

HARVARD
KENNEDY
SCHOOL

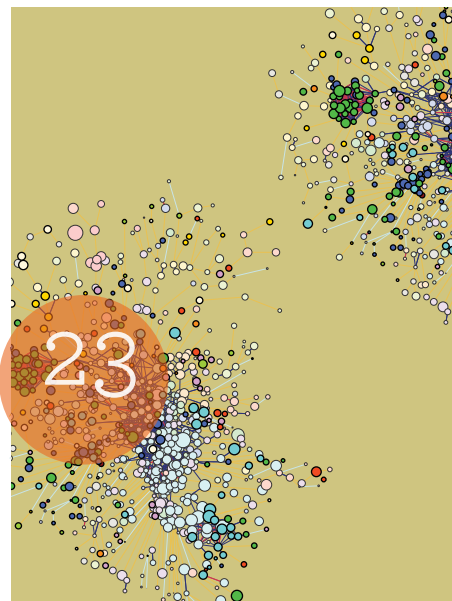
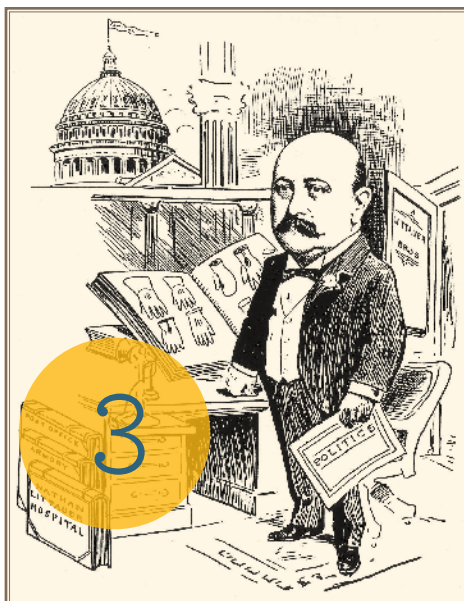
magazine

AUTUMN 2011



Celebrating **75** years

The Kennedy School Then and Now



{ Celebrating **75** years }

Celebrate Harvard Kennedy School's 75TH anniversary on the special anniversary website at www.hks.harvard.edu/75 and view the 75TH anniversary video at <http://ken.sc/research-timeline>

- 1 ❖ The Kennedy School Turns 75
- 3 ❖ **HISTORY**
 - 5 A Different Kind of School...8 State of the Art...9 Tipping the Balance...10 Where Public Service Met the People, Bob Matteson MPA 1941...11 From the Ground Up...12 Q+A A New Trajectory
- 13 ❖ **TEACHING**
 - 15 A New Discipline...18 "A Thousand Years of Experience"...20 An International Commitment...21 The Kennedy School Rings Thrice, Jonathan Moore MPA 1957...22 Learning by Doing
- 23 ❖ **IDEAS**
 - 24 Research at the Kennedy School: 75 ideas that are making a difference...30 Raising the Stakes, Klaus Schwab MC/MPA 1967
- 31 ❖ **PUBLIC SERVICE**
 - 35 On a Mission...36 Volcker Rules...38 IOP Keeps Politics Alive...40 A New Public Servant...41 First in Class, Harvey Fineberg MPP 1971...42 Time Out...44 Q+A Practice Makes Perfect
- 45 ❖ **ALUMNI**
 - 46 Classnotes...49 Dawning of Democracy, Jennifer Bremer PHD 1982...50 Uncharted Waters, Sally Brice-O'Hara MC/MPA 1993...51 Leading at the Grassroots, Giovanna Negretti MC/MPA 2005...52 Scholar Politician, Leland Cheung MPA/MBA-MIT 2011...80 Commencement



On the cover: left to right, Don Price, Dean 1958–1977; Edith Stokey, lecturer in public policy, emerita; Leland Cheung MPA/MBA-MIT 2011; David Ellwood, Dean 2004–present, Scott M. Black Professor of Political Economy; Naniette Coleman MPA 2010; Graham Allison, Dean 1977–1989, Douglas Dillon Professor of Government and director,

Belfer Center for Science and International Affairs; Suzanne Cooper, senior lecturer in public policy and associate academic dean; Lucía Sanchez MPA/ID 2011; Akash Deep, senior lecturer in public policy; Samuel Adjarquah MC/MPA 2011, Edward S. Mason Fellow; Lucius Littauer, benefactor
Photograph: Tanit Sakakini

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Associate Dean for Communications and Public Affairs
Melodie Jackson MC/MPA 2001

Senior Director of Alumni Relations
Paige Ennis MC/MPA 2010

Editor
Sarah Abrams

Associate Editor
Robert O'Neill

Contributing Writers
Julia Hanna
Steve Nadis
Lewis Rice
Lori Shridhare
David McKay Wilson

Designers
Diane Sibley
Jennifer Eaton Alden

Printer
Lane Press

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Phone: 617-495-1164
Fax: 617-495-5424
E-mail: sarah_abrams@harvard.edu
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THE KENNEDY SCHOOL TURNS 75



What are we celebrating? Seventy-five years since a group of men had a vision for a school. The grainy photos of those men seem from another age. But it would be a mistake to think of the school's founders, and their ambitions and concerns, as very distant from us. They lived through wars, economic upheavals, and technological revolutions. They saw people crushed by tyranny, or fighting for civil rights and independence. They saw a world stumbling toward a calamitous conflict. And still they had the impossibly optimistic hope that a school could make a difference. The Kennedy School can now measure its history in generations of men and women dedicated to that idea. Their stories are told in these pages.



Dear Reader:

This fall marks not only the start of a new academic year, but also the launch of the Kennedy School's 75TH anniversary celebration.

As you will read in the following pages, the school has much to celebrate. Our story is a compelling one—filled with both enormous effort and impressive achievement. We began with a vision that individuals wishing to serve the public needed the same level of professional training as those preparing for medicine, business, or law. We faced many challenges along the way, but I believe the school has not only realized its goal, but exceeded it.

Today the Harvard Kennedy School is regarded as one of the top public policy schools in the world. Our alumni are extraordinary individuals who serve as heads of state and leaders of major international organizations. Many others, our unsung heroes, are working behind the scenes throughout the world—in rural India, in Haiti, and in cities and towns across the United States. They constantly inspire us with their work.

And the extraordinary work of our faculty is also leading the way in improving the lives of people across the globe. Through their research and leadership, they are working to solve some of the world's toughest problems—nuclear disarmament, climate change, emerging democracies, health care, and the rapid growth in worldwide inequality.

Human beings by their nature believe they live in a critical moment in history, but I believe we really do live in such a moment—one of enormous challenge that demands exceptional leadership. We are excited by the opportunity to be at the center of the new ideas and initiatives that will be needed to face these challenges.

As the new academic year starts, we are very engaged in developing the strategic direction of HKS for the next few years. We are working on the most effective ways to reach exceptional public leaders, through recruiting and financial aid. We are exploring new themes for intensified research and faculty collaboration, including: "Making Democracy Work" and "Shared and Sustainable Prosperity." All of our work occurs in a global context—we have an increasing international enrollment in both our degree and executive education programs, and our faculty is involved in research and activities that touch virtually all corners of the globe.

Seventy-five years ago, the school began as a small start-up committed to making the world a better place. Three quarters of a century later, I believe we have a lot to show for our effort. As we look to the future, it is hard not to be inspired by the wonderful combination of idealism, intelligence, and capacity of our students, alumni, faculty, and staff. While the challenges before us are daunting, I am truly encouraged by what the Kennedy School—at its 75TH anniversary—has to offer.

Please join with us as we celebrate how far we've come and how ready and enthusiastic we are in facing the challenges ahead.

Dean David T. Ellwood
September 2011



HISTORY



The school's history is a complicated one.

Plotting its evolution, one would see anything but a straight line. Periods of invention were followed by periods of uncertainty, periods of expansion by consolidation. There were false starts, and there was roaring growth. But throughout,

there was inventiveness, idealism, and a commitment to public service. In 1935, in the middle of the Great Depression, Lucius Littauer imagined what the school could be. "The basic principles of government administration for the welfare of the government and the people demand a special training, imbued with ideals and ambitions for our country's benefit," Littauer wrote to Harvard President James Conant. In 75 years, that sentiment has evolved but hardly changed at all.

A Different Kind of School

BY LEWIS RICE

It was the biggest donation in Harvard's history at the time, and the university didn't quite know what to do with it. After all, in 1935, when Lucius Littauer offered to give \$2 million (the equivalent of more than \$30 million today) to establish a new independent school of public administration, few models existed for the kind of educational institution he envisioned.

➤ **LAYING A FOUNDATION** The school's forefathers saw a need for a new school of public service and dedicated themselves to building it. (Left to right) Graduate School of Public Administration Dean John Williams, Harvard President James Conant, and the school's first benefactor Lucius Littauer at the 1937 groundbreaking of the school's new home.



A. Lawrence Lowell, the long-serving Harvard president who had stepped down shortly before, had flatly rejected the idea of the university's offering special training to prepare students for government service, opting instead to create the Harvard Business School in 1908. Still, Littauer, a Harvard graduate, a successful businessman, and a former congressman, saw the need for a separate school with curriculum "directed to a professional objective and the development of training in government as a profession, and not simply to education in government as a branch of learning," as he wrote in a letter to the new president, James Conant, in 1935.

Of course, that vision eventually came true, in ways that Littauer and those who oversaw the school's beginnings

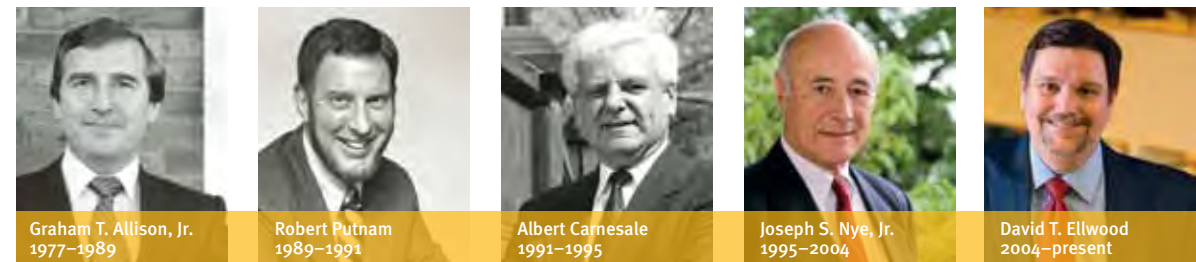
Kennedy School deans through the years



John H. Williams
1937-1947

Edward S. Mason
1947-1957

Don K. Price, Jr.
1958-1977



Graham T. Allison, Jr.
1977-1989

Robert Putnam
1989-1991

Albert Carnesale
1991-1995

Joseph S. Nye, Jr.
1995-2004

David T. Ellwood
2004-present

HISTORY

certainly could not have imagined. Seventy-five years after its founding, what is now known as the John F. Kennedy School of Government has established itself as one of the preeminent institutions of its kind, with 14 research centers, a variety of master's and doctoral programs, more than 25 executive education programs, and a collection of eminent graduates who effect change through public service in the United States and across the world. But like many grand enterprises, it grew from humble origins.

At first, the Graduate School of Public Administration, officially established in 1936, offered no degree program and had just a dozen faculty members who all held appointments elsewhere in the university, reflecting Conant's cautious approach to the new venture. The GSPA would soon admit more students, however, leading to the establishment of its master's in public administration, which was first conferred in 1941, as well as a doctoral degree. The international aspect of the school would broaden with the introduction in 1957 of the Mason Fellows program, a program leading to the mid-career degree for experienced public servants from developing countries, which continues today. Yet the GSPA still did not reflect Littauer's desire for a curriculum distinct from the university: It relied on Arts and Sciences faculty and, as asserted in one internal review, lacked its own identity. That would change, as would the name by which the school was known.

THE KENNEDY NAME

In the late 1950s, when Don Price was in discussions with Harvard President Nathan Pusey about succeeding Edward Mason as dean, Pusey acknowledged that he was considering closing the GSPA because he questioned whether it was actually fulfilling its intended goal of training graduates for the profession of public service. In fact, Price recalls that he accepted the dean's job on a "make it or break it" basis. He would soon add faculty members whose primary affiliation was with the school as one way of beginning to forge a distinct identity. But the most important change was brought about by outside events.

The election of John F. Kennedy, a young and charismatic president known for his ties to Harvard and also a member of the GSPA visiting committee, brought renewed interest in politics and government and in the school. After Kennedy was assassinated, in 1963, his family moved to establish a Kennedy library and museum at Harvard. Kennedy associates also sought another institution to memorialize the president, with a particular emphasis on public policy, and Pusey proposed that Harvard operate it. The Kennedy Library was eventually sited in Boston, but the family agreed with Harvard's proposal that the new Institute of Politics (IOP) become part of the GSPA. In addition, the school itself was renamed the John F. Kennedy

School of Government—the first and only time a graduate school of Harvard has been named for an individual.

In 1966, the IOP was launched (see page 38), initially located in the "little yellow house" on Mount Auburn Street. Led by Richard Neustadt, the IOP focused on promoting research; it hosted events relating to politics and offered fellowships to people leaving or joining public-service positions. Its core mission, inspiring undergraduate participation in the political issues of the day, proved to be enormously successful.

During the same period, the school's curriculum underwent major changes and new faculty members arrived, including Neustadt, Thomas Schelling, Howard Raiffa, Frederick Mosteller, Francis Bator, and Philip Heymann—a group that would later be affectionately called the "founding fathers." Preeminent scholars in fields that included political science, statistics, and economics, they changed attitudes about the training the school should be offering future public leaders, providing solid training in analytical skills as well as managerial, and launching the Master's in Public Policy program.

Before Price's tenure as dean ended, in 1977, he proposed a faculty reorganization, with a core group teaching courses for the specific needs of Kennedy School students. The institution was becoming the independent entity that Littauer had hoped for, but it had yet to experience the growth that would shape it into the Kennedy School that stands today.

NEW BUILDING, NEW INITIATIVES

In the mid-1970s, the Kennedy School was in dire financial difficulties. Spending exceeded income every year, and a fundraising campaign had fallen far short of its goal. The new dean, Graham Allison, taking the reins from Price, brought not only an ambitious new vision for the school, but also a preternatural skill as a fundraiser. Under his leadership, the school's finances were stabilized and construction began on the building that would become the public face of the Kennedy School.

That building, the 100,000-square-foot Littauer Center of Public Administration, was dedicated in a fall 1978 ceremony attended by some 10,000 people, including members of the Kennedy family, top officials from the Kennedy presidential administration, and Massachusetts Governor Michael Dukakis. Perhaps the new building's most distinctive feature was a forum designed to be a center for conversation and public discourse on politics and government. The ARCO Public Affairs Forum (later renamed the John F. Kennedy Jr. Forum) would host leaders from around the world, including presidents, senators, and UN secretaries general. The new building also allowed the IOP to move out of its limited space and become integrated with the rest of the school.

With this renewed visibility for the Kennedy School, Allison undertook a reorganization focused on three divisions:

graduate degree programs, executive education, and research centers. The number of students enrolled in degree programs mushroomed, from 200 in 1976 to about 700 only five years later. The school also instituted a two-year MPA degree, which gave students more latitude in their studies.

At the time, executive education programs were limited and run in conjunction (as junior partners) with Harvard Business School. Striking out on its own, the school developed several executive programs (see page 18), exposing senior practitioners working out in the world to ideas being developed at the school, and, in turn, helping faculty refine those ideas. Executive programs have subsequently grown to incorporate a greater global reach and have also attracted participants from the private sector and nongovernmental organizations.

Research centers, likewise, began to develop and become an integral part of the Kennedy School, becoming engines of research within their particular fields. Before Allison's deanship, the only entity on campus that was considered a research center was the IOP. Today there are 14.

By the end of Allison's deanship, in 1989, the endowment had quadrupled to \$120 million, while faculty members and alumni had nearly tripled in number since 1978.

For deans following Allison—Robert Putnam, Albert Carnesale and Joseph Nye, Jr.—the challenge was to respond to and consolidate the extraordinary growth that had occurred in the 1980s. Nye oversaw a significant increase in the number of international students and programs (see page 20) and current dean David Ellwood has broadened the definition of public servant to include those choosing to serve the public, not only through government but across all sectors, and he has helped double the school's financial aid.

Seventy-five years ago, the scope of the school and many of its areas of study, such as climate change and nuclear proliferation, would have been unimaginable. But its mission of making government work better and advancing the public interest has adhered to the spirit of what Lucius Littauer envisioned.

Derek Bok, president of Harvard during the school's growth years, believes that the Kennedy School of today would have made its founder proud.

"The school has ended up doing... the kinds of things that Lucius Littauer wanted to support. His idea was to improve government. The Kennedy School has no particular underlying position about the *size* of government. We don't believe that more is better than less. But we do believe that whatever government we have ought to be conducted at the highest level of excellence." ❖

Lewis Rice is a freelance writer living in Arlington, Massachusetts.

ON THE WEB <http://ken.sc/mag-different>

"THE PUBLIC BENEFIT"



The Littauer Center is not the only monument to the man whose unprecedented gift to Harvard led to the creation of the institution that became the Kennedy School. In Lucius Littauer's hometown of Gloversville, New York, a city once known as the glove capital of the world, a bronze statue stands in tribute to him. He helped give Gloversville that distinction by running his father's glove manufacturing business, and became what the city calls its "greatest philanthropist," funding Gloversville's first hospital, which was named after his father, Nathan.

As a Harvard student, Littauer played football (he was listed as a 161-pound lineman). After graduating, in 1878, he returned to the school to become what is believed

to be the nation's first collegiate coach. During his undergraduate days, he befriended future president Theodore Roosevelt and later assisted him while serving as a Republican congressman from 1897 to 1907.

Littauer retired from office to devote himself to business and philanthropy; much of his generosity was directed toward Harvard. He established a professorship of Jewish literature and philosophy, and the Lucius N. Littauer Foundation has donated more than \$5 million to the Harvard College Library's Judaica division.

That his philanthropy turned to creating the GSPA at Harvard may be traced to his friend and personal secretary, Harry Starr, who suggested that Littauer endow a school devoted to government or public service. In a speech given at Harvard in 1976, Starr recalled that Littauer had told him, "Unless there is some way in which we can use these funds for the public benefit, I don't really want them."

Littauer died in 1944. On the base of his statue in Gloversville, which fittingly stands in front of a city administration building, are the words "A Lover of Mankind." ❖ LR

LEFT: LUCIUS LITTAUER PORTRAIT, HARVARD UNIVERSITY ARCHIVES, HUM 3.10, BOX 20, FOLDER 162

JOHN WILLIAMS: HARVARD UNIVERSITY ARCHIVES, HUP WILLIAMS, JOHN HENRY (3); EDWARD MASON: HARVARD UNIVERSITY ARCHIVES, UAV 665, BOX 9, MASON, F244; DON PRICE, JR.: HARVARD UNIVERSITY ARCHIVES, UAV 665, BOX 11, PRICE, 314; GRAHAM ALLISON, JR.: JANE REED/HARVARD UNIVERSITY NEWS OFFICE; ROBERT PUTNAM, ALBERT CARNESALE, JOSEPH NYE, JR.: MARTHA STEWART, DAVID ELLWOOD, KENT DAYTON



The school was built BC — Before Computers. When they emerged, where to put them became a major question. A supply room was converted into a refrigerated computer room when the school installed its first mainframe in 1979. (At left, Dean Graham Allison with John Butler of Sperry Univac.)



Who should have a computer? As the era of the personal computer dawned, the school struggled with how many computers it needed and for whom. A computer lab was created with 30 terminals, and teachers clamored for their own. At right, President Derek Bok, in 1985, experiences the power of a spreadsheet.



STATE OF THE ART

In the beginning (after the punch card and the Selectric typewriter, but before the personal computer), there was the librarian. Malcolm Hamilton, who created Harvard Kennedy School's library from scratch, was by default in charge of the school's computer department. That was only three decades ago — when faculty members would request, and be charged for, database searches

that often ran overnight. Since then the school, like the rest of the world, has seen digital computing go from an exotic luxury to the indispensable glue seemingly holding everything, from administration to research projects, together. From mainframes and “dumb” terminals to iPads and e-mail, zeros and ones have played an integral role in the evolution of the school.



