited to partner with Equifax and the Equifax Foundation on a major effort to analyze various stressors impacting those most at risk of student loan default. Key quote from this week's release: 'The Equifax and Invest America partnership is another component of the Equifax commitment to strengthening financial inclusion and equality, and to help create better access to credit so underrepresented

consumers are not perpetually left out of the economic empowerment conversation.' The Equifax/Invest America partnership delves into the student loan default crisis, focusing on understanding the borrower and using data to support students to avoid default."

2004

George Alexander HKSEE was recently appointed to the Board of Trustees of the Foundation of the National Student Nurses Association (FNSNA) for 2021–2024. The foundation is a 501(c)(3) nonprofit corporation organized exclusively for charitable and educational purposes. It exists to promote the nursing profession through scholarship, leadership, and development. The foundation has distributed more than \$4.3 million in scholarships for undergraduate nursing education. Alexander has spent the past 17 years delivering results in strategic planning, health care policy, medical research, and education that advance organizational goals.

2005

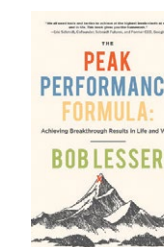
Mark Rosenow MPP, after two years of service in Germany, returned to the bench this past summer as an Air Force military judge assigned to San Antonio, Texas. In that role, he presides over felony-level criminal cases involving Air Force and Space Force members at military installations worldwide. He's looking forward to reconnecting with classmates now that he's back in the States.

2007 15TH REUNION

(Phillip) Christopher Hughey MC/MPA switched from law to diplomacy in 2012, joining the State Department as a foreign service officer. He has since worked at U.S. embassies in Brazil, Kuwait, and Madagascar, and is currently on a domestic assignment in Washington, D.C., with the State Department's Bureau of Democracy, Human Rights, and Labor. He lives with his wife and two daughters in Middleburg, Virginia.

Tom Massimo MC/MPA has retired early from Massachusetts state government and has more time for family and to pursue new interests. He is continuing to teach graduate courses in organizational behavior and labor relations and is consulting for nonprofit organizations in the Boston area.

Erin Sweeney MPP writes, "Since leaving the foreign service, I have been working in the education nonprofit sector in Newark, New Jersey. I also decided I couldn't get enough of school, so I am finishing a part-time JD program at Rutgers Law School in May 2022 and aim to work in immigration law beginning in fall 2022. I also recently got married and we are expecting a baby girl in March 2022. With all that excitement this spring, I am sorry I will miss reunion but hope it is amazing and hope to see you all at the next one!"



Bob Lesser MPP 2002

Volunteer.

Make a DIFFERENCE in your HKS community.
Join a regional network or Shared Interest Group or become an alumni ambassador.

hks.harvard.edu/alumni/volunteer



The Psychology of Disagreement

“My students and I have been really trying to understand a psychological construct that we call ‘receptiveness to opposing views.’ ... One thing that I want you to notice about this definition is it doesn’t have any mention ... of compromise or attitude change in it. ... Everyone here can go and measure their own level of receptiveness at receptiveness.net.”

Julia Minson

2008

James Ahlers MPP joined Phoenix Children’s Hospital as assistant general counsel in July 2020. He is proud to support the organization’s mission of providing innovative and exceptional family-centered pediatric care. James lives in Phoenix with his wife, Tiffany, and two boys, Henry (13) and Liam (11).

Javier Arguello MC/MPA recently celebrated a decade of managing COGx, a research and development firm in applied cognitive science. COGx translates research from learning science into evidence-based programs that improve learning and teaching. The firm, having established a presence in the Middle East, is now expanding into Latin America and Asia. Programs are available online for educators, adults, and students.

Moushumi Khan MC/MPA is honored and humbled to be part of the inaugural Advisory Council of the Asian American Foundation (TAAF). TAAF is a new nonprofit organization founded to serve the AAPI community in the pursuit of belonging and prosperity, free from discrimination, slander, and violence. It is a convener, incubator, and funder committed to accelerating opportunity and prosperity for AAPI communities, serving the 23 million Asian Americans and Pacific Islanders in the

U.S. who are striving to build a better future for themselves and their families. “Looking forward to collaborating with classmates on this mission!”

Omar Khan MPA, professionally trained as a doctor, is currently the team leader for Sustainable Energy and Economic Development Programme (SEED), which is funded by UKAID in Pakistan. Omar previously worked as a governance advisor for the Department for International Development (DFID) for almost a decade and as a civil servant for the government of Pakistan (customs). Omar has a passion for sustainable tourism and heritage and recently authored *Once Upon a Time in Murree*, a book about a colonial hill town in Pakistan. He is a regular contributor to newspapers on articles ranging from public policy to eco-tourism. Omar lives in Lahore, Pakistan, with his wife, Fariha, and kids Asad, Saad, and Natalya.