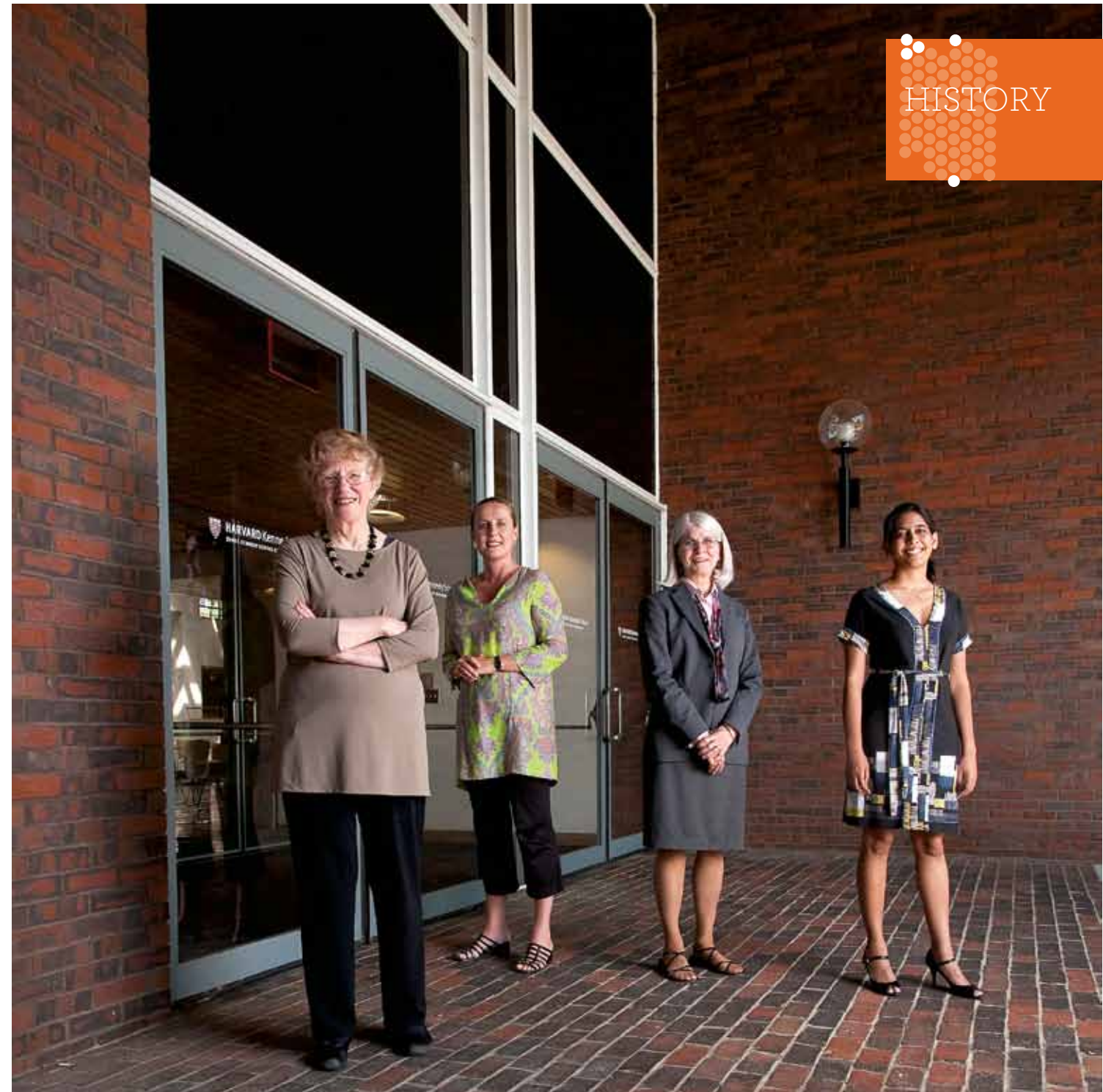
With laptops becoming an invasive species (and BlackBerrys, smartphones, and tablets only a few years away) the school went wireless in 2001. Today, HKS operates 100 servers, the IT department services more than 500 computers, and computers are a requirement for students. (Above, plugged into the matrix, a student with the ubiquitous laptop.)



The Kennedy School experienced its own variation on Moore's Law (which predicts the doubling of computing capacity every year) as computers became mainstays in everything from administration offices to classrooms, and as the Web exploded.



CLOCKWISE FROM TOP LEFT: JOE WRINN/HARVARD UNIVERSITY NEWS OFFICE; MARTHA STEWART; KENT DAYTON; RASVIAN ILIESCU/HKS MEDIA SERVICE; KENT DAYTON



Tipping the Balance

We speak of the founding “fathers” of the school; and indeed, all eight deans who have led the school have been men and men still make up the majority of the faculty, despite growing numbers of exceptional women scholars. But the school has nonetheless made important strides in its 75 years. With the notable exception of honorary “founding mother” Edith Stokey, there were no women on the faculty when Mary Jo Bane, left, and Julie Wilson, second from right, joined, in 1981. Today, women make up 27 percent of the faculty (in line with Harvard University). Bane, who became the first female academic dean in 2005, was succeeded by Iris Bohnet, second from left, in July, marking a continued presence of female leaders in HKS's administration. Since the first female student enrolled, in 1944, the percentage of women enrolled in degree programs has grown; it now tops 42 percent. The school has also focused research on issues of gender in the public sphere, with the creation of the Women and Public Policy Program. A new generation of female leaders at the school, including Monica Singhal, right, will no doubt be witness to more change.

JOSHI RADIN

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1941

BOB MATTESON MPA

Where Public Service Met the People



Bob Matteson didn't stick around for graduation with the rest of his MPA class after finishing his exams in the summer of 1941. He was needed in the field for his new job: setting up the food stamp program in Maine.

He could have gone to Washington, DC, where many of his classmates were headed and where he had spent a year working in the growing bureaucracy of the New Deal, before coming to Cambridge. But he wanted something different.

"Most young, ambitious girls and guys who are going to get MPAs or DPAs or PHDS, they have a yen to go to the center, not necessarily of the action, but the center of the policy structure," Matteson says. "I somehow got the yen to get out and work with the guy in the street, so to speak."

His first job involved explaining to grocers, welfare recipients, and town selectmen (the welfare program was administered at the town level in Maine) how the new program worked.

"I felt I was in public service where public service met the people," he says. "Government is food stamps, it's soup kitchens, it's building side roads, it's schools. All that is government. And I think it's very important that the leaders of public administration have that sense of what it's like out in Podunk, Nebraska, and not just what it's like on K Street in Washington, DC."

Matteson, 95, is a member of the first class of MPAs. He came up to Cambridge in 1939 as a fellow. He had been working in Washington through an internship

program, and the new Harvard Graduate School of Public Administration caught his and his colleagues' imaginations.

"The idea of a profession of public administration or public service wasn't very old in, say, 1938 or 1939, so we had sort of a pioneering sense that we were on an early undertaking to professionalize the public service," he remembers.

During his first year at Harvard, the university gave the GSPA, then only a couple of years old, authority to award degrees, and Matteson enrolled in its first graduating class. Though the school was often described as living in the shadow of its larger and then more influential neighbors—the Harvard departments of economics and government—Matteson remembers Littauer as very much its own institution.

"It was a great experience," he says. "I felt very privileged to have been able to go to this school for those two years."

In the 70 years after he graduated, Matteson served in the Pacific with the Navy during World War II, headed the American Society for Public Administration, got a doctorate from Harvard, and became Vermont state planning director, among many other things. Blessed by what he says are good genes (longevity runs in the family, and running helps too—he is a competitive senior track and field athlete and holds multiple world records in his age categories), Matteson still operates Matteson Associates, a public affairs consulting firm he founded in 1961, in Bennington, Vermont, his hometown.

"I never made a hell of a lot of money," he says. "But I've done a lot of interesting things." ❖ RDO

MARATHA STEWART
 1936: HUNT HALL, HARVARD UNIVERSITY ARCHIVES; HUV 54 (1-8); LITTAUER CENTER, CORNERSTONE LAYING, HARVARD UNIVERSITY ARCHIVES; UAV 605; BOX 90; LITTAUER BUILDING; BOSTON HERALD; 1978: RICK STAFFORD, JIM HARRISON, NICK WHEELER, MARTHA STEWART; 1984: © SUSAN LAPIDES 1992; SUSAN LAPIDES.COM; MARTHA STEWART; 1987: MARTHA STEWART; FREDRIK BODIN, MARTHA STEWART; 1990: MARTHA STEWART; 2005: KENT DAYTON, MARTHA STEWART; TANIT SAKAKI

FROM THE GROUND UP

For the first four decades in its history, the Kennedy School, initially the Graduate School of Public Administration (GSPA), stood on the university's main campus. It wasn't until 1978 when the school moved to 79 JFK Street, then Boylston Street, near the banks of the Charles River, that new buildings were added and the school became the institution we know today.

HISTORY

1936 Hunt Hall, left, served as the new school's temporary quarters between 1937 and 1939. Center, left to right, GSPA Dean John Williams, Harvard President James Conant, and the school's first benefactor Lucius Littauer. The new Graduate School of Public Administration in 1939.



1978 The dedication of the new Littauer Center of Public Administration, left, at its new location. Associate Dean Ira Jackson, second from left, sits in the midst of construction of the new school's ARCO Forum. Second from right, the new Littauer Center of Public Administration. Students today, right, access information through a computerized directory.



1984 An MBTA substation, left, formerly stood at the site of the new Robert and Renée Belfer Center for Public Management. At the building's groundbreaking in 1982, center, are, left to right, Robert A. Belfer, Frank Weil, Dean Graham Allison, Renée Belfer, and Frank Stanton. The Robert and Renée Belfer Center for Public Management, right, stands at the corner of Eliot and JFK Streets.



1986 The Eliot Building, right, which opened in the fall of 1986, was renamed the David Rubenstein Building in 2005. Standing, left to right, center photo, are Harvard President Lawrence Summers, David Rubenstein, and Dean David Ellwood. A gift from Rubenstein helped create a new, interactive classroom, right, in honor of former Harvard Kennedy School professor Richard Neustadt.



1987 Inscribed on the new John F. Kennedy Memorial Park's fountain, left, are words from President Kennedy's "City Upon a Hill" speech. The Kennedy school community, center, gather in May 1987 at the dedication of the newly completed John F. Kennedy Memorial Park adjacent to the school. Words from President Kennedy's speeches are inscribed on the park's granite columns.



1990 Celebrants at the dedication of the Taubman building in 1990, left, appear undaunted by a glitch in the operation of the new building's elevator. The A. Alfred Taubman building, right, on Eliot Street is the fourth building to be constructed on the new campus.





A New Trajectory



Richard Zeckhauser

Richard Zeckhauser has been at Harvard since arriving as a freshman in 1958—53 years ago. A decade later, he was a young faculty member in the university’s economics department when he was approached to join a rebooted Kennedy School—Tom Schelling, Howard Raiffa, Fred Mosteller, Francis Bator, and Richard Neustadt formed its backbone—as it was about to launch a master’s in public policy program.

Q How were you recruited to the Kennedy School?
Schelling was my undergraduate and graduate faculty advisor. He said, “You should come and be a part of this.” And Neustadt got Graham Allison, who was his star student. It was this little band, with very high morale. We didn’t have much of an idea of what we were doing, but it turned out well.

Q What did you teach when you started here?
At some point I said, “Well, what will I teach? I assume I’m going to be teaching the economics course,” and they said, “No, we’re going to have you teach the course on analytic methods—that’s operation research, decision analysis, game theory, that sort of stuff.” I said, “That’s really very interesting, but I’ve never taken a course in that area.” And they said, “You’ll learn”—and I did. I co-taught the course with Raiffa, who was an incredible pedagogue.

Q What did this new turn mean for your academic life?
That was transformative for me, because I was teaching all this material that I’d never studied. I think it enabled me to do lots of things that I wouldn’t have done, like thinking about uncertainty. The world’s always been an uncertain place, but I think it’s perhaps more uncertain now than ever. There’s been a revolution in understanding how uncertainty should be dealt with and how we should think about it in the world. I think it launched an intellectual trajectory for me that was quite fortunate.

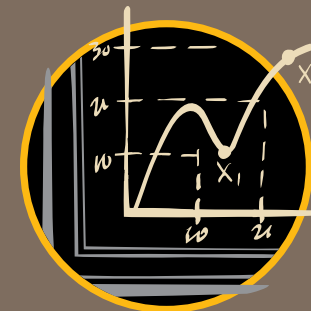
Q You’ve observed the school’s evolution for 43 years now. What do you think lies ahead?
We really now have a great opportunity, because no one is satisfied with the public sector in the United States. There’s just too much to do and not enough money, and we have to find new ways to do it. And I believe in the next decade new conceptions of the way government works are going to have to come to the fore. My recent book with Jack Donahue, *Collaborative Governance*, lays out one approach. RDO

ON THE WEB
<http://ken.sc/mag-trajectory>

MARSHA STEWART



TEACHING



Preparing leaders for public service, which has been the aim of the school since its inception, requires teaching first and foremost. But because it was essentially inventing the field, the school had to invent both curriculum and pedagogy—both what to teach and how to teach it. Those questions began to be tackled in earnest in the 1960s, with the creation of a new public policy program, and since then they have been at the top of the school’s priorities. Master’s and doctoral degree programs and a hugely important executive education program continue to evolve to keep pace with the changing needs of public service.

KATHRYN BATHKE

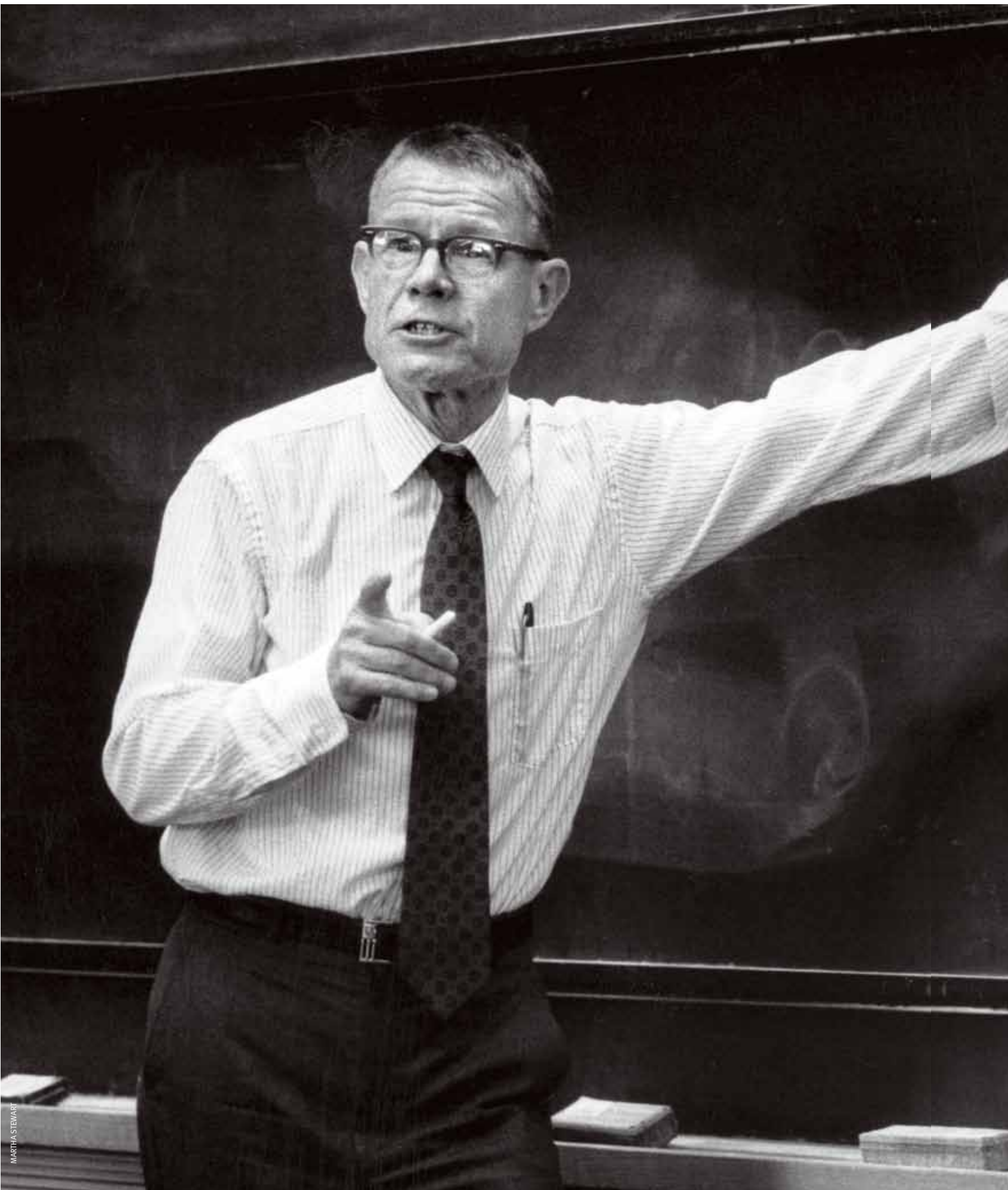
A New Discipline

BY ROBERT O'NEILL

Abbott Lawrence Lowell, the president of Harvard from 1909 to 1933, responded to a plan for a Harvard school of public service at the beginning of the 20th century by questioning the value of “training men for a career that does not exist, and for which, if it did exist, I think our training would very likely not be the best preparation.”

→ TEACHING FOR A NEW PROFESSION

The school has always straddled the dual roles of teaching for a profession and advancing relevant academic research. Nobel Prize winner Thomas Schelling (above), who helped shape the school's new MPP program in the 1960s, was a master of both.



MARTHA STEWART

Asim Ijaz Khwaja, professor of international finance and development and faculty chair of the MPA/ID program



“A degree from the Graduate School of Public Administration is not worth the paper it is written on.”

From its very beginning, Harvard Kennedy School has been concerned with how to prepare students for life in the public service. Should they be taught as neutral managers, as analysts informing decision makers at the highest levels of government, or as leaders ready to assume the responsibility of command in multiple sectors?

The answers have been influenced by the school's growth and independence, by fluctuations in the size of the public sector, by swings in enthusiasm for

or against public service, and by the lessons learned in three-quarters of a century of teaching. Those answers are still evolving.

Lucius Littauer, the man whose vision and money helped create the school, saw it as a training ground for a new breed of public servant that would be needed

following the dramatic expansion of government during the New Deal. The school's first students (though they would not be given degrees until 1941) were mid-career public servants. Although there was no core curriculum for the students, vibrant seminars were immediately a hallmark of the program.

“I felt like I was part of a public affairs or public administration program and that this was a new or growing professional field,” says Bob Matteson MPA 1941. “You had a sense of becoming part of a profession which was becoming newly identified.”

Offering both an MPA and a doctorate of public administration, the school remained virtually unchanged for nearly three decades. Some saw a failure in that. James Bryant Conant, the president of Harvard from 1933 to 1953, had championed the school's creation but was disappointed by its progress. He was once quoted as saying that a degree from the Graduate School of Public Administration was “not worth the paper it was written on.”

Jonathan Moore MPA 1957 had heard that quote, but disagreed. When he was there, the school already possessed the seeds that would germinate in the coming decades: an interdisciplinary tradition and

SOMEWHERE BETWEEN A ROOSEVELT AND A MCNAMARA

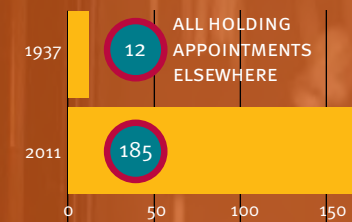
It was the summer of 1969, a suitably revolutionary time, when the professors forming the core of the fledgling John F. Kennedy School of Government met to come up with a curriculum for the newly minted Master in Public Policy program.

This was a pivotal moment for the school, still only three decades old but in a sense newborn. The school was breaking away from the university's departments of economics and government, which had always overshadowed it, and forming its own identity.

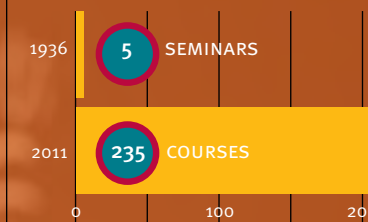
In the midst of the political tumult over Vietnam that gripped

Harvard and the rest of the nation, Richard Neustadt, assistant dean of the school and former government professor at Columbia, had assembled some of the university's finest minds: Tom Schelling, a future Nobel Prize winner and already a legendary economist; Fred Mosteller, an extraordinary statistician; Howard Raiffa, a leading decision theorist; Francis Bator, an economist freshly picked from the Johnson White House; Harvard Law School's Philip Heymann; and some then junior faculty members — Graham Allison, Richard Zeckhauser, and Henry

THEN AND NOW FACULTY MEMBERS



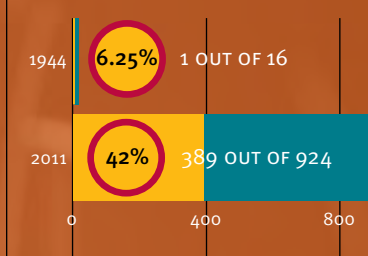
THEN AND NOW FACULTY COURSES



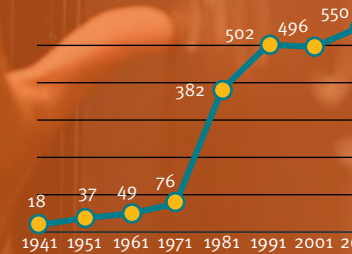
2011 FACULTY BREAKDOWN

Tenured professors	52
Emeritus professors	4
Public service professors/professors of practice	12
Associate professors	7
Assistant professors	15
Lecturers and senior lecturers	38
Visitors	9
Adjunct faculty	48

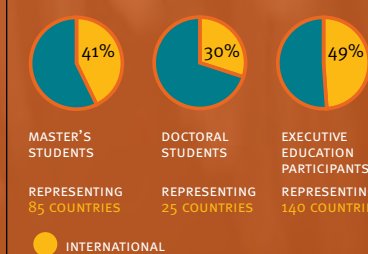
THEN AND NOW WOMEN STUDENTS



THEN AND NOW DEGREES CONFERRED



2011 STUDENT COUNTRIES OF ORIGIN



Jacoby. Schelling called the group “distinguished misfits.”

Public policy was not only a new degree, it was a new direction for the academy, which was shifting away from a focus on administration to one on “a greater understanding of the complex social and political environment within which policy is shaped and implemented,” as Allison later wrote. Neustadt would sometimes say that he wanted to get young Bob McNamara and Franklin Roosevelts (technocrats and politicians) to understand why they would need each other and how they could use each other.

With 21 new students on the way, the school was determined to teach people at the beginning of their careers in government and to

prepare them just as the law, business, and medical schools did for their fields. Over the course of the summer, Bator says, the group met, sometimes in small, stuffy rooms, to go over each week's classes and negotiate what would be taught — in economics, statistics, operations, political science — and how it could all be brought together to form a coherent whole.

They were inventing a discipline, and a curriculum, from scratch — for a profession that didn't really exist.

“For most, I suspect it turned out to be the most intense learning and teaching experience of our lives,” Bator remembers. “Bloody hard work, but enormous fun.” RDO

a view of public policy as its own distinct field of study and research. With the election of President John F. Kennedy in 1960, a new level of interest in government presaged a new era for the school and its teaching.

The size of government was set to expand with the growth of social programs, and the Policy Planning Budgeting Systems implemented by Secretary of Defense Robert McNamara's “whiz kids” were being adopted throughout government. They needed “a new cadre of rigorously trained analysts,” Graham Allison, dean of the school from 1977 to 1989, wrote in an essay on the growth of public policy schools.

Universities began to shift their focus from public administration to public policy, emphasizing “a greater understanding of the complex social and political environment within which policy is shaped and implemented,” Allison wrote. The Kennedy School, which had been renamed for the slain president in 1966, responded by creating the MPP (see sidebar). The new public policy courses changed everything about the way the school taught and meant that its students were now corralled within its own classes, rather than being scattered across other departments.

The mid-career MPA, the direct descendant of the first MPA the school had awarded, also began to provide a core of quantitative teaching. And by instituting a mandatory summer program, where mid-careers would be dunked back into academia after what had often been a long absence, the class became more a cohort and less just an assortment of individuals.

The two-year MPA degree, created in 1980 as an alternative for those who already possessed the core of quantitative learning for which the MPP would become famous, gave greater freedom across the school's curriculum.

The doctoral programs, which became more cohesive programs in the wake of the MPP, would give the school a place where teaching, research, and outreach could all come together.

But just as the students have benefited from the curriculum, so the teachers, and the classes themselves, have gained from the students, whose diversity — of nationality, gender, ethnicity, and experience — challenges teachers but also provides incredible opportunities for learning.

TEACHING



“A Thousand Years of Experience”

Last year, 40 U.S. Air Force officers were nominated to the rank of brigadier general. Peter Zimmerman MPP 1977, senior associate dean for program development, was pleased to see that 17 of those officers had participated in the Senior Executive Fellows Program at Harvard Kennedy School.

The superintendents of the three major U.S. military academies — for the Air Force, the Army, and the Navy — have also passed through Kennedy School executive education programs.

Its training of high-level military personnel is just one example of how influential and pervasive the executive education program has become since the school prepared its first program, 35 years ago. The Kennedy School now offers the most comprehensive range of such programs available anywhere in the world, providing instruction — lasting anywhere from two days to four weeks — to some 3,000 students from 140 countries on subjects as diverse as economic development, homeland security, NGO management, and regulatory and enforcement policy.

“Executive Education is one of the most distinctive things about the Kennedy School — something that really sets us apart from other

In 1978, planners of the new executive program in national security: Douglas Johnston MPA 1967, Peter Zimmerman MPP 1977, Albert Carnesale, Ernest May, and Hugo Uytendaele.

public policy schools,” notes Zimmerman, who directed the program from 1977 to 2005.

The premise of executive education — providing short courses to people in leadership posts who have time for only brief leaves of absence — dates back to the original premise of the Kennedy School, when it was founded in 1936 as the Graduate School of Public Administration.

“This was supposed to be a place where government executives could come on a kind of sabbatical to study with faculty and return to their positions enriched and, hopefully, better prepared for the challenges ahead,” Zimmerman says.

Fast-forward to 1976, when the Kennedy School and Harvard Business School started an executive program called Senior Managers in Government, a three-week summer course primarily intended for upper-level federal employees. The Kennedy School added Senior Executives in National and International Security in 1978 and, a year later, Senior Executives in State and Local Government. Senior Executive Fellows was launched in 1980.

From that point onward, the Kennedy School has added about two new executive education programs each year. Christine Letts, senior associate dean from 2005 until this past summer, says, “We add programs based on the changing demands we see in the market. For example, we now offer several skills-based programs, like Mastering Negotiations and Leadership Decision-Making. This year we are working on new programs focused on economic growth in developing countries and the use of evidence in evaluating government programs.”

EXECUTIVES AS STUDENTS

Designing programs for professionally accomplished students posed new challenges for the Kennedy School faculty. This was especially true in the early days of executive education, as professors scrambled to make sure they had something of substance to offer people who had already made a mark in their fields — the same fields where the school’s younger students eventually hoped to find employment. At a minimum, instructors were pushed away from abstractions and driven toward the dilemmas faced in real-world situations.

Zimmerman recalls that when a young faculty member prepared to teach in the first Senior Managers in Government program, a more senior colleague told him: “I’ve calculated that there is about a thousand years of experience in that classroom. I’m sure they’ll be interested in hearing what you learned during your 18 months in Washington.” Professors quickly realized that conversations had to shift from topics of great interest to the faculty to topics of great interest to the participants. Most of the teaching has since become discussion-based, directly engaging participants who learn from one another.

“They get a lot of inspiration from peers who want to try to do things differently,” adds Christine Letts. “That’s a critical part of the experience.”

The teaching strategy deviates from the norm by almost 180 degrees, Zimmerman explains. “In most of our education, we focus on relatively inexperienced students for whom we try to make an unfamiliar world less forbidding. For executives who live in that world, the idea is to bring in new perspectives that help them see things in a new light — to make the familiar unfamiliar, in other words.”

“Students” and “teachers” can both profit from this arrangement. Students can make sure their skills and knowledge are up to date. Faculty members gain direct access to people who can test out their ideas upon reentering the workplace.

“Public leaders today don’t necessarily face a greater array of challenges than in the past,” adds Letts, “but they are more interested in dealing with those challenges in a professional manner, drawing on the latest research to guide their decisions.”

THE FUTURE

In July, Debra Iles took the helm as associate dean for executive education, planning to build on the strong foundation that exists. “The need for programs like this is greater today than ever before,” she says. “There’s more demand for good government because more countries are moving from authoritarian regimes to democracies. Most government leaders understand that the world has become more connected. They need to know the latest ideas and how countries are applying them.” For the past several years, most of the growth in executive education at the Kennedy School has been in international markets, even though the early programs involving U.S. federal, state, and local government are still thriving. Iles adds: “Today most of our 60-plus programs reflect an international mix of participants.”

In order to expand access even further, the Kennedy School has introduced a suite of online programs targeted to nonprofit organizations worldwide. These programs use blended technologies to create online communities of learning, with intensive support from faculty members. In Marshall Ganz’s recent program, Leadership, Organizing, and Action, teams from 57 organizations worked alongside one another to solve the critical problems their organizations faced. Other new programs — such as the course for Young Global Leaders, offered in collaboration with the World Economic Forum and chaired by the new academic dean Iris Bohnet — match the strengths of existing faculty members with the needs of new leaders.

Letts hopes that her legacy will be the push to expand the Kennedy School’s presence in places like Africa and South America. “We’re now engaged in aggressive outreach to these underrepresented areas,” she says. “A lot more people would come here if they had the resources, and that’s what we’re trying to address. We have seen firsthand the potential for impact, and we want to make it real.” ❖ SN

ON THE WEB <http://ken.sc/mag-thousand>

An International Commitment

FROM ITS EARLIEST DAYS, the Kennedy School has reached beyond its own borders to train new generations of public leaders. Today almost 42 percent of its students come from outside the United States, making the Kennedy School the most international student body at Harvard.

“As we think about the nature of the challenges we face as leaders... trying to solve the hardest public problems, they inevitably have a strong global component,” says Dean David Ellwood. “Our international students help give us that perspective.”

As early as the mid-1940s, students from outside the United States attended the school. In 1944, half the student body was from foreign countries. By 1957, Edward Mason, the school’s second dean, brought seven economists from India, Pakistan, Burma, and Indonesia for training in what was called the Public Service Program and later renamed the Mason Program. Today the program enrolls approximately 50 students each year and includes among its alumni distinguished leaders such as Liberian President Ellen Johnson Sirleaf MC/MPA 1971, UN Secretary General Ban Ki-moon MC/MPA 1984, and Mexican President Felipe Calderón MC/MPA 2000.

The school has also seen extraordinary growth over the years in its internationally focused research. From Indonesia to Pakistan, South Africa, and Chile, faculty members conduct research, consult with officials, and help train leaders in foreign

countries. Economist Asim Ijaz Khwaja’s research in Punjab Province in India—the LEAPS (Learning and Educational Achievements in Punjab Schools) project—compares more than 800 government and private schools in 112 villages. Economist Rohini Pande works primarily in developing countries on the economic analysis of the politics and consequences of different forms of redistribution.

The faculty also focuses on issues that cross international boundaries in fields such as climate change, global poverty, diplomacy, trade, and micro development. Led by faculty members Ricardo Hausmann, Lant Pritchett, and Dani Rodrik, the Center for International Development’s Growth Lab is studying the dynamics of growth in countries around the world to help improve productivity in poorer countries. In Singapore, Dubai, and Vietnam, Kennedy School professors advise and contribute to public policy programs.

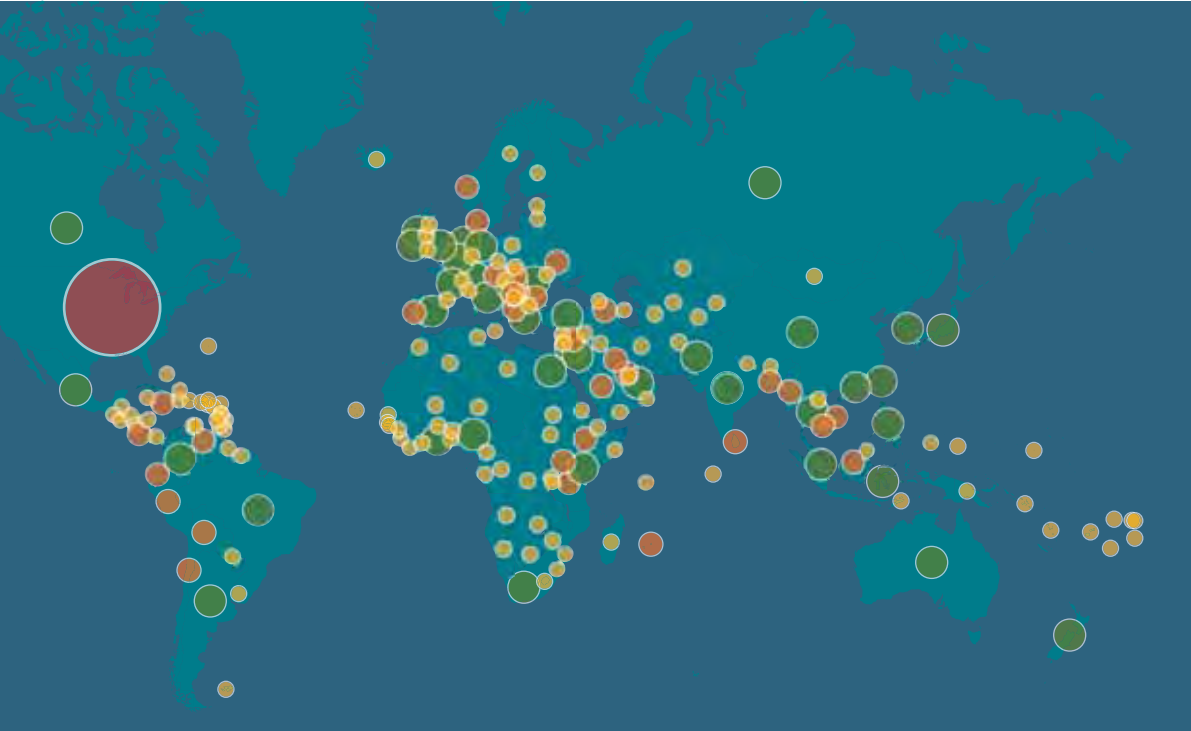
In 2000, the school expanded its commitment to international issues by creating the two-year MPA/ID program. Representing countries from around the world, MPA/ID students focus on some of the most difficult development problems. Committed to improving the lives of people in developing countries, the program’s graduates go on to work for international organizations, nonprofits, and governments. The school’s executive education program has also expanded the number of students from outside the United States (see page 18).

“When you look and see the radical changes in the way we’re thinking about governance, in what’s going on in the march to democracy in some places and the alternatives to democracy in others,” says Ellwood, “you recognize that this is a world where all of the most interesting problems cross boundaries. SA

ALL OVER THE MAP

From A(fghanistan) to Z(imbabwe), our 46,981 alumni (16,888 degree and 30,093 Executive Education) represent 203 countries and territories.

- 1–50
- 51–100
- 101–900
- more than 32,000



1936•1937•1938•1939•1940•1941•1942•1943•1944•1945•1946•1947•1948•1949•1950•1951•1952•1953•1954•1955•1956•1957•1958•1959•1960•1961•1962•1963•1964•1965•1966•1967•1968•1969•1974•1975•1976•1977•1978•1979•1980•1981•1982•1983•1984•1985•1986•1987•1988•1993•1994•1995•1996•1997•1998•1999•2000•2001•2002•2003•2004•2005•2006•2007

1957

JONATHAN MOORE MPA The Kennedy School Rings Thrice

Jonathan Moore MPA 1957— a former director of the Institute of Politics—knew at an early age that he wanted a career in foreign affairs. He was so convinced of this fact that, as a Dartmouth undergraduate, he majored in literature, rather than joining the school’s new international relations program, because he figured he would get to the foreign stuff soon enough anyway.

Moore stuck with his plan and enrolled in Harvard’s Graduate School of Public Administration shortly after finishing college. At the school, he says, “I didn’t distinguish myself as a scholar, and I’m not sure I was really ready, and I never sought a career in academia.” What he mainly cared about was working in distant lands and getting the best preparation he could for that.

“The school was a little loose-jointed at this stage,” Moore recalls. MPA students had a lot of freedom to choose their subject areas, and with no dedicated faculty based at the school, they picked among professors and courses from across the university.

“Public administration had not been fully accepted by the professional academics,” he says, but even at that early stage in the school’s evolution, he says, he understood its mission and resolved to pick up anything that might come in handy during his career.

“That education served me well,” he says. “It didn’t transform me, but I needed some maturing. And this gave me the chance to mature in ways that would later prove useful.”

After earning his degree, Moore figured he’d seen the last of academia. The U.S. Information Agency fulfilled his wish for some on-the-job travel, sending him to Bombay and then Liberia. Next Moore picked up various jobs back home, working for Senator Leverett Saltonstall (R-MA) and Assistant Secretary of Defense and State William Bundy. By the mid-1960s, as Moore came to doubt the Vietnam policy, he started looking for something new. That’s when Richard Neustadt, who’d been hired as director of the newly formed IOP, recruited him to join the first class of IOP fellows. After two years at Harvard—with a break in between to advise Michigan Governor George Romney during his unsuccessful 1968 presidential bid—Moore joined Elliot Richardson at the State Department; at Health Education and Welfare; the Defense Department; and as associate attorney general before Richardson resigned in the midst of Watergate.



Harvard came calling again: This time Moore was asked to head the IOP—a role he filled from 1974 to 1986 (see page 38). He was not only the institute’s longest-serving director but also its first “practitioner,” which is to say someone drawn from the “real” world rather than from academia—though Moore was quick to tell his colleagues, “I haven’t found the real world yet.”

While at the helm, Moore expanded the IOP’s academic and research programs and its programs for undergraduates. He also strengthened its ties with the media, formalizing the idea in 1980 with a proposal for what eventually became the Shorenstein Center on the Press, Politics and Public Policy.

Upon leaving the IOP, Moore worked as an ambassador on refugee programs and development in war-torn countries, primarily for the U.S. government and the United Nations. Since 1992, he’s continued his work at the Shorenstein Center, where he accepted a position as an associate from Marvin Kalb, then the director. Now almost 80, Moore still travels to countries such as Afghanistan, Rwanda, and Haiti. “You can’t learn what you need to know about these places from Harvard,” he says. “You’ve got to get out to the field.” SN

MARTHA STEWART

Learning by Doing

IN 1969, the architects of the school's Master in Public Policy program set out to design a degree program different from anything offered anywhere else at the time. The program was to be interactive, hands-on, and grounded in a core curriculum of economics, finance, and statistics—courses that would

prepare public policy students to think critically and analytically. In 1971, 21 students graduated in the first class. More than 40 years later, almost 500 students are enrolled in a two-year program that has become a model for training high-caliber public policy professionals. At the heart of the program are Spring Exercise and the Policy Analysis Exercise (PAE)—two hands-on exercises, offered at different stages in the curriculum, that give students the opportunity to try out the skills they are developing.

“The logic is that MPP students come here with a lot of intellectual horsepower, maybe some experience, but not the kind of rigorous tool kit that we require,” says Jack Donahue, faculty chair of the MPP program. “This is a professional school, and we want people not just to *know* things, but be able

to *do* things. Teaching people to do is difficult if you don't actually have them engage in some kind of practice.”

First-year students study the MPP's core subjects: economics, statistics, management, ethics, politics, and finance. Late in the second semester, they leave the classroom to participate in Spring Exercise, a two-week simulation where they delve into an issue identified by the program's planners. “Spring Exercise gives them a brief but intense experience of putting those building blocks together,” Donahue says. Now in its 14TH year, Spring Exercise “has been the most valuable innovation of the core in the past 20 years.” Topics over the years have ranged from world hunger to the flu pandemic to global warming. This year the subject was Haiti. Students listen to experts, prepare individual memos, and work in teams to develop presentations.

The director of the MPP program, Debra Isaacson MPP 2000, says that Spring Exercise gave her the chance as an MPP student to work at a different pace. “Everything else comes to a standstill during those two weeks,” she says. “I started to understand how the skills we were building in the MPP core came together.”

The PAE, which has been part of the curriculum almost from the start, takes place in real-time. Second-year MPP students choose a topic in their field of interest, partner with a client organization, and work with that organization to prepare a substantive analysis. “That's the next big step in taking them from a smart layperson to a trained MPP,” says Donahue.

For Mike Wolking MPP 2011, both exercises were memorable. Last year, Wolking's memo about U.S.-China relations earned him the chance, along with other student winners, to visit Secretary of State Hillary Clinton in Washington, DC. His PAE on human capital gave him the opportunity to work with leaders in the Detroit school system. “My PAE was really helpful in terms of consulting experience, which was something I could refer to in a job interview,” says Wolking, who now works for the New York City schools.

“There's powerful evidence that active learning means better learning,” says Donahue. “The MPP program is integrative, applied, and hands-on. That's what makes it a distinctive program.” SA

SPRING EXERCISE TOPICS

- 1998 Social Security Reform
- 1999 Medicare Reform
- 2000 Global Warming
- 2001 AIDS in Africa
- 2002 Smallpox Bioterrorism
- 2003 Rebuilding Afghanistan
- 2004 Covering the Uninsured
- 2005 Saving the All Volunteer Army
- 2006 Bracing for an Avian Flu
- 2007 Prescription Drug Safety
- 2008 Climate Change
- 2009 Global Hunger
- 2010 The Evolving U.S.-China Relationship
- 2011 Haiti: The Way Forward



Winners of Spring Exercise 2010 (left), which focused on U.S.-China relations, met with Secretary of State Hillary Clinton in Washington, DC. Winners of Spring Exercise 2009 (below), which focused on global hunger, met with World Bank president Robert Zoellick MPP 1981.