Janet Rosenzweig MC/MPA continues her work to promote sexual health and safety and prevent child sexual abuse. Janet was honored to be among the many speakers who participated in the international conference “Faith and Flourishing: Strategies for Preventing and Healing Child Sexual Abuse” ([youtube.com/watch?v=MAjivL1gtDs](https://www.youtube.com/watch?v=MAjivL1gtDs)), co-sponsored by the Human Flourishing Program at Harvard’s Institute for Quantitative Social Science. “Please check out the conference site for resources to bring to your community!”

2009

Dominik Czesche MPA writes, “After having run my own communications consultancy for over six years, from 2022 I will help grow Teneo’s business in Germany as a managing director.”

Bruce Haupt MPP writes, “Three big things! 1. PhD defended in November 2021: studying how network organizations scale and spread new practices. 2. Started a new job at the Harris County (Texas) Office of Management and Budget. Asking what I can do to serve my country, and will see if I can apply the PhD learnings! 3. Arrival of our third child in October! Life continues to never be the same. :-) Hoping to reconnect with HKS friends near and far.”

2011

Shahab Ahmed HKSEE reports that after spending time in Abu Dhabi, United Arab Emirates, as head of legal for Etihad Airways, the Ahmed family has moved back to the

United States. Shahab is now assistant general counsel for privacy and cyber security at a Nasdaq-listed big tech company based in Miami, Florida. While spending time in the Middle East was an amazing experience, the family is adjusting well to life in the States. Shahab’s passions continue to be academic scholarship, fast cars, a fabulous watch collection, and travel.

Eduardo Baeza MPA writes, “Hello classmates! After working in the defense sector for a corporation based in Dallas, Texas, for two years, my family and I recently moved back to Spain. We will be missing the amazing Texan-style BBQs and American football, but being back ‘home’ is always good. Professionally, I have transitioned to the wind energy sector, which is now blooming in the European Union. It was a pity that our in-person HKS class reunion got canceled, but hopefully we will all meet again soon for our next gathering. Hope you are all doing great, take lots of care, and big hugs from Madrid!”

Manuel Hartung MPA was elected by the board of trustees of ZEIT-Stiftung Ebelin and Gerd Bucerius to serve as the foundation’s new CEO as of January 2022. Hamburg-based ZEIT-Stiftung is one of Germany’s largest foundations. It was established by Gerd Bucerius, the publisher of the weekly *DIE ZEIT*, in 1971. Central to ZEIT-Stiftung’s mission is the commitment to invigorate civil society. Before joining ZEIT-Stiftung, Manuel—a trained journalist—served as head of *DIE ZEIT*’s science and education sections and as executive director of *DIE ZEIT*’s subsidiary firm Tempus Corporate.

Thomas Pageler MC/MPA writes, “Wishing you all the best! I hope everyone is happy and healthy!!!”

2012 10TH REUNION

Francisco Aguilar MPP writes, “The company we started while at HKS (Bounce Imaging) was just awarded a \$15 million ceiling IDIQ contract with Customs and Border Protection to use our cameras to speed up container inspection, hopefully helping with supply chain bottlenecks in the economy. We also continue to serve the most elite special operators, as well as first responders in about 400 municipalities plus Canada and Europe. Not quite what I expected to be doing for government when I started HKS, but hopefully making a difference! Graciela, our small mammal, is 2.5 years old and loves to nom nom nom like Cookie Monster.”

Nathan Dial MPP graduated from Northwestern’s PhD program in political science this past August. Nathan’s dissertation was on NATO in the 21st century. He has also published four op-ed articles on race and the military. “Currently, I am flying the RC-135 out of Offutt Air Force Base (Omaha, Nebraska). I will continue to fly and hopefully commander operational squadrons in the coming years. Lastly, I got married to my girlfriend of five-plus years, Monica, on August 25, 2021.”

Carla Laroche MPP, after three years of teaching at Florida State University College of Law, and earning the inaugural university-wide Community Engaged Teaching (Graduate) Award in 2021, moved to Virginia to develop and direct the new Civil Rights and Racial Justice Clinic at Washington and Lee University School of Law.

Federico Manfredi MPP writes, “After graduating from HKS, I returned to New York for a brief stint in business (some of my MPP 2012 classmates may remember Tromba). I then moved to Cairo, where I was the politics editor of *Daily News Egypt*, at the time one of Egypt’s last independent newspapers. I then relocated to Paris to be with the woman who would become my wife, Nelly. Paris has been

our home since. I completed a PhD in geopolitics at the Sorbonne. I am now a lecturer in political science at Sciences Po Paris. I teach undergraduate and graduate courses on international affairs, including seminars on the war in Syria and the geopolitics of energy.”

Ian Palmquist MC/MPA was elected board president of Adaptive Leadership Network, succeeding founding president Ron Heifetz. He is excited to continue working with Ron and this wonderful network of HKS alumni and others in supporting each other as teachers, consultants, and practitioners of leadership. He looks forward to connecting with many of you at an ALN event online or in person soon.