COURTESY OF U.S. DEPARTMENT OF STATE, HKS ARCHIVES



IDEAS



Ideas have allowed the school to remain at the forefront of teaching public policy and at the cutting edge of its practice. Through his development of game theory, Thomas Schelling changed the way the country's leaders would think about nuclear weapons.

Howard Raiffa's exploration of uncertainty and decisions provided the theoretical underpinnings for the study of policy analysis. From the school's founding to today, the line extends unbroken. Robert Stavins pioneered the use of market forces, through the emissions trading system, to combat acid rain in the United States. Ashton Carter's study of the Soviet nuclear arsenal, published as the USSR collapsed, led to the Nunn-Lugar Act and a program to contain and protect nuclear materials. And Sarah Sewall's Mass Atrocities Response Operations Project has changed the way the Pentagon prepares to stop genocide. As we celebrate the school's 75TH anniversary, here is a sampling of 75 ideas, books, and initiatives from Harvard Kennedy School scholars that have helped reshape the way we understand and tackle public problems.

KATHRYN BATHKE

1 With *Losing the News: The Future of the News that Feeds Democracy*, **Alex Jones** in 2009 warns against the loss of “the iron core of news that serves as a watchdog over government, holds the powerful accountable, and gives citizens what they need.”



2 What and whom do we believe when confronted with different accounts of reality and how can we be persuaded? In *War Stories: The Causes and Consequences of Public Views of War*, **Matthew Baum** analyzes the interaction between press, political elites, and the public.

3 The history of Americans’ right to participate in elections does not proceed along a straight, progressive line. In the groundbreaking *Right to Vote: The Contested History of Democracy in the United States* in 2001, **Alex Keyssar** charts the contractions and expansions of democracy.

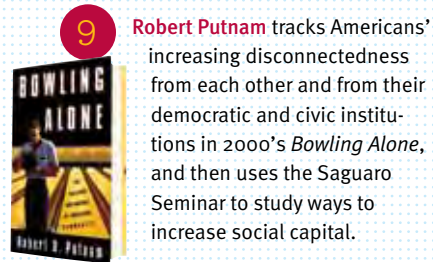
4 In his meticulous work, *The Vanishing Voter*, which collects data on nearly 100,000 respondents, **Thomas Patterson** explains the exodus of millions of American voters over several decades through changes in journalism, campaigning, and voting itself, which had turned off millions of voters.

5 In “A ‘Selection Model’ of Political Representation,” **Jane Mansbridge** turns traditional representation models on their heads, concentrating the voters’ resources instead on choosing representatives they can trust and then giving those representatives more freedom to act once in office.

6 **Frances Kamm** takes ethical theory into the “dark side” with *Ethics for Enemies*, a 2011 work that looks at torture, terrorism, and war and demonstrates the value of philosophy in politics and society.

7 In a globalized age, **Mathias Risse**’s political philosophy attempts to offer a new view of justice, providing an alternative to the standard views that principles of justice only apply within states or to all human beings, focusing instead on collective ownership of the earth.

8 The Transparency Policy Project, headed by **Archon Fung**, studies which public disclosure systems work and which do not.



9 **Robert Putnam** tracks Americans’ increasing disconnectedness from each other and from their democratic and civic institutions in 2000’s *Bowling Alone*, and then uses the Saguaro Seminar to study ways to increase social capital.

10 **Anthony Saich** has been studying China since the mid-1970s, when the country began traveling down the

path that has lead to its spectacular growth. In works such as *The Governance and Politics of China*, Saich helps untangle the country’s complicated and often misunderstood politics and policy.

11 **Marvin Kalb** coolly reflects on the white-hot media coverage of the 1998 Monica Lewinsky scandal. Kalb’s “The Rise of the New News: A Case Study of the Two Root Causes of Modern Scandal Coverage” examines the rise of the internet as a news source and the growing hunger for scandal coverage.



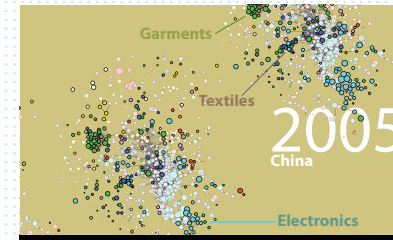
12 **Edward Mason**, noted economist and the school’s second dean, was an early student of economic development, advising the U.S. government in numerous areas, including the creation of the Marshall Plan. He founded the Development Advisory Service in 1963, channeling the expertise of Harvard faculty in economics and other development issues to developing countries (it was also a precursor to the Center for International Development), and began bringing mid-career officials from developing countries to the school in 1958—a program that was renamed the Mason Program in his honor.

13 in 1991, *Public Choices and Policy Change*, by **Merilee Grindle** and **John Thomas**, provides leaders in

developing countries with a framework for managing and understanding their unique policy problems.

14 **Lant Pritchett** argues for the importance of the wealth created by global labor mobility in “Income Per Natural.” International migration, he contends, isn’t an alternative to poverty reduction, but rather one of the principal sources of poverty reduction.

15 **Ricardo Hausmann** uses tools from the field of network science to develop the theory of “product space,” creating a virtual map of an economy’s complexity and the possible ways in which it can develop.



16 In 2011’s *The Globalization Paradox*, **Dani Rodrik** questions the simultaneous pursuit of national self-determination and economic globalization and defends democracies and their social arrangements against the international demands of the global economic system.

17 The Entrepreneurial Finance Lab Research Initiative, led by **Asim Ijaz Khwaja**, pioneers the use of psychometric screening tools for entrepreneurial ability and honesty to connect small and medium enterprises in developing countries with large-scale bank finance.

18 **Rohini Pande**’s 2008 exploration of bias against women in positions of power yields surprising results: in a study of Indian villages, discrimination against women leaders diminishes quickly, sometimes within just a couple of election cycles.

19 In *Women and Men in the Informal Economy: A Statistical Picture in 2002*, **Martha Chen**, with coauthor Joann Vanek, presents the first ever compilation of official statistics on informal employment. The International Labor Organization paper shines a light on one of the darkest corners of the economy.

20 Indonesia has developed one of the world’s most vibrant and innovative microfinance markets. *Progress with Profits: The Development of Rural Banking in Indonesia*, by **Jay Rosengard** with Richard Patten, explores the launch of Indonesia’s microfinance revolution as well as provides guidance for building on Indonesia’s early successes.

21 When the Nobel Prize committee announced **Tom Schelling**’s prize in economics in 2005, it cited his classic work, *Strategy of Conflict* (first published in 1960), and “his vision of game theory as a unifying framework for the social sciences.” Schelling’s work was, most famously, the basis for nuclear deterrence policy in the Cold War, but it also informed our understanding of everything from racial segregation to public health.

22 CSIA Director **Ash Carter** and colleagues publish a report on the Soviet nuclear arsenal just one month before the USSR collapses in 1991. The report provides the basis for the Nunn-Lugar legislation (which Carter helps implement at the Pentagon). It helps contain Soviet nuclear weapons and fissile materials and results in the denuclearization of Belarus, Kazakhstan, and the Ukraine.



23 **Graham Allison**’s graduate thesis became a book and then a classic. *Essence of Decision*, first published in 1971, uses the Cuban Missile Crisis to create three conceptual ways of understanding and analyzing the behavior of governments and institutions: the rational actor, the organizational process, and the governmental politics models. The book is rewritten in 1999, with coauthor Mark Zelikow, using updated materials made possible by the fall of the Soviet Union and the release of tape recordings from the Kennedy White House.



INTERNATIONAL DEVELOPMENT

FAR LEFT: MARTHA STEWART; NEAR LEFT: HKS ARCHIVES

RIGHT: COURTESY OF RICARDO HAUSMANN; FAR RIGHT: DODD, R.D. WARD

1966

1979

1982

1986

1987

ENGINES OF RESEARCH

The creation of research centers at the Kennedy School was intended to bring intellectual effort to bear on important public policy issues.

The **Institute of Politics** is established as a memorial to President Kennedy.

The Center for Science and International Affairs (initially the Program for Science and International Affairs), established at Harvard University in 1973 with a grant from the Ford Foundation, joins the school. In 1997, it is renamed the **Robert and**

René Belfer Center for Science and International Affairs with a gift from Robert and René Belfer.

The Center for Business and Government is established. In 2005, it is endowed by Sharmin and Bijan Mossavar-Rahmani and is renamed the **Sharmin and Bijan Mossavar-Rahmani Center for Business and Government**.

The **Joan Shorenstein Center on the Press, Politics and Public Policy** opens with an endowment from Walter and Phyllis Shorenstein.

The Center for Health and Human Resources Policy opens. In 1989, it is renamed the **Malcolm Wiener Center for Social Policy** with an endowment gift from Malcolm H. Wiener.

24 Sustainability science tackles one of the central challenges of our time: promoting human wellbeing



while conserving the natural systems of the planet. The Sustainability Science Program, headed by **William Clark**, is the effort's central hub at Harvard.

25 **Sheila Jasanoff** helps inform the debate on science and governance with 1994's *The Fifth Branch: Science Advisers as Policymakers*, examining the increasingly important role that scientific and technical advisers play in federal regulation.

26 Africa has become synonymous with hunger. In *The New Harvest: Agricultural Innovation in Africa*, **Calestous Juma** in 2011 points the way to the continent's food independence. Its findings are immediately adopted by the Common Market for Eastern and Southern Africa.



INTERNATIONAL AND GLOBAL AFFAIRS

27 In areas ranging from China's growing role as a major oil importer, to the viability and environmental impact of biofuels, the Environment and Natural Resources Program, directed by **Henry Lee**, is a hub for policy-relevant research.

28 **J. Bryan Hehir** is at the forefront of scholars in the 1990s making a moral argument that force ought to be used in places like Somalia, Rwanda, and Kosovo because of the nature of the human rights violations happening there. That ethic of intervention evolves into the "responsibility to protect."

29 **Samantha Power** wins the 2003 Pulitzer Prize for *A Problem From Hell: America and the Age of Genocide*, which examines the United States' foreign policy toward genocides in the 20th century, spanning from the Armenian to the Jewish and Rwandan genocides.

30 **Joseph Nye** coins the term "soft power" in his 1990 book *Bound to Lead: The Changing Nature of American Power*. The idea, and the term, gain the attention of leaders around the world and enters the political lexicon. In 2011, *The Future of Power*, sums up two decades of work by Nye on the nature and working of power in international politics.

31 As special representative of the UN secretary general, **John Ruggie** establishes a framework for securing a better balance of human rights and transnational corporations, which is adopted by the UN Human Rights Council in 2008.



32 Modernity, technology, and globalization seem only to have helped increase the influence of religion in politics. In *God's Century: Resurgent Religion and Global Politics* (2011), **Monica Toft**, argues that religion must be understood as a central shaping force in the modern world.

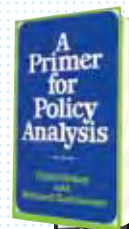
33 **Sarah Sewall's** 2010 book, *Mass Atrocity Response Operations: Military Planning Handbook*, reshapes the way the U.S. Department of Defense crafts doctrine and operational planning to stop genocide. The work provides crucial guidance in how, not whether, to stop genocides and mass atrocities.

34 **Stephen Walt's** 2006 paper *The Israel Lobby*, and the following year's book of the same title, examine the role and influence of a pro-Israeli lobby in the United States, and its effect on the country's foreign policy. Walt's work, coauthored with John Mearsheimer, causes a furor, but also opens a difficult topic to discussion.

35 **Howard Raiffa's** *Decision Analysis: Introductory Lectures on Choices Under Uncertainty*, published in 1968, is the culmination of an evolution in the use of mathematics and statistics in making decisions and marks the creation of an entirely new field.

Decision analysis is used in everything from business to medicine and becomes part of the core curriculum for the new MPP program.

36 A new school; a new degree program; a new textbook. **Edith Stokey** and **Richard Zeckhauser** literally write the book on public policy with *A Primer for Policy Analysis* in 1978.



The book becomes required reading for students of public policy.

37 **Marshall Ganz** worked for the United Farm Workers for 16 years, starting in 1965 and rising to become director of organizing. In *Why David Sometimes Wins*, Ganz demonstrates the power of strategic capacity.

38 **Steve Kelman** publishes a book in 1990 on improving the government computer procurement process, entitled *Procurement and Public Management*. Shortly after he is appointed to head the federal procurement policy office, leading efforts in support of federal legislation streamlining the procurement process.

39 In 1994's *Leadership Without Easy Answers*, **Ron Heifetz's** theoretical and prescriptive work on leadership teases apart the differences between leadership and authority and between adaptive and technical solutions. The book becomes a foundational text in the field of leadership studies.

MANAGEMENT LEADERSHIP AND DECISION SCIENCES

40 Writing at the height of the Iraq War in 2008, **Linda Bilmes** and coauthor **Joseph Stiglitz**, examine the full cost of the conflict in *The Three Trillion Dollar War*. Beyond the military costs, they also look at hidden factors such as care for wounded veterans.

41 **Ernest May** and **Richard Neustadt** taught the course "Uses of History" together at the Kennedy School for a decade before writing *Thinking in Time: The Uses of History for Decision Makers* in 1988. The book strove to make history relevant for those who govern and to anchor decisions in the public realm as much in the past as they were in politics and analysis.



42 **Gary Orren's** *Media Polls in American Politics and Media and Momentum: The New Hampshire Primary and Nomination Politics* from 1992 offers a combination of great scholarship and experience in the field, which he has in spades—he played a leading role in the creation of the first national news media poll and helped draft the rules of the presidential nomination process.

43 The Program on Crisis Leadership, directed by **Arnold Howitt** and **Herman "Dutch" Leonard**, improves our capacity to deal with crises by studying risk reduction strategies, emergency

preparedness, and disaster recovery. The City of San Francisco, where the threat of a major earthquake looms large, uses their approach to develop advance recovery strategies.



44 Anger, sadness, or disgust impact the choices we make in ways we are not even aware of. **Jennifer Lerner's** Decision Science Laboratory blends psychology, economics, and neuroscience and applies them to public policy.

45 In researching "Policing Los Angeles Under a Consent Decree," from 2009, **Christopher Stone** and the Program in Criminal Justice Policy and Management worked with the Los Angeles Police Department to help it better understand how and whether it was changing.

46 **Malcolm Sparrow** focuses on the advantage of reducing one bad thing as opposed to promoting many good things. In 2008's *The Character of Harms*, he proposes scrutinizing harms, discovering their dynamics, and then sabotaging them.

FAR LEFT TOP LEFT: ISTOCK; FAR LEFT BOTTOM: COURTESY OF ECSI; BOTTOM LEFT: KENT DAYTON

NEAR RIGHT: FREDRICK BODIN; MIDDLE RIGHT: MARTHA STEWART; FAR RIGHT: ISTOCK

1988

A gift from A. Alfred Taubman endows the **Taubman Center for State and Local Government**.

1989

The **Joint Center for Housing Studies**, established in 1959 as the Joint Center for Urban Studies of Harvard and MIT, moves its base solely to Harvard as a collaborative unit of the Harvard Kennedy School and the Harvard Graduate School of Design.

1997

The **Hauser Center for Nonprofit Organizations** opens with an endowment from Rita and Gustave Hauser.

1999

The **Carr Center for Human Rights Policy** opens with a gift from Gregory Carr MPP 1986.

2000

The **Center for International Development** is established.

The **Center for Public Leadership** launches with a grant from Leslie and Abigail Wexner.

2001

A grant from Jerome Lyle Rappaport MPA 1963, his wife, Phyllis, and their foundation establishes the **Rappaport Institute for Greater Boston**. In 2006, a gift from the family and the Phyllis and Jerome Lyle Rappaport Foundation permanently endows the institute.

The Institute for Government Innovation is established with a gift from the Ford Foundation. In 2003, Roy and Lila Ash endow the institute. It is renamed the **Roy and Lila Ash Institute for Democratic Governance and Innovation**, which becomes a center in 2010.

47 Joseph Aldy and Robert Stavins's *Architectures of Agreement: Addressing Global Climate Change in the Post-Kyoto World*, provides several alternative climate change regimes to succeed the Kyoto Protocol. The Harvard Project on International Climate Agreement, directed by Robert Stavins, continues to lead the University in that effort.

48 In "Trust and the Reference Points for Trustworthiness in Gulf and Western Countries," Iris Bohnet and Richard Zeckhauser measure the cultural differences in people's willingness to trust strangers and the public cost of trust and betrayal.

49 The question of whether trade increases a country's income is an old one, but one economists have long struggled to answer precisely. In 1999's "Does Trade Cause Growth," Jeffrey Frankel and coauthor David Roemer were able, using a country's geographic position, to quantify trade's positive impact on a nation's income.

50 Francis Bator's work on macroeconomics, *The Question of Government Spending: Public Needs and Private Wants*, is listed as one of a handful of books that influence President John F. Kennedy. Bator, founding chairman of the school's public policy program, also serves as deputy national security advisor to President Lyndon Johnson.



51 *The Early Admissions Game: Joining the Elite*, written in 2004 by Chris Avery and Richard Zeckhauser, with coauthor Andrew Fairbanks, exposes the then little-known practice of college early admissions and the advantages it offers privileged students.

52 Brigitte Madrian's research finds that people tend to procrastinate and leave money on the table when it comes to saving for retirement. In short, that they're irrational. Her research is influential in shaping the federal Pension Protection Act of 2006, which attempts to turn procrastination and inaction into an asset.

53 Roger Porter knows the White House in theory and practice, having served three presidents from the 1970s to the 1990s. *Presidential Decision Making* looks at how presidents, faced with interconnected issues and a fragmented bureaucracy, move toward decisions.



54 "Shared discretion" involves finding the right balance of authority, delegation, and flexibility in a successful partnership between government and the private sector. In 2011, Richard Zeckhauser and John Donahue point toward a new model with *Collaborative Governance*.

55 *Locational Marginal Pricing*, developed by William Hogan, helps determine the price of delivered electricity by calculating and accounting for energy, congestion, and transmission. Hogan's work reshapes electricity markets around the world.

56 In *Rising Tide: Is Growth in Emerging Economies Good for the United States?* Robert Lawrence studies the size and distribution of America's gains from international trade, highlighting how countries occupy similar but separate cones of diversification.

57 Project 88, directed by Robert Stavins, proposes using market forces to achieve environmental goals. The emissions trading program it



proposes is incorporated into federal legislation in 1990, helping address issues like acid rain and ozone layer depletion.

58 The research paper "Post-TRIPS Options for Access to Patented Medicines in Developing Nations," written by F.M. Scherer with Jayashree Watal, influences the direction of 2001 trade negotiations related to patents, pricing, and drug imports, which leads to more and cheaper drugs being made available to needy residents of third-world countries.

59 *Heaven's Door, Immigration Policy and the American Economy*, by George Borjas, argues that immigration provides only a modest boost to the U.S. economy, favors the richest and hurts the poorest, and attracts less skilled workers than in the past.

60 In "Uncomfortable Arithmetic—Whom to Cover Versus What to Cover," Amitabh Chandra's analysis lays bare the hard choices posed by budget deficits on one side and medical advances on the other, and helps inform the national debate.

61 Ron Ferguson is at the cutting edge of research into the achievement gap between white students and black and Hispanic students. His work, including surveys of tens of thousands of students, has helped identify problems and suggest solutions.

62 Jose Gomez-Ibanez's work on transportation and planning, such as "Driving and the Built Environment," tackles problems such as how to reduce greenhouse gas

emissions in the United States when car use is driven by how our public spaces are developed.

63 Cities have been getting a bad rap for decades, if not centuries: they're overcrowded, unsanitary, and dangerous. Edward Glaeser's *Triumph of the City* is more than an ode to the urban; it shows how concentrations of people create cultural and economic wealth.



64 In *Mega-Projects: The Changing Politics of Urban Public Investment*, Alan Altshuler and David Luberoff MPA 1989 chart and analyze the large projects that have reshaped American cities from the 1950s to the present day.

65 Since the late 1980s, the Harvard Project on American Indian Economic Development, led by Joseph Kalt, has studied social and economic development on American Indian reservations. In 1997's *Successful Economic Development and Heterogeneity of Government Form on American Indian Reservations*, Kalt and coauthor Stephen Cornell show the importance of getting institutions right.



66 From probing the mysteries of medical pricing to methodically studying the effects of various health care plans to groundbreaking work on medical malpractice, Joseph Newhouse's work has informed the field of health care for

decades. *Free for All? Lessons from the RAND Health Insurance Experiment*, published in 1993, is still used by the Congressional Budget Office to generate cost estimates for insurance plans.

67 Monica Singhal helps uncover a large hole in our understanding of the economies of developing countries. In "Informal Taxation," Singhal finds that in some countries household participation reaches more than 50 percent, a hugely significant number for policy planners.

68 Mary Jo Bane and David Ellwood have a long collaboration that leads to the publishing of *Poor Support and Welfare Realities*. In the early 1990s Bane and Ellwood are both chosen to be assistant secretaries in the Department of Health and Human Services and are co-leaders of President Clinton's welfare reform efforts.



69 How to finance social service with private money? In "Private Funds for Public Goods," Jeffrey Liebman champions the use of social impact bonds, which offers private investors in social services performance-based payments.

70 William Julius Wilson's *More than Just Race: Being Black and Poor in the Inner City* shows a way to move beyond the "structure-versus-culture" dispute that has for decades colored social scientists' way of looking at racial inequality.

71 In *The Black White Test Score Gap*, written in 1998, Christopher Jencks, with coauthor Meredith Phillips, presents dramatic evidence of the gap in

test scores between black and white students, and argues for the importance to racial equality of closing that gap.

72 The school's focus on criminal justice has real, long-term impact. Frank Hartmann and Mark Moore's work in the mid 1980s on community policing helps revolutionize the way police departments operate.



73 Through the stories of 162 low-income single mothers, Kathryn Edin's *Promises I Can Keep*, written with Maria Kefalas, looks at why these young women "have children they can't afford . . . and tells us why they nearly always put motherhood first."

74 Over the next 20 years, the number of Americans aged 62 and older will nearly double, reaching 80 million. David Wise has been studying the implications of this approaching wave on everything from retirement savings to health and disability for three decades.

75 Paul Peterson studies the effect of school vouchers and student performance in 2002's *The Education Gap: Vouchers and Urban Schools*. The book, based on an analysis of 40,000 low-income families in four pilot programs, finds African-American students' performances in math and reading improve substantially after they use vouchers to switch from public to private schools.

ON THE WEB

For a more complete compilation of Harvard Kennedy School research, go to <http://ken.sc/research-ideas>

SOCIAL AND URBAN POLICY

NEAR RIGHT TOP: ISTOCK; NEAR RIGHT BOTTOM: JOHN RAE; MIDDLE RIGHT: MARTHA STEWART; FAR RIGHT: ISTOCK

FAR LEFT: FREDRIK BODIN; MIDDLE LEFT: ISTOCK; NEAR LEFT: MARTHA STEWART

MARKETS BUSINESS AND GOVERNMENT

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1967

KLAUS SCHWAB MC/MPA

Raising the Stakes



The term stakeholder is commonplace now — prominent in the lexicon of politics and management. But when Klaus Schwab MC/MPA 1967 organized his first Davos conference, the term was freshly minted and it carried with it a new and specific challenge — a challenge that still motivates Schwab and the organization he has created, the World Economic Forum (WEF).

Schwab developed the stakeholder theory in 1971 as his thinking crystallized on the importance of balancing private enterprise and growth with a responsibility to the public. Schwab realized that a company serves all the groups connected directly or indirectly to it, including

shareholders and creditors, but also employees, customers, suppliers, and the state and wider society. With the organization of the European Management Forum (the WEF's precursor) that same year, Schwab put that theory into practice. The event, held in the idyllic Swiss ski resort of Davos, brought together European business leaders and their stakeholders, as well as academics and the media. Today the size and scope of the meeting have grown, but the mission remains the same: a commitment to improving the state of the world.

Schwab can trace his interest in that mission to his earliest years. Growing up in post-war Germany he was active in a French-German youth movement.

"It taught me that mutual understanding and dialogue are the key for a peaceful living together in our world," Schwab said in a recent interview.

But he can also draw a line from Davos to Cambridge. Schwab earned two doctorates, in mechanical engineering and in economics and the social sciences, before coming to the Kennedy School in 1966.

"I wanted to get exposure to more political issues, in addition to spending some time in the United States," Schwab remembers.

With the school yet to form its own core faculty or curriculum, Schwab used the opportunity to study widely across Harvard University, with a special focus in public policy as well as strategic management courses at Harvard Business School.

"It changed my life," he says. "Without my year at the Kennedy School I would probably have made a career in business. The Kennedy School was the catalyst for becoming an entrepreneur in the global public interest."

As the WEF and Kennedy School grew, so did their ties. Faculty and alumni have played an increasingly important role both in the annual meeting and in other WEF ventures, with the school, for example, offering a leadership program to the WEF's Young Global Leaders, a program that brings together a new generation of leaders from across the globe.

"I feel very much a member of the Kennedy School family," Schwab says. "I recognize the role the school has played in my life, and I have a feeling of pride and affection for it." ❖ RDO

MARION NITSCH

PUBLIC SERVICE



The school's mission states it simply enough: train enlightened public leaders and help solve public problems. The school is not about learning in the abstract, or about producing neat scholarship. The acid test is its commitment to, and success in, public service. From the impact of its ideas, to the achievements of its alumni, to the engagement of its faculty, the school can stand proud of its record. But it is also aware that there is no respite. The problems the world faces seem more complex and daunting than ever, but the school has accepted the challenge.

KATHRYN RATHKE

On a Mission

BY SARAH ABRAMS

At the start of each academic year, the Kennedy School welcomes new and returning students at its first Forum event, “Ask What You Can Do: Inspiring Public Service.” The panelists, all alumni of the school and all public servants — from political staffers to journalists to those serving in the military — share their career stories.

→ THE PROOF IS IN THE PUDDING

The great objective of the Kennedy School has been to prepare people for a life of public service: imparting knowledge and teaching skills, but also influencing values and affecting temperament. President of Liberia Ellen Johnson Sirleaf MC/MPA 1971 and World Bank President Robert Zoellick MPP 1981 (left), meet in Washington, DC, to discuss African agriculture.



“This business of making the world a better place, which so completely animates the school, is what we’re all about,” explained Dean David Ellwood at last year’s event. Hosting this particular Forum is important to Ellwood, now in his seventh year as dean, for keeping the school’s mission front and center.

“Our mission is very straightforward: train exceptional public leaders and provide the ideas that solve the most important public problems,” he says. It is a mission, he believes, that has changed very little from what Lucius Littauer imagined 75 years ago, when he offered to build a school “in a broad way for public service.”

Derek Bok, one of the school’s most enthusiastic supporters, who as president of Harvard University was instrumental in the school’s remarkable growth during the 1970s, believes that the Kennedy School has exceeded its goals. In a recent interview, Bok pointed to the world leaders the school counts among its alumni. “One thing that has clearly surprised me is the number of senior people who have come here,” he said. “And the graduates... look at the number of alumni who have served in responsible positions.”

By any measure, the school’s alumni have distinguished themselves in the public arena. They are heads of state: Ellen Johnson Sirleaf MC/MPA 1971, president of Liberia; Felipe Calderón MC/MPA 2000, president of Mexico; and Lee Hsien Loong MC/MPA 1980, prime minister of Singapore. Others, such as Vuk Jeremic MC/MPA 2003, Serbia’s foreign minister, serve in senior government positions.

They are also leading international figures: Robert Zoellick MPP 1981, president of the World Bank; Ban Ki-moon MC/MPA 1984, secretary general of the United Nations; and Klaus Schwab MC/MPA 1967 (see page 30), founder of the World Economic Forum. Paul Volcker MPA 1951 (see page 36), former chairman of the Federal Reserve and, until recently, chair of President Barack Obama’s Economic Recovery Advisory Board, exemplifies what Ellwood believes is meant by public servant.

Other alumni, less visible but also engaged in high impact work, serve around the world as administrators, educators, planners, and local government officials. In Uganda, former government minister Betty Bigombe MC/MPA 1997 acted as the chief mediator in 2005 talks between the Lord’s Resistance Army (an insurgent force) and the Ugandan government. Jay Walder MPP 1983 has been instrumental in overhauling two major mass transport systems, New York City’s Metropolitan Transportation Authority (MTA) and London’s Transport for London. He recently accepted a position leading Hong Kong’s commuter and intercity rail services. Marie Nelson MPP 1998 is working for the Obama administration in the Sudan, helping to build peace, and Michael Sachs MPA/ID 2011 oversees fiscal policy in South Africa’s National Treasury.

The Kennedy School’s faculty members are also a key component of the school’s mission. The school’s first core faculty set the standard for both academic rigor and public service. Economist Thomas Schelling, who would receive the Nobel Prize in 2005, had worked on the Marshall Plan; economist Francis Bator had served in the Johnson administration;



ALUMNI who are current heads of state and the UN include, clockwise from top left, Felipe Calderón MC/MPA 2000, president of Mexico; Lee Hsien Loong MC/MPA 1980, prime minister of Singapore; Ellen Johnson Sirleaf MC/MPA 1971, president of Liberia;



Juan Manuel Santos MC/MPA 1981, president of Colombia; Tsakhiagiin Elbegdorj MC/MPA 2002, president of Mongolia; Donald Tsang MC/MPA 1982, chief executive of the Hong Kong Special Administrative Region; Ban Ki-moon MC/MPA 1985, United Nations secretary-general.

and historian Richard Neustadt had advised President Harry Truman. Inspired by President John F. Kennedy’s appeal for civic engagement, they believed that training future public servants required expertise both “in and out” of academia.

This tradition continues today. Before his appointment as dean, in 1995, political scientist Joseph S. Nye, Jr., served as assistant secretary of defense for international security affairs in the Clinton administration and had previously served in the Carter administration. According to Nye, experiences in academia and government enrich each other.

“I think Dick Neustadt, one of the founding fathers of this school, was correct about the benefits of being an ‘in-and-outer,’” says Nye about his government service. “My work in the government was better because of the ideas I brought from Harvard, and my teaching and research have benefitted from what I learned in government.”

Such career tracks are not unusual for the school’s faculty. Ellwood, too, served in Washington during the Clinton administration as assistant secretary for planning and evaluation at the U.S. Department of Health and Human Services. The late Richard Darman, on the faculty for more than 20 years, held senior positions under five presidents, and professor of business and government Roger Porter served in the Bush

CHEN: COURTESY OF MARTHA CHEN; CALDERÓN, LEE, SANTOS, BAN: COURTESY OF THEIR OFFICES; SIRLEAF: JOHNSON; ANTONIO CRUZ: ABR; TSANG: REUTERS; ELBEGDORJ: LAWRENCE JACKSON/WHITE HOUSE



IN THE FIELD

1 As part of an exposure-dialogue on labor and poverty, Martha Chen, lecturer in public policy, second from left, lived with and worked alongside a tobacco picker,



2 Houston, Texas, Mayor Annise Parker HKSEE 2005 is focusing on fiscal matters during difficult economic times. Parker was elected as the first openly gay mayor in Texas history. **3** In April, 2011, Tarek Masoud, assistant

professor of public policy, speaks at a U.S. House Intelligence Subcommittee hearing on the Muslim Brotherhood. **4** Francisco Irrazával MPA/ID 2006, executive secretary of neighborhood development in Chile’s Ministry of Housing and Urban Planning, second from right, visits Santiago to help rebuild devastated communities after the 2010 earthquake. **5** In the spring of 2010, Sarah Sewall, lecturer, second from left, visits Task Force Mountain Warrior. Sewall led a year-long military research effort for U.S. Generals David Petraeus and Stanley McChrystal that looked at reducing civilian casualties during combat operations. **6** Joseph Nye, Jr., Harvard University Distinguished Service Professor, left, meets with Vietnam’s Prime Minister Nguyen Tan Dung on a visit to Vietnam in spring 2010. Nye was invited by the Foreign Ministry to speak with government officials about the uses of “soft power” and the strong emergence of China.



White House as assistant to the president for economic and domestic policy.

Economist Lawrence Summers, who served as President Obama’s director of the White House Economic Advisory Council, and Jeffrey Liebman, who worked in the Office of Management and Budget, recently returned from Washington. Environmental scientist John Holdren continues to serve as Obama’s senior science advisor in the Office of Science and Technology.

This tradition of “in-and-outers” also includes faculty members who’ve spent their careers primarily in the public sector. David Gergen, advisor to four U.S. presidents; Meghan O’Sullivan, deputy national security advisor on Iraq and Afghanistan to President George W. Bush; and Nicholas Burns, undersecretary of state for political affairs under President George W. Bush and U.S. ambassador to Greece under President Bill Clinton (see page 44) are all current professors of practice.

Making it financially possible for students to enter public service has been one of Ellwood’s most important goals as dean. He speaks often about the difficulty for those who choose public service over more remunerative careers. Since becoming dean, he has increased financial aid from \$11 million

to \$22 million annually and has doubled the number of public service fellowships. These full-tuition grants are given to students committed to working in public service for at least three years after graduation. He has also spoken before Congress about the difficulties for talented individuals who may wish to serve in government, but are discouraged by the government’s current process of recruitment and hiring. Last year he convened leaders from the private, nonprofit, and academic sectors to discuss federal service hiring reforms.

For Ellwood, this commitment to public service gains momentum each year. On a cool day in May, Ellwood, presiding over the Kennedy School’s 71st commencement, encouraged the graduates to “go out and do great things.” “Be bold, innovate,” he said. “Take risks. We here at the Kennedy School try to offer you the very best ideas that we have, but the truth is the problems are still there. That’s why we need new ideas and new thoughts... Now take the lead... We look forward to your great journey ahead.”

That’s a send-off Lucius Littauer would have applauded.

PUBLIC SERVICE



Volcker Rules

The demand curve, a core element of microeconomic theory, helps explain the decision that Paul Volcker MC/MPA 1951 made to enroll in Harvard's Graduate School of Public Administration in 1949. At the time, Volcker was a Princeton graduate considering further studies in law, economics, or public administration.

The theory posits that demand is inversely related to price. Harvard offered Volcker a fellowship that covered his educational expenses. The price was right for a man whom six presidents would hire or appoint to posts that included chairman of the Federal Reserve Board from 1979 to 1987.

He also became chairman of the investment bank James P. Wolfensohn, Inc.; chaired the Corruption Oversight Commission at the World Bank; headed a commission that dug up dormant Swiss bank accounts for Jewish Holocaust victims or their families; and investigated Iraq's oil-for-food program for the United Nations.

"The school offered a limited number of fellowships, and I got one," recalls Volcker. "And 'fellowship' sounded better than 'scholarship.' It sounds like you actually deserve it."

There were other factors at work as well. His father was town manager of Teaneck, New Jersey, so Volcker was raised in a home where the issues of public administration were fodder

for dinnertime conversation. The fact that many of Harvard's most esteemed economists taught at the school was an added draw.

Volcker delved deeply into economic theory at GSPA, taking several classes with renowned Keynesian economist Alvin Hansen, who embraced the need for government intervention during times of recession.

"I thought Professor Hansen was wrong in the precision with which he analyzed the economy, but was very logical and persuasive in his presentations," recalls Volcker, who concentrated in political economy. "I didn't think the world was quite that orderly. On the other hand, Professor Hansen had a lot of insights. And obviously Keynes was a genius."

Volcker's career in public administration began in 1952, after he returned to the United States from a year at the London School of Economics. He was an economist at the Federal Reserve Bank of New York for five years, and then worked at Chase Manhattan Bank before becoming director of financial analysis at the U.S. Treasury Department and deputy under secretary from 1962 to 1965. After another stint at Chase, he returned to Treasury in 1969 and played an important role in crafting the policy that ended the convertibility of U.S. dollars to gold.

He became president of the Federal Reserve Bank of New York in 1975, and was elevated to the Fed's chairmanship in 1979. That was a time of stagflation—high inflation and low economic growth. Volcker took strong measures to get inflation under control. The policy was unpopular in the construction and farming sectors, which were sent reeling by the high interest rates. But inflation came down, and the nation's economy recovered.

"Volcker is credited with singlehandedly slaying the dragon of inflation, which had been terrorizing the country for 10 years," says economist and Kennedy School professor Jeffrey Frankel.

Volcker says government had to act to beat down inflation, and strong control of the money supply was an option that he believed could succeed. "I don't know if it took courage—I was scared to do anything different," he says.

"I didn't want to be a failure. The country was in an unhappy time, which was overlaid by a concern with inflation and a not-so-satis-

"The school offered a limited number of fellowships, and I got one. And fellowship sounded better than scholarship. It sounds like you actually deserved it."

factory business climate. We were having trouble getting a handle on inflation and the economy, and I believed it was time to move aggressively."

Volcker's most recent contribution to national economic policy came through his chairmanship of the Economic Recovery Advisory Board under President Barack Obama, from February 2009 to January 2011. With the global financial sector still digging out from the subprime mortgage meltdown, President Obama turned to Volcker as he assumed office.

His contribution included what Obama dubbed the "Volcker Rule," which became part of the financial reform package passed by Congress. The rule prohibits banks from engaging in proprietary trading and from investing in hedge funds and certain private-equity funds. Volcker says it's important to restore the bright line between commercial banks, which provide the payment system and issue credit to

homeowners and businesses, and Wall Street traders, who engage in risky speculation.

He believes that the subprime market imploded because it was based on the unreasonable assumption that people with little money could repay the mortgages they'd obtained.

"It got all mixed up with financial engineering," he says, "and the theory that if you bunched enough of the weaker loans together in securities, some portion of them would be good, and that could repay the debt. They misjudged the situation, to say the least."

Volcker recalls serving in government in the 1960s during the Kennedy and Johnson administrations, when there was optimism about the role that the U.S. public sector could play in making the world a better place. But the ideological arguments against big government have taken a toll, he says, and the United States' foreign entanglements in Vietnam and Iraq didn't help.

Against that backdrop, Volcker says, studying public administration is even more essential in the 21st century. "You may not like a program ideologically, but if we have it, we need to make sure that it's well run," he says. "We won't have decent health care unless people know enough about public administration to manage it correctly. You can say the same thing about fighting wars too." ❖ DMW

 ON THE WEB
<http://ken.sc/mag-volcker>

IOP Keeps Politics Alive

NEW IOP DIRECTOR TREY GRAYSON, former secretary of state in Kentucky and a student at Harvard in the 1990s, remembers the Institute of Politics with great fondness, crediting the program—popular with Harvard undergraduates—as having played a pivotal role in developing his interest in public service.

“When I was an undergraduate, nearly 20 years ago, the IOP not only provided the spark for politics and public service I later turned into a career, but also served as a bridge to the Kennedy School’s classes, students, and faculty that further enriched and broadened my Harvard experience.”

Those sentiments still ring true at the IOP, which continues to inspire young people to connect with public life and the world by engaging students from throughout Harvard University as well as the general public in its activities. Founded as a memorial to

President John F. Kennedy, the IOP seeks to follow his example through a Forum speakers series, programs, and conferences that create opportunities for students to engage with leaders in politics and public service.

Harvard undergraduates work in close collaboration with IOP staff on all aspects of planning and executing IOP programming and events. They sit on an advisory committee to coordinate student activities and help ensure that the IOP’s mission is fulfilled. Initiatives include CIVICS, which sends Harvard undergraduates into area classrooms to talk about the U.S. government; the Harvard Political Union, which features student discussion and debate on current political issues; and Citizenship Tutoring, in which students help prepare Harvard employees for the U.S. citizenship exam. In addition, the IOP sponsors a variety of politics-related internship opportunities geared primarily toward undergraduates.

“If you have experienced the enthusiasm... particularly from the undergraduate students... it’s alive, it’s extraordinary, and it’s very healthy,” says Dan Glickman, IOP director from 2002 to 2004, who went on to become chairman and CEO of the Motion Picture Association of America and previously served as U.S. secretary of agriculture and a congressman.

“The Institute of Politics is a truly unique place,” says Jeff Solnet, chair of the IOP’s student advisory committee. “I don’t know any undergraduate at any other university who has the opportunity to meet and spend time with some of the leading thinkers and practitioners in politics and public service.