2013

Nick Bayard MPA/ID was appointed to the role of executive director of BirdNote, a public media and environmental conservation organization dedicated to telling vivid, sound-rich stories about birds and the challenges they face in order to inspire listeners to care about the natural world—and take steps to protect it. BirdNote stories can be heard on nearly 250 radio stations across the United States and at birdnote.org and has an estimated audience of 3 million. Board

President Tom Livingston shared, “We’re excited to have Nick lead us in supporting new programs and reaching new audiences, making birding an accessible and inspiring way for communities around the country to connect with conservation.”

Cristina Garmendia MPP writes, “I launched my research consulting practice URBNRX in the winter of 2019 to support racial equity projects in St. Louis, including COVID-19 response. After deep work on the St. Louis Affordable Housing Report Card (affordablestl.com), I believe the private housing market will never be able to match the need created by the endemic economic inequalities in the United States ... And I have now achieved the trifecta of sufficient stability, time, and inspiration to launch a passion project/response: If you have insights in the redesign of and philanthropic reinvestment in public housing, send me a note! I have the support of our local housing authority to pursue a dozen projects I love.”

John Ikeda MPA/ID recently started a position as senior director at Castalia, a strategy consulting firm focusing on infrastructure finance and policy, where he manages their portfolio of water projects. He was previously senior advisor for the Green Climate Fund.

2014

Jonathan Chang MC/MPA writes, “Hi everyone! I recently joined Shopify as the head of growth for governments and organizations. I am based out of Singapore. In my role, I work with policymakers, government agencies, trade associations, chambers of commerce, foundations, and universities to advance e-commerce entrepreneurship and help scale e-commerce merchants. Please connect with me! Hopefully we can collaborate on impact projects to support e-commerce entrepreneurs (including social entrepreneurs!).”

Nate Mackinnon MC/MPA and his family recently moved back to Massachusetts after he spent four years leading Nevada’s community colleges. Since May 1, Nate has served as the executive director of the Massachusetts Association of Community Colleges. In this role, he represents and supports all 15 Massachusetts community colleges. Nate and family are currently residing in Lowell, Massachusetts.

Ted Zagraniski MC/MPA and family have moved back to the Washington, D.C., region that they love while Ted takes on a new assignment as a strategic plans officer in the



Climate Change and City Resiliency
November 2, 2021

“Any infrastructure project should be required to have robust community engagement from the get-go, so that you get the buy-in.”

Jane Gilbert
MPA 1994

ken.sc/atp



Optimize your effectiveness. Accelerate your impact.

ON CAMPUS • ONLINE • BLENDED PROGRAMS

Harvard Kennedy School offers on-campus and online executive programs for senior-level leaders. Take part in an inspiring, collaborative learning environment with global peers and gain the skills needed to solve current challenges in real time.

Plus, all HKS degree program alumni are eligible for a 30% tuition discount.

Explore all programs and formats at www.hks.harvard.edu/ee

➔ Use the Alumni Directory to contact your classmates.
hks.harvard.edu/alumni directory



The Strength to Recover

Joe Pfeifer HKSEE 2006, MC/MPA 2008

In the days after 9/11, New York firefighter **Joe Pfeifer HKSEE 2006, MC/MPA 2008** would rush to a doctor each morning to have debris from the collapsed World Trade Center towers—ash, glass, steel, and everything else that was vaporized—plucked from the inside of his reddened eyes. He would then jump into his battalion chief’s SUV and rush back to the southern tip of Manhattan, near what the rest of the world would come to call Ground Zero but what he and his fellow firefighters called the pile. There he oversaw the long search-and-rescue operation and then the delicate recovery work where so many had lost their lives. That was followed by a major review of how the city could reorganize its first responders. The long busy weeks turned into long busy months and then into long busy years, during which Pfeifer continued to rise up the ranks to assistant fire chief of the New York Fire Department. His eyes healed. So did the emotional scars. But it took him a long time to be able to step back and clearly see the most important lesson of that awful day: how resilient people and institutions can be in the face of devastation.

In 2001, after a quiet summer answering routine fire calls, Pfeifer was standing at the scene of a suspected gas leak on that sunny morning of September 11 when he saw a plane roar overhead and deliberately crash into the North Tower. Pfeifer was the first fire chief to reach the World Trade Center after the attack. His recently published book, *Ordinary Heroes: A Memoir of 9/11*, tells the remarkable story of that extraordinary day, when Pfeifer led the first of his colleagues onto the scene, helped guide the unprecedented response, and barely escaped

with his life when the towers collapsed, less than an hour and 42 minutes later. Those moments ravaged FDNY, the institution to which he had dedicated his life, and took the lives of 343 firefighters, including his brother, Kevin. But Pfeifer, a keen and curious scholar, knew that there were lessons to be discovered in the disaster.

Several years after the attacks, at the Kennedy School—where he attended the Senior Executives in State and Local Government program in 2006 and returned in 2007 as an Emergency Workers Public Service Fellow for a Mid-Career Master in Public Administration—Pfeifer could finally achieve the requisite distance to bring focus to all that he had experienced.