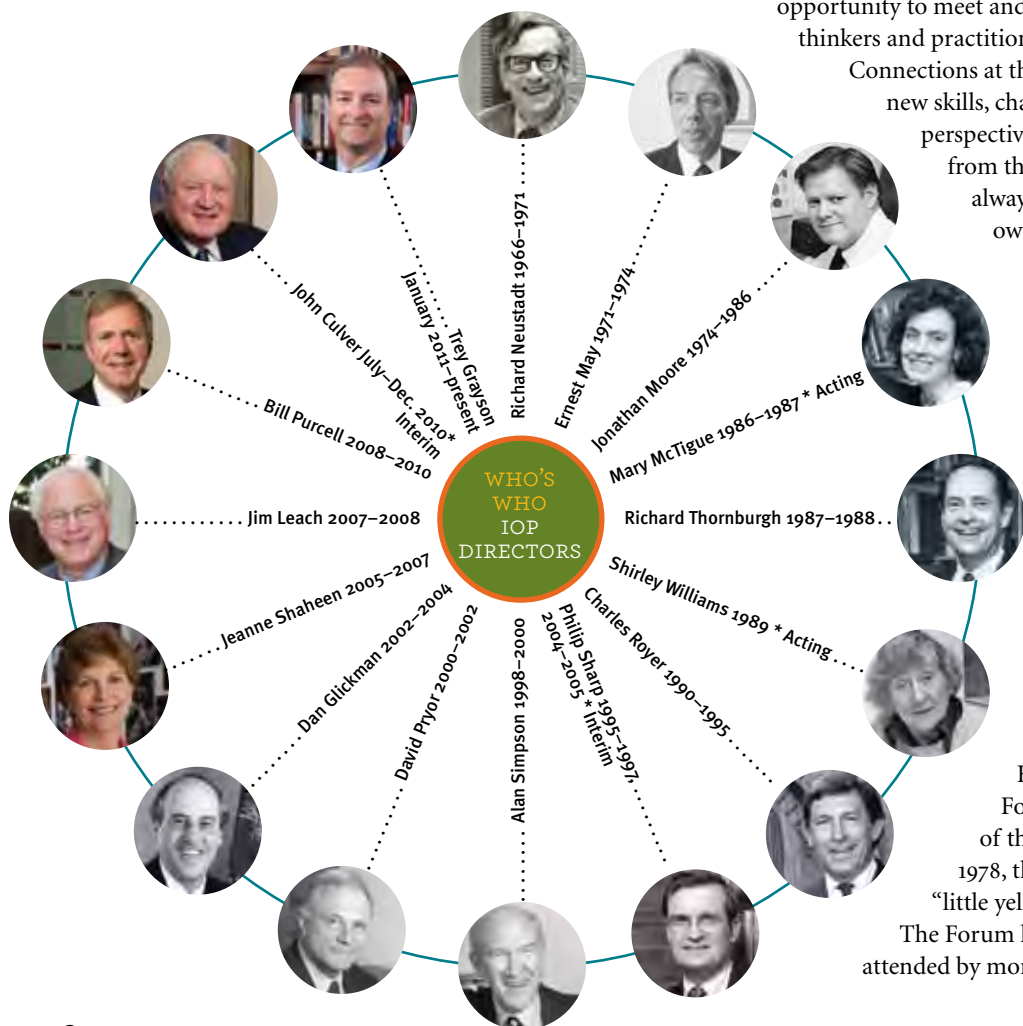
Connections at the IOP go both ways: students learn new skills, challenge their opinions, and gain new perspectives on how politics and service work from the fellows and speakers, who almost always walk away with new ideas of their own. It’s a transformative place.”

Undergraduates active in the IOP’s programming are eligible to receive financial support toward a graduate degree at the Kennedy School.

The IOP also offers a stipend for Kennedy School students to work on political campaigns over the summer. Kennedy School faculty members, too, are involved with the IOP, frequently participating in political conferences such as New Members of Congress and Newly Elected Mayors as well as Forum events.

In a large way, the IOP’s public identity is centered on the John F. Kennedy Jr. Forum (formerly the ARCO Forum), an expansive space at the heart of the Kennedy School that opened in 1978, the same year the IOP moved out of the “little yellow house” on Mount Auburn Street.

The Forum has featured more than 1,000 events attended by more than 650,000 people, including



“War is not predetermined, nor is it linear in shape... War is discovery of the most lethal sort.”

Admiral Mike Mullen, Chairman, Joint Chiefs of Staff, in November 2010

“We cannot go any further as women in isolation. If we insist on making men the enemy, they will be the enemy.”

Betty Friedan, writer and activist, in September 1979



“I have called for the destruction of all nuclear, biochemical, laser, and any other weapons of mass destruction by all the nations that possess them, through negotiation.”

Reverend Billy Graham in April 1982

“Now not by force, but by moral authority, America can find new goals and ways of meeting with other countries to confront the challenges of our time.”

former Soviet President Mikhail Gorbachev in May 1992



“I expect to see her, and I’m 77 years old.”

Former First Lady Barbara Bush, September 2002, on the prospect of a woman president



“We had missed opportunities all along the way. Each side now believes each of us could have avoided the war.”

Former U.S. Secretary of Defense Robert McNamara in April 1999



“When nothing else will do, you have to believe that it can be done... You must never, ever give up. There may be some disappointments, some interruptions, some setbacks, but you keep pushing, you keep moving.”

U.S. Congressman and civil rights leader John Lewis (D-GA) in November 2008

appearances by George H. W. Bush, Mikhail Gorbachev, Cesar Chavez, Betty Friedan, Desmond Tutu, Ellen Johnson Sirleaf MC/MPA 1971, Bill Clinton, Nancy Pelosi, and Gerald Ford. These events have been screened by millions more viewers, with some 30 years of past events available on the IOP’s website.

The IOP also includes a fellows program that hosts prominent people in public life for a semester. In the fall of 1966, Jonathan Moore MPA 1957 arrived at the Kennedy School as a fellow (see page 21). He of course could not know that he would begin serving a 12-year stint as IOP director less than a decade later, but he did know that the IOP would provide a unique immersion into the world of politics both as it is practiced and as it is studied. “There was a color, freedom, and the promise of combining the special perspective of the political scholar and the political practitioner in fresh, mutual grappling with the political challenges which faced us,” he recalls.

Many veterans of public life have enjoyed that experience, which includes study groups that brings fellows and students together to examine subjects ranging from energy policy to urban renewal to education reform, all led by experts

in the area. Sila de Valera IOP 2008, a former cabinet minister of the Republic of Ireland, said of the study groups, “I think that kind of interaction between the guest and indeed the students is the most valuable of all, and certainly I learned from that kind of interaction.”

Both the Forum events and the fellows program offer Kennedy School students the opportunity to interact with an almost constant flow of political practitioners involved in IOP programs.

The interplay among students, faculty members, and practitioners represents a “dynamic juncture of people, ideas, and action,” says Moore. Having previously served in several government positions, including in the State Department, he remained as director as long as he did because it was too exciting to leave. The IOP strives to make that excitement contagious.

For Grayson, that excitement lives on. He says, “It has been incredibly satisfying working with staff and students this year to lead the Institute. Our unique and unparalleled mission is needed now more than ever.” LR

A New Public Servant

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PUBLIC SERVICE

1971

HARVEY FINEBERG MPP First in Class

The doctor-in-training saw a flyer posted near the dean's office at Harvard Medical School—something about a new program in public policy and the offer of fellowships to students in the first entering class of September 1969.

"I learned later that applicants from professional schools were especially welcomed because they wanted graduates to have something to fall back on if the program failed to gain standing and recognition in the world," recalls Harvey Fineberg MPP 1971, one of four medical students to enter the school's first MPP class. As part of his application essay, he wrote: "Our present system of health care is disorganized, inequitable, inefficient, largely unevaluated, and immensely expensive. . . . I would seek to prepare myself as fully and effectively as possible to deal with these problems."

More than 40 years later, those same words could be used to describe Fineberg's focus as president of the Institute of Medicine (IOM), an independent organization based in Washington, DC, that draws on the expertise of some 1,700 elected members to provide unbiased advice to policymakers and the public on health-related matters. An arm of the National Academy of Science, the IOM tackles a dizzying array of issues that range from clinical practice guidelines to HIV screening to childhood obesity.

Fineberg is no stranger to the demands of overseeing a large institution, having served as dean of the Harvard School of Public Health for 13 years and then as provost of Harvard University from 1997 to 2001. His strategic approach to leading the IOM, which he joined in 2002, has been simple, despite the organization's vast scope: "Find the people who have the right motivation and skill set and then give them the means to accomplish their goals and the institution's goals."

An established researcher in his own right, Fineberg coauthored *The Swine Flu Affair*, a 1978 report on an unprecedented federal immunization program launched in response to a flu outbreak two years earlier at Fort Dix, New Jersey. While the program reached 40 million Americans, it was also troubled by delays, vaccine side effects, and other complications. With the 2009 swine flu scare in the rearview mirror, Fineberg recently chaired a committee established by the World Health Organization to review the response to the pandemic

and the effectiveness of established international health regulations.

"One of the problems was the challenge of measuring and reporting severity," he comments. "The first thing you want to know about a pandemic is where it is occurring and how bad is it? But there are multiple dimensions beyond individual illness that can make that difficult to project."

Fineberg worked at the epicenter of the AIDS epidemic during his tenure as School of Public Health dean. He notes that the IOM recently completed a strategic report on dealing with HIV/AIDS globally. "Just because the disease has become more familiar doesn't mean it's less devastating," he says. "The PEPFAR [President's Emergency Plan for AIDS Relief] program introduced by George W. Bush has made a huge difference in the world; our report suggests ways it could be even more effective. Ultimately, I

think it's unlikely that we can contain this disease without a functional vaccine. And that is still elusive."

The complexities of committee work, coupled with the IOM's agenda for the coming year—health care reform and sustainability, obesity and other chronic health issues, partnering with academies in Africa, research on special populations ranging from children to military personnel—isn't it all enough to make Fineberg long for the days when he was just a doctor?

"I am a doctor," he says with a laugh. "There is a special satisfaction in the one-on-one relationship you have with patients that is unlike anything else from a professional point of view. But it's still one person at a time. With the work we're doing at the IOM, we have the chance to affect the lives of millions of people."

JH



Peter Bisanz interviewed the Dalai Lama for his documentary, *Beyond Our Differences*.



Esther Hsu worked on TAMTAM projects in Ghana during summer 2010.

CHANCES ARE THE SCHOOL'S FOUNDERS would have been somewhat surprised by the breadth of aspirations of today's Kennedy School students.

While the majority of today's graduates still go on to serve in the public arena, many others choose careers in fields the school's forefathers would not have expected. They are financiers, physicians, artists, and journalists. They create programs to help the disadvantaged attend college, design communication systems for tracking victims of natural disasters, and build sustainable programs for farmers in Africa.

As Dean David Ellwood says, the school's definition of a public servant has evolved over the decades. "All the hard public problems," he says, "cross boundaries between business, government, and civil society. Today we need people who are public leaders, but not necessarily public sector leaders."

The school has responded to this rapidly changing world by training students with a broad range of career goals. To meet their needs, the school has established, in recent years, concurrent degree and joint degree programs with other professional schools, and in 2008, a joint degree program with Harvard Business School.

Entrepreneur Esther Hsu MPA/MBA 2010, who wanted to use her business skills to help improve the lives of people

in the developing world, entered the Kennedy school to gain perspective on public sector issues. Among her business efforts, she has helped create a yak-fiber industry that is providing sustainability to some of the poorest parts of China and, more recently, is working with TAMTAM, a public health initiative to prevent the spread of malaria, by developing new ways to distribute mosquito netting.

"Spending two years as an MPA student exposed me to a vast breadth of subjects, interests, and peers from countless disciplines and passions," says Hsu. "This provided me with many new lenses with which to view public sector issues."

A public administration degree has also made a big difference to filmmaker Peter Bisanz MC/MPA 2009. A World Economic Forum Young Global Leader and director of a documentary exploring the commonality of all the world's faiths, *Beyond Our Differences*, Bisanz believes his Kennedy School training has been critical to what he hopes to accomplish as a filmmaker.

"It gave me the background to feel comfortable working at the highest levels of both business and government," says Bisanz. "It helped me believe in myself as a leader, to truly believe in my potential and my responsibility to impact positive change in the world." SA

COURTESY OF PETER BISANZ, COURTESY OF ESTHER HSU

COURTESY OF HARVEY FINEBERG



Time Out

What Colonel John B. Richardson IV learned on the ground in northwest Baghdad led him to become a National Security Fellow (NSF) at the Kennedy School; it may also help save the lives of future combat soldiers.

While deployed from 2008 to 2009, Richardson's squadron had been trained to counter their main threat over the past five years: improvised explosive devices. Over time, however, the enemy had developed an anti-tank hand grenade called the RKG-3, which posed new challenges for the U.S. Army. The enemy's quick adaptability required that Richardson's squadron also change its tactics, but several casualties later, it was still not trained to fight the new threat. "Because we didn't adjust as quickly as we should have, we paid the costs," he says.

Eventually, the squadron gained protection from the device, but he argues that the process took longer than it should have. Following his command tour, he was selected by the Army to spend a year as a National Security Fellow. At the Kennedy School he had a chance to reflect and make sense of this experience so that other soldiers might avoid a similar situation. He also decided he would use the time to focus on adaptive leadership.

"By nature, our profession is not known for flexibility," says Richardson. "So I decided to write about how we might challenge some of the organizational culture barriers in the Army to improve our capacity for operational adaptability."

Richardson is among a group of professionals from various vocations—the media, government, business, the military—who come to the school each year as fellows. Some come for a semester, others for two, while still others are here for shorter periods. The 10P hosts a few two-day fellowships as well as semester-long fellowships. The National Security Fellows are at the school for 10 months. The responsibilities of the school's fellows also depend on where they're based at the school. They attend classes, hold study groups, participate in lectures and Forum events, and produce research papers.

In addition to conducting research on adaptive leadership, Richardson relished the opportunity to study with professors who have shaped his current work. "During the first part of the program, I couldn't believe I was studying with professors I had always read about—Joseph Nye, Roger Porter, Meghan O'Sullivan, and others," he says. "It was incredible to interact with them and realize they also valued what the fellows brought to the classroom."

Inside and outside the classroom, the fellows add to the diversity of the HKS student body, which in his case, Richardson says, bridges cultural barriers between military personnel and civilians.

"Just as we have learned about those from other walks of life, other parts of government, and other nations, so too students learned a bit about members of the U.S. profession of arms. NSFs help break down stereotypes, while bringing a different and unique perspective to national security



Colonel John B. Richardson IV

challenges." In taking time away from the military to study in an international environment, the fellows explore diverse viewpoints, which ultimately help them consider new and intellectual approaches to military conflict.

In addition to meeting Kennedy School students from around the world, Richardson had the opportunity to expand his circle beyond the Army as he studied with fellows who hail from the Marines, the Coast Guard, and the Air Force as well as with leaders from the Department of Defense. Sharing experiences and resources among military agencies, Richardson believes, will help the United States make the most progress in fighting multiple wars. "The security environment in the 21st century is what I call 'a thinking man's knife fight,'" he says. "It became clear early on that we are not going to fight our way out of these conflicts; we need to think our way out. It is going to require a holistic government approach, combining all elements of national power—diplomacy, information, military, and economic."

After completing his fellowship, Richardson will start his next assignment as regimental commander of the 3rd Cavalry Regiment, in Fort Hood, Texas. He's been focused at HKS on understanding the strategic level of military action, and he's returning to a

tactical unit with, in his words, "a strategic mind-set." "Having an understanding of the strategic goals helps me better link what we're doing at the tactical level to the overall picture," Richardson says.

"Once I leave command of the 3rd Cavalry, I will most likely work in the Pentagon, where I will concentrate full-time on strategic issues."

As much as he is inspired by what he personally gained from his time at HKS, Richardson feels strongly that the benefits of his time as a National Security Fellow ultimately belong to his country.

"I would like to reiterate that today's security environment is one that is complex, ambiguous, and rapidly changing, so our military leaders must be adaptive," he says. "They must be lifelong learners, and able to provide expertise in the use of military power in the context of a 'whole-of-government' approach. To maintain that expertise and the trust of the American people, the military must always seek the opportunity to grow, learn, and develop. For National Security Fellows, HKS has provided that learning environment and will pay dividends for our nation in the future." LS

"NSFs help break down stereotypes, while bringing a different and unique perspective to national security challenges."

ON THE WEB
<http://ken.sc/mag-timeout>

Practice Makes Perfect



Nicholas Burns

As protests raged across the Middle East during the Arab Spring, Harvard Kennedy School students had a direct line to an expert in the field: Professor of the Practice of International Relations Nicholas Burns, director of the Future of Diplomacy Project. One of 12 professors of practice at the school, Burns brings 27 years of public service to his teaching—and a wealth of experience as a high-ranking diplomat in the Middle East.

Q What do professors of practice contribute to the school?

First, I feel very much honored to teach at the Kennedy School. As a relative newcomer to academia, I greatly admire the extraordinary contribution that our professors who are lifelong academics make to the school. I hope that those of us who have spent the majority of our careers in public service can also provide students with a perspective they might otherwise not receive. We have seen directly how governments succeed and fail. We have led important international negotiations and have advised leaders at the highest levels. That is of value to our students.

Q How do professors of practice help the school to advance its mission?

Theodore Roosevelt gave credit in his celebrated May 1910 speech at the Sorbonne to the person in the arena who devotes him- or herself to public action and the public good. The core mission of the Kennedy School is to inspire young people to devote themselves to public service. Professors of practice such as Meghan O’Sullivan, David Gergen, Bryan Hehir, Stephen Goldsmith, Ricardo Hausmann, Calestous Juma, Samantha Power, Rory Stewart, Lant Pritchett, Malcolm Sparrow, and Christopher Stone are exceptional role models for our students.

Q What is it like to be teaching after 27 years in the U.S. Foreign Service?

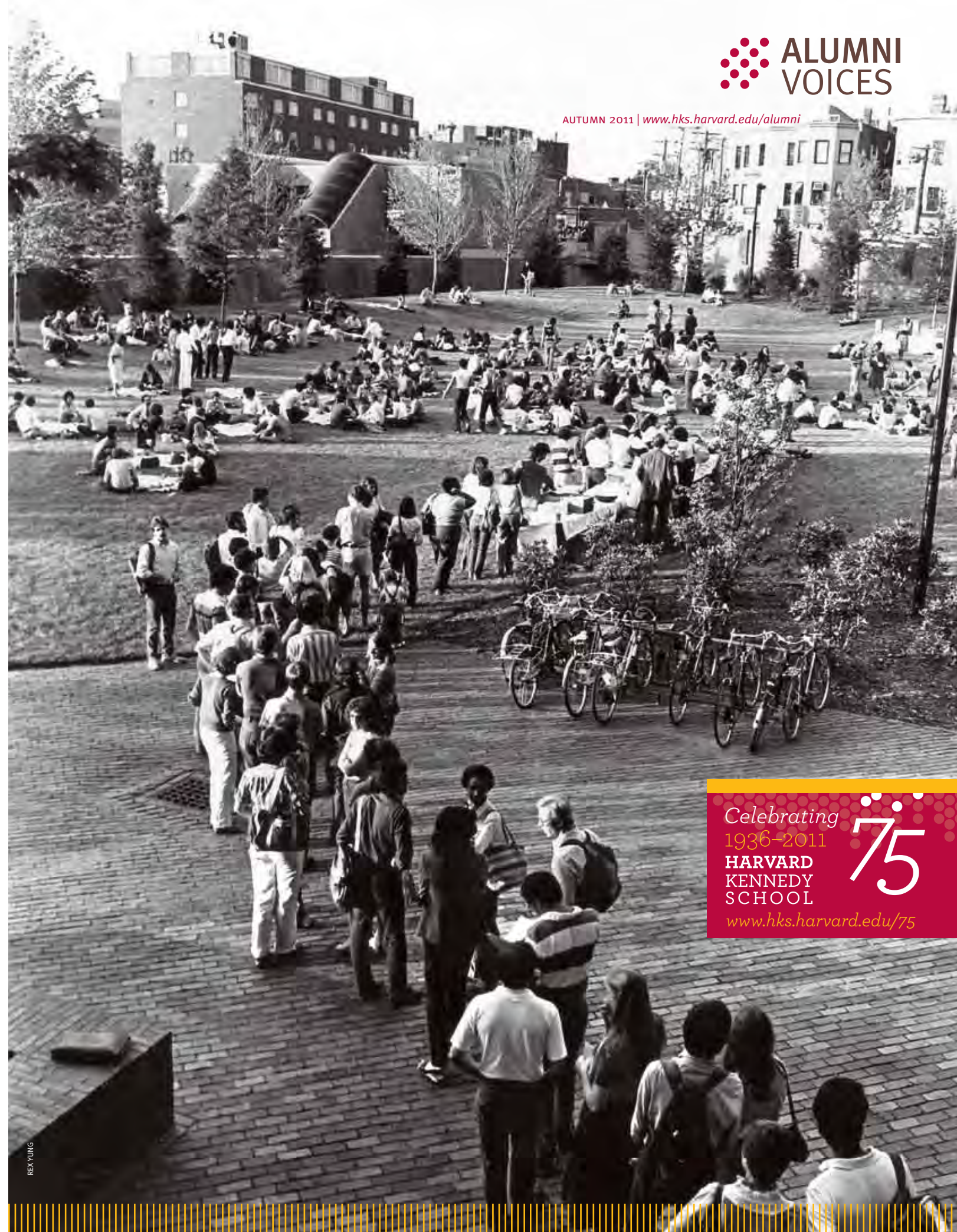
Teaching has been the highlight of my Kennedy School experience. We have extraordinarily gifted students. I admire their idealism and dedication to Tennyson’s “Newer World” that Robert Kennedy talked about in his 1968 campaign. I do miss the State Department, however, from time to time, and the camaraderie and teamwork that are the hallmark of public service.

Q Is there a time when a student has said to you, “That’s something I could only learn from a professor who has spent most of his career in the field”?