“For me, HKS wasn’t only about classwork,” he says. “It also was about having the opportunity to reflect on the past and imagine a new future.” Being able to step back helped him crystallize his thinking about resilience. He settled on a framework of four principles: connecting with others, storytelling about experiences, envisioning the future, and enhancing the present with a new purpose.

After graduating, Pfeifer continued to develop his work at the Kennedy School, establishing himself as a senior fellow in the Program on Crisis Leadership and sharing his deep knowledge with thousands of other leaders across the globe by teaching in several HKS executive education courses, including Leadership in Crises. The lessons he shares have been learned and refined again and again, through small daily incidents and catastrophic, headline-grabbing events. Most important, they are lessons that are built into the fabric of crisis response.

Pfeifer sees that “crisis leadership is the ability to sustain hope by unifying efforts to solve complex problems in the face of great tragedy.” At his graduation, Harvard’s commencement speaker, J.K. Rowling, had said, “We do not need magic to transform the world ... we have the power to imagine better.” That is what Pfeifer did.

—
“For me, HKS wasn’t only about classwork. It also was about having the opportunity to reflect on the past and imagine a new future.”

COURTESY OF JOE PFEIFER

Office of the Deputy Chief of Staff for Installations (G-9), Headquarters, Department of the Army.

2015

Daniel Dobrygowski MPA, this past November, was recognized by the National Association of Corporate Directors in its NACD Directorship 100 as one of the most influential leaders in the corporate governance community for his work on governance of technology risk as head of governance and trust at the World Economic Forum.

Constantinos Papoloucas MPA has been advising Greece’s minister of environment and energy since October 2019. In December 2020 Constantinos was appointed as the coordinator of the National Hydrogen Committee, whose mandate is to prepare the national road map and hydrogen strategy of Greece. “These are important times for the energy transition of the European energy industry to power a carbon-neutral economy by 2050. As a fervent supporter of the transatlantic cooperation, I was very happy to simultaneously lead the cross-ministerial Greek call for Important Projects of Common European Interest on Hydrogen and also lead the cooperation between the Greek Ministry/Energy entities and the U.S. Department of Energy on carbon capture, utilization, and storage (CCUS).”

Juana (Hernandez) Sanchez MPP and her husband, Victor Sanchez, welcomed their first son, Felix Eleazar, last spring. Following the birth of her son, Juana left her policy consulting job to become the inaugural director of programs at the UCLA Latino Policy & Politics Initiative (LPPI). In this role, she oversees the design of leadership programs that advance data-informed governance to improve the quality of life for Latinos and other communities of color. Best of all, she works alongside her Harvard roommate **Paul Barragan-Monge MPP**, who serves as LPPI’s inaugural director of mobilization.

2016

Ana Babovic MC/MPA, following a huge success in 2021, was invited to again teach a class in advocacy and organizing to students in the master’s degree program in human rights at Sciences Po’s PSIA. She can’t wait to meet the new class and discover with them new ways of developing leadership capacity for change in different communities around the world.

Alyce Su HKSEE participated as a board director and head of banking cooperation in Monte Jade Science and Technology Association of Hong Kong Limited’s board of directors meeting and annual general meeting this past September. Monte Jade Hong Kong is an independent, Hong Kong-registered company with Hong Kong’s overall interest as its top priority. The company promotes Hong Kong as a hub for investments and as a China gateway for the rest of the world in the science and technology sector, leveraging the Guangdong–Hong Kong–Macao Greater Bay Area (GBA).

Tommy Tobin MPP is an associate at Perkins Coie LLP and chair of the American Bar Association’s Food, Cosmetics, and Nutraceuticals Committee. Tommy recently edited the book *Food Law: A Practical Guide*, published by the American Bar Association. The book aims to whet the appetite of those looking to learn more about how law and legal practice intersect with food.

2018

José Antonio Alfaro MPA is the corporate affairs director for Ab-Inbev in Mexico.

Mohsen Ali MPA writes, “I’m leading one of the major nonprofits in my home country of Egypt, the Egyptian Food Bank, working nationwide to serve over hundreds of thousands every day. I’m also teaching graduate courses in nonprofit governance at Cairo University. I will forever carry with me what I’ve learned at HKS. I will forever carry the wisdom of Juma, the brightness of Hausmann, and the inspiration of Tarek Masoud. May you always keep shining the paths of everyone that comes across you.”

Matthew Fecteau MC/MPA was promoted to lieutenant colonel in the U.S. Army on June 21, 2021, for his steadfast dedication to his country. He serves as an information operations officer supporting counterterrorism and peacekeeping operations across Africa. Matthew gave the following remarks: “Reflecting on this huge milestone, I want to recognize my mother, Marion Fecteau. As many I know can attest, I have dealt with my share of setbacks. However, despite these missteps, I believe I am the luckiest person alive. Through all the ups and downs, my mother has loved me unconditionally. This accomplishment is just as much her success as it is my own.”

Abril Gordienko López MPA writes, “Under my leadership, the NGO Citizen Power Now!, which I co-founded in 2012 to promote reforms to Costa Rica’s electoral system, recently succeeded in getting Congress to pass a bill



Can We Preserve American Democracy?

“I am for moving beyond the two-party system because I think in our current, highly polarized environment, the two parties, instead of creating political incentives to find common ground and make common-good appeals, just move further and further apart into tribal politics.”

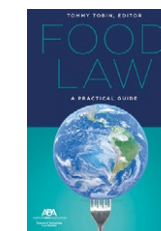
Archon Fung

that we drafted. As a result, for each future national election (the next one is in February 2022), every candidate for Congress must submit a biography and recent photo for his or her candidacy to be registered. In addition, candidates for the presidency must submit their bios, as well as a formal government plan. This will help curb improvisation in public policy for newly elected governments, provide transparency to congressional electoral processes (we vote on party-blocked lists), and foster voters’ awareness.”

Grey Lee MC/MPA is now the business development manager (Northeast U.S.) for S&P Global’s new ESG unit, Sustainable1. He helps companies leverage S&P’s massive data to use financially adjacent information to anticipate and manage risk along environmental, social, and governance issues. Grey continues to teach his course on green buildings at Harvard Extension and this year added a second course on healthy buildings. He got married in December 2020 to Emily Rideout, a professional violinist, and they are expecting a baby in January!

2019

Daniel Goetzel MPA and his wife, Hannah, welcomed their first son, Arthur Yotam Burke Goetzel, this summer. They are moving to Washington, D.C., in October and look forward to reconnecting with HKS friends!



Tommy Tobin
MPP 2016

➔ Use the Alumni Directory to contact your classmates.

hks.harvard.edu/alumnidirectory



Championing the Environment

Nat Keohane PhD 2001

Nat Keohane PhD 2001 feels that he's in the right place at the right time. Recently appointed president of the Center for Climate and Energy Solutions (C2ES), a nonprofit environmental organization and the successor to the Pew Center on Global Climate Change, he perceives a transformation in the politics of climate change, led largely by youth activists and new opportunities in alternative energy but also by natural disasters, which just this year included devastating wildfires, floods, and heat waves. "I feel extraordinarily lucky to get to lead a top-notch organization at such a critical moment in time for the climate fight," he says. "We have dramatic falls in the costs of wind and solar and electric vehicles and other zero-carbon technologies, and new innovations like hydrogen and carbon capture are appearing on the horizon, opening up new avenues for economic opportunity and for policy change. It's an exciting time to be part of the climate movement!"

And yet, he can't deny that the United States' polarized political system has enveloped climate and environmental policy, which historically has been a bipartisan issue. He is optimistic that politicians understand how climate change is affecting their constituents, however, and he knows that C2ES

can work with that. "C2ES has always been dedicated to working both sides of the aisle when it comes to politics," he explains. "Some of the major victories in environmental legislation—such as the 1990 Clean Air Act amendments—were the product of bipartisan collaboration."

Keohane's love for the environment began at an early age, nurtured by his grandmother, Mary Pieters, an author of books on democracy and a docent at her local state park. His professional path began as a research assistant with the

—
"It's an exciting time to be part of the climate movement!"

Environmental Defense Fund. "I was totally won over to environmental advocacy and to the vision of using economic incentives to help solve environmental problems," he says. Recruited by Robert Stavins, the A.J. Meyer Professor of Energy and Economic Development at HKS (and also an EDF alum), Keohane found the Political Economy and Government PhD program a perfect fit. After HKS, he became an assistant professor at the Yale School of Management, an important step in his leadership development. (Spending a few years in academia after a doctorate is "like doing a residency after medical school," he says.) In 2011 he joined the Obama administration as special assistant to the president, helping to shape administration policy on energy and environmental issues. He sees real value in moving between government, nonprofit, and academic work and making crucial contributions. "The experience of being in the White House was extraordinary, just because of the influence and reach of the federal government and how much you can accomplish being in that role," he says.

Keohane believes that hopefulness is required to work as an environmental advocate. But he is encouraged by how smart, effective advocacy can drive real change. "We've seen that in the European Union and in California," he says. "We see that in the wave of companies making net-zero commitments. We see that in efforts like the LEAF Coalition announced earlier this year, which I helped put together, which will mobilize a billion dollars in finance to protect tropical forests and reduce emissions from deforestation." And he believes that we are only just beginning to align private policies with social good.

"I'm enough of an economist that I believe that once we put in place policies like a tax on carbon pollution, or cap-and-trade programs, we will see a much more rapid transformation of the economy toward low-carbon prosperity and innovation than we think is possible," Keohane says. "We're starting to see that already, and I'm hopeful that we can make it even more of a reality."