Only my students can answer that question. You’ll have to ask them! But I do think that the Kennedy School is stronger because our career academics and professors of practice can, in tandem, give our students the best preparation to make this world more just, stable, and peaceful as we hand the baton of leadership to them in the years to come. LS

ON THE WEB
<http://ken.sc/mag-practice>

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ON THE WEB

Find alumni contact information in the online directory at hks.harvard.edu/about/alumni/online-community



1941

Bob Matteson MPA has had a 70-plus-year career in public service (read his story on page 10), beginning with hands-on preparation through the federal internship program of the National Institute of Public Affairs, 1938–1939, followed by two years in residence at the Harvard Graduate School of Public Administration (Littauer), predecessor to the Kennedy School, 1939–1941. In keeping with Bob's aspirations to work in the field, not Washington, Bob's subsequent early undertakings included two years with the federal Agriculture Marketing Administration (AMA), which encompassed establishing the Food Stamp Program in Maine, Pennsylvania, and West Virginia, followed by two years as Assistant State Director of AMA in Pennsylvania, administering war-time food distribution orders. After two years in the Navy during World War II, first as a supply officer of a flotilla of Landing Craft Infantry in the Pacific, and then commissary officer at Administrative Command, Amphibious Forces Pacific, Guam. Following WWII, Bob spent 10 years as director of training and public affairs consultant with the Institute of Public Administration, New York City, and then five years, 1956–1961, as the first executive director of the American Society for Public Administration (ASAP). Bob then established Matteson Associates, Public Affairs Consultants, now officed in Bennington, Vermont (Bob's hometown), which has provided consulting services regarding public affairs, focused considerably on local and state government, for nearly 50 years. Bob's firm has directed and staffed numerous major financial and planning studies, including for New York City, New York state, New England, Illinois, and Vermont. He took leave from consulting for several years for special assignments: town manager of Bennington, state planning director of Vermont, and staff member, Center for Environmental Studies, Williams College. Bob remains active both with Matteson Associates and as a public affairs activist, particularly in southwestern Vermont. As a long-time sideline, Bob for many years continued his parents' business as major dealers in Early American antiques. He is also a world-class senior track runner with sweeps of single-age world records for 100 meters, 200 meters, 400 meters, 800 meters, 1 mile, and 2 miles.



Warren Cikins MPA 1954 (above right) enlisted in the U.S. Army Security Agency while at GSPA.

1950

Stanley Karson MPA graduated from HKS's predecessor, the Littauer Graduate School of Public Administration. "I went from there to become a legislative assistant to New York Senator Herbert Lehman until I left in 1955 to join the staff of presidential candidate Adlai Stevenson," Stanley writes. "Needing employment after the '56 election, I joined the life insurance trade association, finally in 1972 becoming director of its Clearinghouse on Corporate Social Responsibility where over the next 23 years I helped enable \$2 billion of grants for social and community projects around the country and \$30 billion of social investments for housing and health facilities. I am actively engaged with a number of civic causes in Arlington, Virginia, and on boards of several national health organizations."

1954

Warren Cikins MPA enrolled, while studying for his master's, in the U.S. Army Security Agency, specializing in "code cracking" and learning Russian. From 1954 until 1994, Warren worked in the public sector, aside from some minor forays into the private sector and as a senior staff member at the Brookings Institution. Warren was also part-time professor of political science for 50 years at three universities, The George Washington University, American University, and Florida-based Nova Southeastern University's Washington Center.

1958

Wolfgang Huserl Rosenberg MPA writes that he felt left out, noting that the last issue of alumni Class Notes went back only to 1961. He reports, however, that the same issue, in its entirety, was a "beautiful and splendid" job, and expresses great appreciation to the editors, designers, and writers.

1959

Max Peterson MPA is retired for the third time, having retired as chief of the U.S. Forest Service in 1987, executive vice president of the Association of Fish and Wildlife Agencies in 2003, and executive director of the National Fish and Wildlife Museum in 2004. He keeps busy serving on several boards including the National Conservation Leadership Institute, the Wonders of Wildlife Museum, the National Museum of Forest Service History, and the Chaplain's Prison Ministry of the Churches of Virginia.

John Sandor MPA, commissioner of the Alaska Department of Environmental Conservation from 1990 to 1994, now serves on the board of the Alaska-Canada Energy Coalition, which is promoting the development of hydro-electric and other renewable energy projects in Southeast Alaska and an inter-tie which would be linked to British Columbia's electrified Highway 37, scheduled to be developed by 2014. This system can then be linked to the North American Power Grid.

1961

Joseph Daigneault Jr. MPA works on projects to assist veterans and active military personnel. Joe is a retired Navy captain, a career submariner who commanded an attack submarine. He spent several years in the Pentagon, is a graduate of the National War College, commanded the Navy technical school at Great Lakes, Illinois, was on the staff that established U.S. Central Command, retired in 1984, and worked several years in real estate.

1963

Mr. Sartaj Aziz MPA, after an eventful 15-year political career as agriculture minister, finance minister, and foreign minister of Pakistan, has opted for a new career in education by accepting the offer to become the

Ask What You Can Do...
2012 HKS Alumni Board of Directors Elections

vice chancellor of the Beaconhouse National University in Lahore, Pakistan.

John Harter MPA, a retired Foreign Service officer, is the author of "Congress and Foreign Affairs," published by American Diplomacy, an online publication edited by a group of retired professional diplomats. The article suggests that a rational U.S. foreign policy that adequately reflects the imperatives of economic factors, U.S. participation in the United Nations and other international organizations, the environment, and human rights requires a much strengthened Department of State, which would be incompatible with the existing government structure created by the National Security Act of 1947, especially because congressional committees dealing with the armed services and the intelligence community (mostly secretly) have much more influence on U.S. relations with other countries than do the foreign affairs committees.

1964

Samir Tewfik IsHak MPA is still teaching at Grand Valley State University, Grand Rapids, Michigan, as professor of management and international business. Since graduating from the Edward S. Mason Public Service Program, he earned his PhD from Indiana University. He has been consulting with the World Bank, International Labor Organization, the United Nations Development Program, the governments of Egypt and the United States, and teaching in Egypt, Kuwait, China, Japan, Singapore, and other countries. He is the author of two books and 87 scholarly articles. He considers the Mason Program the most memorable event

in his career. He wishes for a reunion of the Mason Fellows of 1964 or 1966 in Cambridge soon.

Carl Reidel MPA is the Sanders University Professor emeritus and founding director of the Environmental Program, University of Vermont. Carl previously served on the faculties of the University of Minnesota and Williams College; visiting professor at Yale and SUNY Syracuse; Bullard Fellow, Harvard '71-'72; representative, Vermont Legislature; president, American Forestry Association; vice president, National Wildlife Federation; and vice president, New England Environmental Policy Center.

1967

Douglas Johnston MC/MPA has authored *Religion, Terror, and Error: U.S. Foreign Policy and the Challenge of Spiritual Engagement*, a new book that spells out how to incorporate religious considerations into the practice of U.S. foreign policy; advance beyond the rational-actor model to a process that accommodates "non-rational" factors like religion; and move to a new leadership paradigm that will better serve the United States in the multipolar world.

1968

Michael Arnow MPA wrote "How Can They Love Us When They Hate Us?" published in *ReVista: Harvard Review of Latin America's* winter 2009 issue. He is the executive director of Center for Educational Programming, a non-profit that provides educational materials to promote tolerance, peaceful conflict resolution, and nonviolence, and helps immigrants and refugees

As an alumna/us of HKS, you are a part of a global community of more than 42,000 alumni in more than 130 countries. The HKS Alumni Board of Directors is a 20-member volunteer board of alumni that partners with the HKS Office of Alumni Relations to engage with alumni around the world and further promote the mission of HKS.

The HKS Alumni Board of Directors and the Office of Alumni Relations are seeking energetic and dedicated alumni to join their team. The election will be held early next year and newly elected board members will be announced in spring 2012. Stay tuned for information about the nomination process this fall.



1969

Laurence Michael Hager MC/MPA retired as president of the non-profit Education for Employment Foundation, which creates jobs for youth in the Middle East and North Africa through local affiliates in Egypt, Jordan, Morocco, West Bank/Gaza, and Yemen. While he misses his almost monthly travel to the region, he is now enjoying his family, fiction writing, and volunteering as an ombudsman in a Washington, DC, nursing home.

Paul Ostergard MC/MPA is a founding board member of the MasterCard Foundation, with some \$3 billion in assets, focused on microfinance and youth learning worldwide. In the 1980s he headed the GE Foundation when it was awarded Harvard's Dively Award, and in the 1990s headed the Citigroup Foundation. In 1999 he helped establish the Committee for Corporate Philanthropy, and in 2001 became president of Junior Achievement International, which he helped merge with JA USA to become JA Worldwide in 2004. In 2007, his

fellow board members at the Hispanic Scholarship Fund asked him to step in as interim CEO to lead a search for a new president. Paul is a trustee emeritus of Case Western Reserve University, and has served on the boards of Americans for the Arts, the American Red Cross of Greater New York, the Bond Market Foundation, Operation Smile, and Scholarship America, among others.

1971

Frederick Bonkovsky PHD is a professor of health care policy and ethics at the University of California San Diego. After being a Harvard assistant senior tutor, he was on the faculty at Emory University and then directed the National Institutes of Health Bioethics Department. On the faculty of the University of Vienna in Austria, he taught and also played violin in Vienna, Leipzig, Berlin, and Nashville. Married for 47 years, Fred and his wife, Elizabeth, are the parents of Rachel and Joshua. Josh and spouse Anne, professors at the University of Utah, are parents of three sons. Rachel is mother of Eva (born 2010) and is advisor to the Los Angeles schools superintendent.

Larry Hackman MC/MPA, former state archivist of New York and director of the Truman Presidential Library, is the editor and lead author of *Many Happy Returns: Advocacy and the Development of Archives*, published by the Society of American Archivists.

O. Ralph Raymond PHD has retired from an academic career serving on the faculties of both Brandeis and DePauw universities. His field was comparative politics with an empha-

sis on Russian studies and European politics.

1972

Rollie Cole MPP, PHD 1975 is moving from Indianapolis, Indiana, to Austin, Texas, since his wife, Elsa (who many of his classmates met during grad school), became general counsel of the Michael and Susan Dell Family Foundation. Rollie has already made contact with classmate **Ron Luke** MPP, PHD 1975 and is seeking other HKS connections in the Austin area.

Ira McCown MC/MPA asks, “Was it just yesterday or almost 40 years ago that I was at the then-named Harvard Kennedy School of Government studying government and going on travels to South America to determine the difference between enacted and customary law as part of my studies for my MPA? 1971–1972 was a wondrous year because not only was I able to travel as part of my Kennedy School program but was also a pre-law tutor at Kirkland House for Professor Arthur Smithies from HKS and HGAS as well as rowing in the Kirkland House Intramural eight-oared rowing shell in which we won the intra-house championship that year continuing the success of Kirkland House intra-house rowing. Finally, as a teaching fellow in the College, I taught Expository Writing to the Harvard Freshmen. Were those English graduate students not chosen ever jealous! The lessons that I learned in the economics and business school courses that I took at HKS I apply daily to my deals and also help my overall understanding of what is happening worldwide, especially in the Middle East and emerging, or should I say rampaging, Asian nations, particularly China and unfortunately declining Japan. I am so proud of what the Kennedy School has become with not only its new campus but also its terrific faculty, state-of-the-art website, and exceptional alumni relations department. Continue to prosper by bringing world class talent to the school as students, faculty, and guest speakers. Thanks for having me as an alumnus. All HKS alumni should realize what a jewel we have and give as much support, especially financial, as they can afford. LONG LIVE HKS!”

1973

Lydia Jean Herz MC/MPA resumed her position as legislative assistant to Congressman Charles Gubser (R-CA) after HKS. The 11-term Gubser

retired in 1974, and Jean moved to the U.S. Transportation Department’s international office. She reports that her MPA helped her in a government-wide RIF during the Reagan Administration. From 1985 until retirement in 2004, she served in FAA’s international section, focusing on China’s aviation development. She continues her interest in international issues and volunteer activities.

Clifford Karchmer MC/MPA joined Jefferson Waterman International, a Washington advocacy firm comprising former national security and diplomatic officials, as senior advisor. “After 40 years developing and managing law enforcement innovations for the Battelle Memorial Institute, the Police Executive Research Forum, and Booz Allen, I decided to make a career change on the role of intelligence reform in stabilizing communities in post-revolutionary and peacekeeping environments. Basically, I will be transferring “best practice” to third world nations that want to adopt U.S. policing and homeland security innovations. I am already working with former U.S. senior intelligence officials to implement plans in three African nations. In my spare time, I also serve on the board of the Christian Regenhard Center for Emergency Response Studies at John Jay College. The Center was named for a NYC firefighter who died on 9/11.”

Mel Masuda MPA writes: “HKS Professor Joseph Nye received a rock-star welcome from 350 March 2 in Honolulu. He delivered the keynote address at the Pacific Forum CSIS. He’s the PacForum chair and took as his theme the name of his latest book, *The Future of Power*. I had the honor of presenting Joe with a sweatshirt from Punahou—President Obama’s high school.” Masuda is a law professor at Hawaii Pacific University.

Chris Palmer MC/MPA is an environmental and wildlife film producer whose 2010 book, *Shooting in the Wild: An Insider’s Account of Making Movies in the Animal Kingdom*, published by Sierra Club Books, is now in its second printing. He is president of the One World Ocean Foundation and also a professor on the full-time faculty at American University where he founded and directs the Center for Environmental Filmmaking at the School of Communication. He is married to **Gail Shearer** MPP 1974.

1974

Sanford Borins MPP is a professor of strategic management at the Uni-



Last classes at the old Littauer Center. Christopher Edley Jr. MPP 1978 (right) with other unidentified students.



The library at the old Littauer Center.

versity of Toronto, research fellow at the Ash Institute of HKS, and blogger (sanfordborins.com). His latest book, *Governing Fables: Learning from Public Sector Narratives*, was published by Information Age Publishing this summer. He applies narratological analysis to several major public sector narratives, including the Cuban Missile Crisis, and derives lessons for practitioners, including the use of story-telling as a managerial technique.

Roland Castaneda MPP is cofounder of Diversegy, an energy brokerage company and a partner with Renaissance Development Co., developers of Continuum of Care Communities. Renaissance developed the first (and only) public housing CCRC with the Dallas Public Housing Authority. Roland is the founder of The General Counsels Forum, a national professional organization that will hold its first global conference of CLOS in partnership with HLS in May 2012.

J. Lisa Jorgenson MCP enjoys a career as an international water specialist. She is doing board work for Sidwell Friends School, building some of the first energy rated LEEDS standard buildings for a K-12 school. She also serves on the board of Aschiana Foundation, which is constructing a building as a permanent center for 1,500 working street chil-

dren in Kabul, Afghanistan, and providing a warm lunch and literacy program in five tent camps. In addition, she serves on the leadership council for Oxfam America. “Although Gund Hall, in its new construction, was a wonderful place to get my degree, a life in Washington, DC, with a husband and three children has acclimated me to the Kennedy School.”

Kent Stauffer MPP/ID became executive deputy attorney general/state counsel under incoming New York Attorney General Eric Schneiderman in January 2011. As state counsel, Kent is responsible for the defense of the State of New York, its agencies and officers in litigation and heads units for civil recoveries of debts, real property transactions and litigation, and litigation under the State’s Sex Offender Management and Treatment Act. Following his last public service, as an assistant U.S. attorney for the Southern District of New York, Kent spent thirty years in law practice for a law firm and for Chase and AIG. Upon assuming his current position, he stepped down after 19 years as a board member and, for two years, chair of New York Lawyers for the Public Interest. He also currently serves as cochair of the In-House/Outside Counsel Litigation Group of the New York City Bar Association.

Dan Edward Turnquist HKSEE served over 35 years as a Department of State Foreign Service officer. This included overseas postings in Guadalajara, Guatemala, Managua, Caracas, Stockholm, Paris, the U.S. Mission to the European Union in Brussels, Bonn, and London, mostly covering labor and social affairs. He served as deputy special assistant to the Secretary of State for International Labor Affairs. Now retired, he splits the year between homes in Guadalajara, Mexico, and Centennial, Wyoming. He married Carolina Escobar in Harvard Yard.

Fletcher “Flash” Wiley MPP/ID, a 1965 graduate of the U.S. Air Force Academy, has been appointed by Secretary of Defense Robert Gates to the Board of Visitors of the Air University, a compendium of schools, institutes, and programs enhancing the career-long academic and strategic development of officers and senior enlisted leaders in the U.S. Air Force.

1975

Jennifer Bremer MPP, PHD 1982 writes that life as chair of the American University in Cairo’s Public Policy and Administration Department is a lot more exciting since the revolution, (read her story on page 53). This is the second year for the department and for the School of Global Affairs and Public Policy. The new MPP degree was launched this year, with a Master’s in Global Affairs having just passed the University Senate for launch next year.

Roberto Piñero MCP was recently elected chairman of the Housing Agency of Montgomery County, Maryland. He was housing commissioner for the last eight years, has served on various senior housing boards and development corporations, and also worked for a Congressional agency. He writes that he is happily married with three children: his oldest son declined Harvard to attend Stanford (where he is a member of the crew team) and his daughter attends Bowdoin College and plays varsity softball. His youngest son attends St. Albans School in Washington, DC.

Kenneth Sobel MCP welcomed his first grandchild, Lillie, in 2010 and also founded his second company, Top Box Associates. For the last 26 years he and his wife of 38 years, professor and novelist, Sharon, have lived happily-ever-after in Wilton, Connecticut, in their antique 1770 farmhouse. Since 1983, Ken’s work has focused on forecasting the sales of new products prior to their launch.

Allan Taylor MPP/ID is the 2011 president of the National Association of State Boards of Education and chairman of the Connecticut State Board of Education.

Peter Whitney MPA completed a 30-year career in the Foreign Service and has since worked as a consultant for Control Risks Group and other companies and has taught economics for the last 10 years at American University (Spring), the Intermodal Transportation Institute at the University of Denver (early fall), and in the Cross Continent MBA program at Duke (late fall term).

1976

Sergio Alves MC/MPA is a consultant in industrial and technology policies. Previously, Sergio was an electrical engineer in capital goods manufacturing, electrical utilities, and hydro-plant engineering project services. He directed a government agency financing and formulating technological and industrial policies.

Anthony Parga MC/MPA is running for reelection to the New York State Supreme Court. Anthony has served on the New York State judiciary for the past 19 years, and like most of his colleagues on the bench has not had a raise or cost of living increase in 13 years. “Now that’s public service.”

Elizabeth Anne Reid IOP is a development practitioner, academic, and feminist. She holds visiting fellowships in Melanesian Studies (SSGM) and in Gender and Cultural Studies at the Australian National University, from which she was awarded an Honorary Doctorate in 2006 for distinguished creative contributions in the service of society, particularly in the fields of women, the HIV epidemic, and social justice. Elizabeth has over 30 years of professional experience as a development practitioner and policy analyst in PNG, Asia, Africa, the Pacific, the Middle East, Australia, and elsewhere, working in both English and French. She has published extensively.

1977

Greg Conderacci MPP is a consultant in Baltimore, specializing in helping financial and professional service firms market themselves. In August 2010, he faced the ultimate challenge: a 1,001-mile bicycle race around Italy. It took him a little more than five days of almost constant riding—and taught him a few lessons in leadership.

Lawrence DiCara MC/MPA has been elected to serve as chairman of A



1978

The future is now. Students in one of the new campus’s state-of-the-art classrooms.

Better City, a regional transportation and planning organization representing most of Boston’s major businesses and employers.

1978

Richard Philip Broinowski MC/MPA was Australian Ambassador to Vietnam (1983–85), to South Korea (1987–89), and to Mexico, the Central American Republics, and Cuba (1994–97). He was general manager of Radio Australia (1990–92). He became an adjunct professor in Media Studies, first at the University of Canberra, now at the University of Sydney. His three books are *A Witness to History* (MUP 2000), *Fact or Fission* (Scribe 2003) and *Driven* (HarperCollins 2009). He is a counsellor on the Board of the Harvard Club of Australia.

Eric Hirschhorn HKSEE writes, “I’m continuing to serve as under secretary for Industry and Security at the U.S. Department of Commerce—a position that puts me at the head of the Bureau of Industry and Security, whose largest portfolio is controlling exports of goods having commercial and military utility. In addition to the day-to-day work of the bureau, I am involved in President Obama’s export control reform initiative and bilateral matters involving India, China, and various other countries. My original nomination to the position was reported favorably by the Senate Banking Committee in December 2009. Due to a ‘hold’ in the full Senate, President Obama gave me a recess appointment in April 2010 and I’ve been in office since then. I’ve been renominated in the new Congress and my nomination again has been reported favorably to the full Senate by the Banking Committee.”