COURTESY OF NAT KEOHANE

Sarah Kinney MC/MPA is now the director of Healthy Hunger Relief for Partnership for a Healthier America. She recently finalized the Healthy Hunger Relief Index, an assessment and implementation tool helping 50-plus organizations across the United States prioritize health equity in policy decisions at the local, regional, and national levels.

Patrick Lynch MC/MPA, in November, released a short film to support Native land sovereignty in Alaska, in partnership with Native filmmakers from the Village of Igiugig and the Nation Building II course at Harvard Kennedy School. **Eric Henson MPP 1998**, who teaches the Nation Building course, was the executive producer of the film, while Patrick and his partner, Erica Wood, directed and co-produced, along with Jon Salmon and Keilan Wassillie from the Village of Igiugig. The film was featured by the Ash Center in November and is available to watch on the center's website. Patrick previously directed a video essay while at HKS, under the supervision of Professor Jorrit de Jong and filmmaker **Cecily Tyler MC/MPA 2016**.

Andy Swab MPP continues his work in technology and security for the National Institutes of Health (NIH), Office of the Director (OD), as part of Deloitte's Government & Public Services practice. He is based out of Washington, D.C., and was able to spend the summer with family in New Hampshire.

2020

Josh Altman MPP is working in defense and foreign policy on the staff of his home state's newest senator, Jon Ossoff.

Seongyoung Choi MPA/ID writes, "After two years of studying at HKS, I'm back at my previous job, the Ministry of Economy and Finance. I've been in charge of responding to labor and management relations over the past months. In the process of working at my recent jobs, I observed many kinds of unjustifiable matriculation and job recruitment, particularly by those who have social and political status. I got some new impressions of the society I belong to, and thus, now I am strongly feeling responsible for doing more for my society—by using my assets, such as my position and intelligence—than I ever thought."

Courtney Duffy MPA has joined the policy team at Patreon, a global membership platform that lets artists generate recurring income and engage more closely with fans. After weathering the majority of the pandemic in Ontario, she spent the fall in Greater Boston before ending up in New York City in 2022.

Kasia Jakimowicz MC/MPA writes, "After working with the EU (Digital Innovation and Blockchain) and the World Bank (Solutions for Youth Employment), starting November 1, 2021, I will be leading the work on I-CODI-ITU's International Centre of Digital Innovation in Geneva, in the Telecommunication Development Bureau (BDT), Special Projects. The ITU BDT is responsible for the organization and coordination of the work of the Telecommunication Development Sector (ITU-D) of the Union, which deals mainly with ICT-focused development policies, strategies, and programs, as well as technical cooperation activities, to promote digital inclusion and drive digital transformation at community, country, and regional levels."

Quinn Liu MPP writes, "It has been quite a journey since I graduated in 2020. After moving eight times since graduation, I finally found my way to Copenhagen, working in sustainable investing and as a singer-songwriter. End of education is not end of learning. I keep on reflecting and refreshing my takeaways from HKS, and trying to bring the thoughts, ideas, and theories into real-world applications."

Karim Sarhan MC/MPA writes, "I designed and lectured in an online executive education program for mid-careers in Egypt on the public policy process. I presented in the program many of the frameworks I studied at HKS and other universities on policy design and implementation. I designed the program in Arabic, and used local case studies. The

participants were from the government, private sector, and civil society. Through a partnership with an international development organization, we offered the program at no cost to all participants. Based on the participants' feedback, the program was very successful. I hope to offer similar programs in other Arab countries."

Brijesh Pratap Singh MPP writes, "Believe it or not, climate change is real. I am passionate about energy transition and believe that wise financing can help mitigate the potentially catastrophic effects of climate change. I am one of the investment arm members of Mitsubishi Heavy Industry America, a leading engineering and technology company. I make investments, help low-carbon tech start-ups to grow, and channel their big thinking into solutions that move the world forward on the path of sustainability."

2021

Michael Colanti MC/MPA accepted a position as vice president of client success for Disaster Technologies Inc., a software company that provides decision support technologies for situational awareness, operational coordination, and planning before, during, and after disasters, with a mission to save lives, protect the environment, and build resilient communities.

Marco Carrasco Villanueva MPA/ID and his team were recognized as a NASA International Space Apps Challenge Global Winner.

Give Back.

Make your GIFT today.
 Invest in the future of HKS.

hks.harvard.edu/donate



JEROME LYLE RAPPAPORT

Rappaport helped to reshape a city and then transformed its ties to Harvard.

JEROME LYLE RAPPAPORT AB 1947, LLB 1949, MPA 1963, who left an indelible imprint on Greater Boston and Harvard University, died December 6, 2021. He was 94 years old.

Both as a political strategist and as a developer, Rappaport helped launch Boston into a new era, guiding the campaign of reform candidate John Hynes against the machine of James Michael Curley in the 1940s, then transforming the city by leading a major urban-renewal project and other civic initiatives. He spent much of his life also building ties between his alma mater and the Greater Boston area through his generous and visionary support for scholarship on cities and

financial support for students inspired, like him, by a love for Boston (see page 14).

Among the monuments to that vision stand the Rappaport Institute for Greater Boston, the student-run Harvard Law School Forum, the HLS Rappaport Forum, and dozens of fellowships and visiting lectureships.

“Jerry worked tirelessly to improve the world by better connecting ideas and people,” said Lawrence Bacow MPP 1976, president of Harvard University. “Through his philanthropy and his dedication to public service and public policy, he set an example for all who want to make lasting change in their communities.

Harvard is fortunate to be among the many institutions that benefited from his dedication, generosity, and wisdom.”

Born in 1927 in New York City, Rappaport entered Harvard College in 1944 at just 16, part of an experimental joint degree program in which students concurrently advanced toward their undergraduate and law degrees. He began his studies at Harvard Law School as an 18-year-old student still working on his baccalaureate, and while there launched HLS’s Forum, a precursor of HKS’s John F. Kennedy Jr. Forum. The HLS Forum, which has hosted speakers including John F. Kennedy, Eleanor Roosevelt, Dr. Martin Luther King, Fidel Castro, and Thurgood Marshall, became so popular that it was broadcast on radio throughout the Boston area.

After graduating from HLS at 21, Rappaport launched into the historic 1949 Boston mayoral election. Having helmed Hynes’s successful campaign to defeat Curley, he continued to work to elect leaders who shared his vision. He created the New Boston Committee in 1950, a juggernaut that helped elect a young three-term congressman, John F. Kennedy, to the U.S. Senate. He also began his work reshaping the city’s streets and buildings, as a lawyer pushing to reform Boston’s stagnant zoning regulations, as a driving force to establish the city’s planning office, and then as a developer himself. (He was also instrumental in the creation of the Greater Boston Area Regional Planning Agency and WGBH’s public access television station.) The West End project, which remade a large swath of central Boston, and which he led with the support of the business, labor, and religious communities, became one of the most transformative plans the city had ever undertaken. The project also attracted criticism for its displacement of low-income residents.

It was around this time that Rappaport began reflecting on how he could add to his knowledge. “I had a lot of experience in applied public policy,” he said in a 2017 interview. “But I thought it would be good to come back to Harvard to gain some perspective.” He graduated from HKS in 1963 with his master in public administration.

In the 1980s, Rappaport found himself in a position to pay it forward. He began by establishing the Rappaport Fellowships, enabling elected officials from Greater Boston to attend HKS, as he had done, and better understand the creation and implementation of public policy. His continued support allowed HKS to establish the Rappaport Institute for Greater Boston in 2000. The University-wide entity, housed at the Kennedy School, works to improve the governance of Greater Boston by strengthening connections among the region’s scholars, students, and civic leaders.



Jerome and Phyllis Rappaport

“How do you take the assets of a great city, which had a great tradition, and bring people back to urban areas?”

JEROME RAPPAPORT

Hynes campaign in 1949 and continuing through to Michelle Wu [AB 2007, JD 2012], whose first taste of city government came through a Rappaport Fellowship. His vision and generosity broke down barriers between Harvard and its surrounding communities—to the benefit of both.”

In an interview in 2017, Rappaport reflected on his efforts to address the challenges in post-World War II Boston, as the city struggled with a stagnating economy and a migration to the suburbs: “The challenges were, how do you take the assets of a great city, which had a great tradition, and bring people back to urban areas? How do you create a more stable government and a more fiscally responsible environment, so people would have confidence in the city?” That spirit of belief in the possibility of cities will continue to guide the institutions and efforts Rappaport launched.

“Jerry Rappaport was a champion of Harvard’s work to improve local government for all people,” said Douglas Elmendorf, dean of Harvard Kennedy School. “His vision led to the Rappaport Institute for Greater Boston and the Rappaport Summer Fellowships, which enabled the creation of path-breaking research and nurtured generations of future public leaders. We will all feel his loss deeply.”

Jeffrey Liebman, Malcolm Wiener Professor of Public Policy and director of the School’s Rappaport Institute for Greater Boston, said: “For 70 years, Jerry worked to improve governance in greater Boston—starting with the

PHOTOS COURTESY OF THE RAPPAPORT FOUNDATION | LEE PELLEGRINI

DEFENDING DEMOCRACY

Funding HKS's work on the media, politics, and public policy

ALEX S. JONES, THE PULITZER PRIZE-WINNING JOURNALIST and former director of HKS's Shorenstein Center on Media, Politics and Public Policy, says journalism is experiencing a crisis of credibility that has serious consequences for democracy. This belief, along with his abiding trust in the Shorenstein Center's mission, is why he decided to donate \$1 million to the center.

The Shorenstein Center's teaching and research cover everything from digital platforms and democracy to news sustainability to technology and social change. The center is supported by generous donors—including the Shorenstein family, who made the founding gift and named the center in memory of their daughter, Joan, a producer at *CBS Evening News* who died of cancer in 1985.

Jones says the center's work is vital to democracy. "The power of the Shorenstein Center to convene the various parties of interest in the dilemma we're in as a nation and the world is critical," he says. "The essential fuel for a successful and enduring democracy is an informed public, and the news media has been the main part of that. What's invaluable to democracy is that institutions are looked at as sources of reliable truth. Even the people most critical of the media don't want the watchdog

role to go away—but to be a watchdog, you have to be able to be believed."

He should know. Jones has spent the better part of his life immersed in the news business. His grandmother acquired the local Greeneville, Tennessee, newspaper in 1916, and his father served as its publisher. Continuing in the family business, Jones became a journalist, eventually spending nine years reporting on the media for the *New York Times* and writing several award-winning books. His most recent work, *Losing the News: The Future of the News that Feeds Democracy*, was published in 2009 by Oxford University Press. In it, he presciently wrote:

Until now, the iron core of news has been somewhat sheltered by an economic model that was able to provide extra resources beyond what readers—and advertisers—would financially support.... In the media economy of the future, cold metrics will largely determine what is spent on news.... Demand will rule, and that may well mean that, as a nation, we will be losing a lot of news. There will be a bounty of talk—the news of assertion—but serious news, reported by professional journalists, is running scared.

STEPHANIE MITCHELL

ROSE LINCOLN

More than a decade later, Jones's words ring even truer because of the effect of social media platforms like Facebook, of which he wryly observes, "Facebook was created right across the street from the Kennedy School. There's a certain irony that [Facebook creator Mark] Zuckerberg was in one of the dorms at Harvard making Facebook happen when I was director of the Shorenstein Center."

A current member of the center's advisory board, Jones decided that his donation should not be restricted to a particular purpose or program but should be used where it is most needed. "I thought the funding could be used best for the things that come up without being expected," he says, "like the research that needs to be done quickly that you don't necessarily have the time to raise the funding for."

Journalists have an especially difficult time doing their jobs in today's divisive environment, Jones says: "We've lost the confidence of many Americans because of the political climate we're in and the ability of people who manipulate things to tell

"Even the people most critical of the media don't want the watchdog role to go away—but to be a watchdog, you have to be able to be believed." ALEX JONES



In 2009, Alex Jones presented journalist Gwen Ifill with the Shorenstein Center's annual Goldsmith Career Award for Excellence in Journalism

lies and be believed. This is very damaging to democracy. I hope that the Shorenstein Center can help restore the idea that there's something like reliable information."

Journalism's role in buttressing democracy is a topic of great interest to researchers at the Shorenstein Center. Led by Nancy Gibbs, Edward R. Murrow Professor of the Practice of Press, Politics and Public Policy, the center bridges the gap between journalists and scholars and between them and the public—a gap that seems to be growing into a rift, with an October Gallup poll revealing that only 36% of Americans have a "great deal" or a "fair amount" of trust in mass media.

Gibbs says that Jones understands the need to adapt the work of the Shorenstein Center to meet today's challenges: "We need to be deliberate and agile at the same time. Alex's gift is a measure of his deep commitment to the mission of this center and his acute understanding of what success and impact require. I could not be more grateful for his counsel, his kindness, and his generosity as we press forward with our work."

Through his generosity, Jones has demonstrated his commitment to the Shorenstein's mission—and his input as a former director of the center and a current board member has been invaluable to Gibbs. "I've known and admired Alex for many years," she says, "and every time I step foot in the doors of Shorenstein I'm reminded of the impact of his leadership here. As an advisory board member, he has been a kind of North Star, keeping us focused on the values that matter most even as the information environment changes dramatically."

Thanks to Jones, the Shorenstein family, and many others, HKS can continue to contribute solutions to the numerous issues confronting the news business today.



SINCE 1975, THE INSTITUTE OF POLITICS has been helping newly elected mayors prepare for the challenges they will face in office. Led by current and former mayors, scholars, and practitioners, sessions at the most recent program, held over a few days in November and December 2021, focused on helping mayors govern in a period marked by a pandemic, economic upheaval, and a broad reassessment of racial discrimination and fairness. Michelle Wu, born in 1985 and the first woman and first person of color elected to lead Boston, was perhaps representative of all that change. Setti Warren (at left), director of the IOP and former mayor of Newton, Massachusetts, looked on as a newly sworn-in Wu spoke at a New Mayors event.

PHOTO BY MARTHA STEWART



HARVARD Kennedy School
JOHN F. KENNEDY SCHOOL OF GOVERNMENT

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

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

ELECTRONIC SERVICE REQUESTED

EXPERIENCE THE POWER OF YOUR
HARVARD KENNEDY SCHOOL COMMUNITY.



REUNION

2022

REGISTRATION NOW OPEN | MAY 16-22 | hks.harvard.edu/reunion

1972 | 1977 | 1982 | 1987 | 1992 | 1997 | 2002 | 2007 | 2012 | 2017