Bruce Pollock MCP writes, “Life goes in circles. Harvard Master in City and Regional Planning, 1978. Fairfax County, Virginia, OMB for five years. More education: Harvard Business School MBA 1986. IBM career for 23

years. Laid off April 2009. Next career: back to the public sector. Launched Friends of Educational Excellence (FREE) Partnerships to help Rochester, New York, city students. New life as executive director of this nonprofit. Thanks HKS for the education, skills, and insights for my new career.”

Jean Van den Eynde MC/MPA continues to enjoy the executive search profession. Based in Brussels, he is managing director of Russell Reynolds Associates. He handles an increasing number of searches for non-executive directors, working with boards and chairmen of public companies looking to achieve better diversity. He continues to be a proud father. His two oldest children are in California, one of them at Stanford Law School, the other working there for a Belgian chocolate company called Newtown.

Jim Voytko MPP is president and COO of R.V. Kuhns & Associates, an institutional investment consulting firm to endowments and pension plans based in Portland, Oregon, with offices in Chicago, Seattle, and New York.

John Walsh MPP was appointed acting comptroller of the currency by Treasury Secretary Timothy Geithner in August 2010. The Office of the Comptroller of the Currency (OCC) is the nation’s oldest regulatory agency and supervises national banks that hold 70% of the assets in the U.S. banking system. John was previously chief of staff at the OCC and came to the agency from the Group of Thirty, a think tank specializing in international finance, where he served as executive director.

Alice Wolf MC/MPA was reelected to an eighth term in the Massachusetts House of Representatives, representing Cambridge. Her district includes the Harvard Kennedy School. Representative Wolf is the House Chair of the Joint Committee Elder Affairs.



Orientation picnic in September 1980 on the lawn of the school's new campus (above and below).



1980

1979

Kate Day MCP is the senior planner for the town of Danvers, Massachusetts.

Kenneth Jones HKSEE, MPP 1988 has been named vice president and chief compliance officer for Huron Consulting Group, a publicly traded company that provides financial, legal, and healthcare consulting services internationally. Ken continues to reside in Portland, Oregon.

Tim McNeill MPP writes that after his stint as associate director of issues on the Dukakis presidential campaign didn't lead to the White House, he became publisher/CEO of a nonprofit

The Forum was designed for academic and social discourse, but students found additional uses.



aging editor at The Bureau of National Affairs Inc.

1980

Joseph Aiello MCRP is a partner at Meridiam Infrastructure Managers—a Luxembourg-based equity fund manager/developer and asset manager of public infrastructure concessions. Joe, who still resides in Massachusetts, also serves as CEO of the Meridiam North America fund that invests primarily in the United States and Canada. Prior to joining Meridiam in 2006, Joe worked for 13 years in a variety of senior positions at Aecom.

Edgar Brannon Jr. MC/MPA retired from a 35-year career with the U.S. Forest Service in 2005 and has since stayed active as a senior fellow with the Pinchot Institute for Conservation. Ed also has a small consulting practice based out of his home in Milford, Pennsylvania. Kathe and Ed are mostly involved in “art” work, golfing, gardening, and otherwise growing fatter. “We consider our ‘H.’ (pronounced ‘H period’) as maybe the best year of our life, though we have had many. Children are grown, married, and expecting. It has been such a long time since I have had any contact with classmates, and just wanted to see if anyone else was still alive and kicking. Still there, Jerry?”

Hilary Rowen MPP/ID is in her 30th year practicing insurance regulatory law (10 years at the Massachusetts Attorney General's office and 20 years at several law firms). She is currently a partner at Sedgwick LLP in San Francisco. Hilary still finds insurance regulation problems fascinating, as they arise in an industry that is both highly regulated and highly competitive. Hilary is married to Gordon Lewin, whom she met as an undergraduate at Stanford, and has one son, David, who is now launched.

Benjamin Tyree Jr. MC/MPA has joined the staff of the Pentagon's Defense Acquisitions University as a writer and editor. Benjamin formerly was a deputy editor for opinion at *The Washington Times* and earlier a man-

Edward Burns MC/MPA has retired after 32 years in public service as an attorney for the state government of Massachusetts. He had been an assistant district attorney in Suffolk County (Boston) and ultimately became the director of the second busiest individual grand jury in the country. Then he became the special sheriff (second in command) of the Middlesex County sheriff's office. He replaced the actual sheriff and led the Commencement parade in June 2006. Ed is spending his retirement years as a volunteer in defending indigents who got over their heads in credit card debt, working out of the Boston Municipal Court.

Ravinder Jain MC/MPA is dean of the School of Engineering and Computer Science at the University of the Pacific. In addition to his administrative duties, he remains active in research and scholarly activities. He has published 15 books, including *Managing Research, Development, and Innovation—Managing the Unmanageable* (John Wiley 2010), and numerous journal articles. His experience at Harvard, studying public administration and public policy, integrated with his background in

science and engineering, provided the basis for books and articles on environmental and science policy.

Sheryl Kennedy MC/MPA is CEO of Promontory Financial Group Canada, the Toronto-based affiliate of the global consulting firm for the financial services industry in strategy, risk management, and regulatory affairs. After a career in public service dealing with financial matters, including most recently as deputy governor of the Bank of Canada, Sheryl is finding her skills and experience in demand in the private sector and many of the challenges equally daunting.

Roger Sharpe MC/MPA, former Democratic state senator from North Carolina and now guide at the United States Capitol, is researching a book for young readers about the 12-year-old boy, Willie Curtin, who with his father, Pennsylvania Governor Andrew Curtin, sat on the platform with president Abraham Lincoln at Gettysburg, November 19, 1863. Edward Everett, President of Harvard, gave the oration at the Dedication Ceremony of the National Soldiers' Cemetery. The author of *Ceremony of Innocence*, (Mercer University Press, 2005), Roger will schedule speaking invitations for 2013, the Sesquicentennial of the Gettysburg Address, about his research at the Library of Congress and National Archives.

Dick Sumpter MC/MPA has been a planning and policy analyst with the Kansas City regional office of the EPA since 1990 and has been an adjunct instructor with several universities in the Kansas City area. During that time he has taught over 250 undergraduate and graduate level courses in multiple disciplines. In the last two years he has reluctantly traded the classroom for the computer in several courses, adapting to on-line teaching. He would like to thank Professor Michael Sandel for posting his ethics lectures on line. They are a great resource.

Clarence Sundram HKSEE was appointed special advisor for vulnerable persons to Governor Andrew Cuomo of New York. Clarence will evaluate and provide recommendations to the governor concerning state programs related to developmental disabilities, mental health, alcohol and substance abuse, children, and the elderly. He will evaluate the protection, safety, and quality of care of vulnerable persons, the conditions of related state-operated and licensed facilities, and the fiscal performance of related programs.

REXYUNG, REXYUNG, COURTESY OF HKS ARCHIVES

W. Paul White MC/MPA, HKSEE 1989 is a principal at The Karol Group Inc. (TKG), a Massachusetts government relations firm in Boston. White joined TKG after serving four years as an associate vice president for state and community affairs at Boston College. He previously was elected to five terms in the Massachusetts State Senate and sixteen years in the Massachusetts House. He and his wife of 30 years, Dr. Caroline White, reside in Dover, Massachusetts.

Ken Young MC/MPA is the executive director of the Kennebec Valley Council of Governments located in Fairfield, Maine. It provides planning and economic development technical assistance to the 63 municipalities in Kennebec, Somerset, and western Waldo Counties in central Maine. Ken, who is a Maine native and recovering lawyer, convenes and facilitates an ongoing regional conversation about how to reconcile Maine's reputation as a world-class tourism destination with its need to broaden eco-



1982

The campus was expanding in 1982, when this orientation picnic photo was taken, but the construction of the Taubman Building was still a few years away.

economic opportunities for its citizens given the challenges (both positive and not so positive) posed by its demographics and geography. His daughter, Sarah, recently returned from 30 months in Zambia as a Peace Corp volunteer and will enter a masters program at the School for International Training in the fall. Ken enjoys gardening a la Elliot Coleman, biking, sailing, hiking, and the myriad of winter sports on offer.

1981

James Hammitt MPP, PHD 1988 is professor of economics and decision sciences at the Harvard School of Public Health, director of the Harvard Center for Risk Analysis, and visiting professor at the Toulouse School of

Economics. His recent book, *The Reality of Precaution: Comparing Risk Regulation in the United States and Europe* (coedited), examines the interpretation and application of the precautionary principle.

Josef Leitmann MPP has been based in Haiti since July 2010, creating and managing the Haiti Reconstruction Fund, which has \$500 million in pledges, \$345 million in contributions, and a portfolio of 16 projects to help rebuild the country. He became a grandfather in June 2011 with the birth of a daughter to his older son, JR, and his wife, Lulu. Joe commutes to be with his family (Reiko, Sasha, Nicolas) who live in Chevy Chase, Maryland.

Jack Roderick MC/MPA writes, “Alaska has now weathered Sarah Palin and a little oil corruption, but is back on track. My book, *Crude Dreams: A Personal History of Oil & Politics in Alaska*, will soon be in its third printing, so come visit me in

Alaska. Hope all of you, my classmates, are well and prospering.”

Bob Gleeson MPP accepted a new position out of state after eight years of extraordinary service to NIU and the region.

Gary Grobman MC/MPA recently founded the Ph.D. Culture Project, an informal organization dedicated to reforming and humanizing the process by which students, particularly in the social sciences, pursue their PhDs. Visit the organization's Facebook page for scathingly funny and original academic cartoons and a forum to share your thoughts on how to change the ABD process and end the abuse once and for all.

1982 | reunion

Jennifer Andrews Hughes MCP was recently appointed as the director of the Department of Permitting Services for Montgomery County, just outside of Washington, DC. This department provides all building and construction permits as well as the enforcement of building and zoning codes in the largest county in Maryland. She moved from her prior position as special assistant to the county executive, which she held since 2006.

M. Gasby Brown (Greely) MC/MPA is chair & CEO of The Gasby Group,

consultants to philanthropy in National Harbor, Maryland, providing specialized fundraising, communications and organizational effectiveness services to nonprofit organizations nationwide. Gasby also serves as adjunct faculty at The Fund Raising School (FRS) at Indiana University's Center on Philanthropy where she teaches Managing Capital Campaigns, Developing Major Gifts, Principles & Techniques of Fundraising, Faith and Fundraising, and Non-Profit Governance. She is also an adjunct faculty member at Carnegie Mellon's Heinz College. Gasby is a sought-after speaker in the nonprofit industry and the author of several books, including *Art of Praise, 7 Fatal Flaws of Non-Profit Boards and How To Fix Them*, and will soon release *The Business of a Spiritual Matter: a Fundraising Primer for Faith Based Organizations*.

Christine Chang MC/MPA writes, “After working many years for New York State Government (Office of Mental Health and Council on Children and Families), I became executive director of Resources for Brain Injuries in Syracuse, New York, followed by moving to Washington, DC, to join the Lab School of Washington, a school specializing in helping children with learning disabilities. My daughter, Liana, married Michael Piazza in 2010 and lives nearby. I often think of days at KSG discussing “Who Shall Live?” to regain perspective on the craziness of politics in DC.”

Bob Gleeson MPP accepted a new position out of state after eight years of extraordinary service to NIU and the region.

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Ramon Guajardo MC/MPA retired from the City of Fort Worth as an assistant city manager after 27 years of service. Currently he is working as a consultant in the affordable housing industry. Ramon worked with the Fort Worth Housing Authority in redeveloping a 286-unit public housing development in seven different locations in the city of Fort Worth. In the past few years, the Fort Worth Housing Authority has more than doubled its affordable housing inventory with



1982

A student pick-up volleyball game at what is now JFK Memorial park.

Ramon's guidance. Ramon and his wife, Elsa, live in Fort Worth, Texas.

Joren Jameson HKSEE is now serving as president & CEO of the Broward Education Foundation in Ft. Lauderdale, Florida. The foundation raises private and public funding to support the Broward Public Schools, the nation's sixth largest school district. Joren is a Certified Fundraising Executive (CFRE) and previously held positions with the YMCA, Girl Scouts, Public Broadcasting, and Delaware state and local government.

Marianne Myles MC/MPA has been appointed to be dean of the School of Language Studies at the U.S. Department of State's Foreign Service Institute in Arlington, Virginia. The school offers instruction in over 70 foreign languages — to more than 100,000 enrollees a year from the State Department and more than 40 other government agencies and the military service branches. Marianne, a career Foreign Service Officer, has served most recently as a senior inspector and as the U.S. ambassador to the Republic of Cape Verde.

1983

Jan Bohren HKSEE reports that he had the great fortune to attend the Senior Managers in Government program at Harvard in 1983. The entire program was absolutely fabulous, and the high point was when a guy by the name of Robert Reich spoke to his group. It was the high point of the program for him and, as the saying goes, “the rest is history.” He lives in Croton, New York.

Jacqueline Caster MCP started Everychild Foundation, where the mission is to ease the suffering of children in the Greater Los Angeles area whether due to disease, disability, abuse, neglect, or poverty. Jacqueline was an honoree of the 2011

Momentum Award, given by the Women's Foundation of California.

Edward Daly MCP writes, "A small group of CRP's got together in San Diego last month. Sorry everyone could not join us. Still looking for some missing classmates, including Mary Briggs."

Fred Gaines MPP has been elected to the City Council in the City of Calabasas, California. Fred, who practices land use and environmental law with Gaines & Stacey LLP in Los Angeles, finished first in a field of seven candidates in the March 2011 election.

Frederick Harrison HKSEE has published the fourth in a series of novels recounting the adventures and travails of U.S. intelligence officers dealing with present day issues and threats. The new book, titled *Her Eyes Were Filled With Tears*, focuses on taking action to counter extremist insurgents in Somalia without overtly involving the United States. The author attended the Kennedy School while a member of CIA's Senior Intelligence Service.

Keel Hunt HKSEE is a public affairs consultant working with CEOs and institutional leaders on internal planning and external communications. He founded his firm, The Strategy Group, in Nashville 18 years ago, after serving as special assistant to Gov. (now U.S. Senator) Lamar Alexander. Keel is a board member and trustee of the Country Music Foundation.

Ken Hughes MPA has been chair of the board of Alberta Health Services (AHS) since it was established in 2008. AHS is the largest amalgamated healthcare employer in Canada, with 90,000 employees and a budget of \$11 billion, and one of the largest employers in Canada. AHS delivers all publicly funded health services to 3.7 million Albertans, and was created by the board, led by Ken, as the result of the merger of 12 predecessor organizations.

Roy Jack Watson Jr. MC/MPA begins his 36TH year of a successful business immigration practice, representing everyone from startups to the company voted the most successful in Massachusetts in 2010, in spite of Democrats who hate business and Republicans who hate immigrants. Roy attended the American Immigration Lawyers Association's Annual Conference in California (bypassing the original Arizona venue for obvious reasons) this June. One week later he introduced his wife and their two teenagers to their first SCUBA experience in Roatan, Honduras.

1984

David Barol MPP is working with endowments, businesses, nonprofits, and families, managing investments oriented toward United States energy independence and building wealth.

Judy Bunnell MPP and **Joseph Olchefske** MCP report that "to the amazement of their HKS classmates," they recently celebrated their 25TH wedding anniversary with their 16-year-old daughter India. Judy is a freelance writer and Joseph is president of Educate Online, an e-learning company. They live in the Georgetown area of Washington and continue to stay in touch with a number of HKS classmates (whether they like it or not).

Brett Doney MPP is president of the Great Falls Development Authority, a regional economic development public/private partnership in Great Falls, Montana. His work includes energy production, agricultural processing, redevelopment, financing, and supporting entrepreneurs. His daughter, Kelsey, has begun undergraduate studies in music education and performance at the University of Idaho, and his son, Jake, has joined the Montana Conservation Corps.

Elisabeth Langby MPP, PHD 1987 has won a research grant for a fiscal crisis management study. After her PHD at Harvard in political theory, Elisabeth moved to the countryside in New Hampshire, started a family and a nonprofit, spent some years commuting to her native Sweden working for an investment firm, served on town boards, and was involved in local conservation issues. With the two children now in college, she is working full-time on writing.

Debby McCarty HKSEE, alum of the Program for Senior Executives in State and Local Government and former Atlanta City Council member and Parks Commissioner, is an attorney doing private consulting in Atlanta, Georgia. Married to Atlanta attorney John Myer, they are the parents of four sons, ages 18, 15, 13, and 7.

Gregory Payne MPA edited five issues on the 2008 presidential campaign for the *American Behavioral Scientist*. He also received the Humanitarian Award from the Northwest Communication Association.

Drue Pearce MC/MPA joined Crowell & Moring LLP in Washington, DC, and Anchorage, Alaska, as a senior policy advisor with their Environment and Natural Resources and Public Policy

Groups. She has more than 25 years of experience in government affairs, public relations, natural resources, and energy policy and regulation, having served in the Alaska Legislature, the private sector, and the Bush administration at the Department of the Interior as the first federal coordinator for the Alaska Natural Gas Pipeline.

Russell Sturm MPP has taken on the newly established role as head of Climate Change Advisory at the International Finance Corporation (IFC), based in Washington. The new position reflects IFC's strategic focus on climate change, and builds on Russell's work to develop sustainable energy and water as core businesses at IFC. This represents a further evolution of Russell's work since he left the Kennedy School, during which time he has focused on leveraging market forces to mobilize the private sector as a major driver for sustainable economic development in developing countries. Russell always enjoys hearing from his Kennedy School colleagues and invites your calls to catch up.

Mary Ann Troanovitch HKSEE currently holds the position of CEO, Memorial Beautification, Inc. She is also a health care consultant primarily in the areas of Medicare and Medicaid. An elected fellow of the National Academy of Public Administration, Mary Ann is the former director of the regulations management team at the U.S. Department of Health and Human Services' Centers for Medicare & Medicaid Services.

Jim Varn MC/MPA is assistant provost and MPA program director at the University of New Hampshire where he also teaches courses on leadership and strategic planning as affiliate associate professor of political science. Jim was a Kellogg National Fellow from 1987 to 1991 and received a certificate of advanced graduate study in educational administration from UNH in 2000. He has consulted for a variety of organizations in strategic planning, organizational development, and conflict management.

Earl Anthony Wayne MC/MPA writes, "I am a career ambassador in the U.S. diplomatic service and have been serving as deputy ambassador at the U.S. Embassy in Kabul, Afghanistan, since June, 2009. Before that, I was U.S. ambassador in Argentina. I have fond memories of my time at HKS and have been in touch with one classmate from that time, **Thomas**

Timberman MC/MPA, who is currently living and working in Kabul."

Gerald Yamada HKSEE was elected president of the Japanese American Veterans Association (JAVA). One of JAVA's purposes is to educate the public about the history of Japanese American soldiers who had to prove their allegiance to America while their family and friends were unjustly imprisoned during World War II. Gerald is the principal of Going Forward Strategies, an environmental consulting firm, and was formerly principal deputy general counsel of the U.S. Environmental Protection Agency.

1985

Alison Hughes MC/MPA is back in the director's job at the Arizona Rural Health Office in the Mel and Enid Zuckerman College of Public Health at The University of Arizona. She has been trying to retire for five years, she writes, "but this is THE year." She is chairing the faculty search committee for a new director and continues her involvement in telemedicine technology and health information technology applications in rural areas of the state. She is serving out her final term as a gubernatorial appointee on the Arizona Commission on the Arts, and is a fairly new City Council appointee to the Tucson Women's Commission which she now chairs. She enjoys maintaining contact with her Kennedy School classmates!

H. Bailey Spencer MC/MPA manages the federal civilian team at SAS Federal. SAS is the world's largest privately held software company and the market leader in business analytics. SAS is experiencing rapid growth in many critical federal business areas, including fraud detection and prevention, financial regulation and systemic risk, data and text mining, forecasting, and predictive analytics. Since leaving the Kennedy School, Bailey has pursued a public sector focused career with enterprise software companies including SAP and SAS.

Ann Tutwiler MPP was recently appointed deputy director-general for knowledge at the U.N. Food and Agriculture Organization (FAO). She is one of two deputy directors-general and the highest ranking woman in the history of the FAO. Ann has relocated to Rome and will be joined by her husband, **Bob Samors** MPP 1985, in September. Classmates are invited to stop by for a glass of wine when they are in Rome. Ann and Bob's oldest son, Joshua, graduated from Harvard College in the spring, and their

1936•1937•1938•1939•1940•1941•1942•1943•1944•1945•1946•1947•1948•1949•1950•1951•1952•1953•1954•1955•1956•1957•1958•1959•1960•1961•1962•1963•1964•1965•1966•1967•1968•1969•1970•1971•1972•1973•1974•1975•1976•1977•1978•1979•1980•1981•1982•1983•1984•1985•1986•1987•1988•1989•1990•1991•1992•1993•1994•1995•1996•1997•1998•1999•2000•2001•2002•2003•2004•2005•2006•2007•2008•2009•2010•2011•

1982

JENNIFER BREMER MPP 1975, PHD

Dawning of Democracy

As the Arab Spring swept out autocracies on a wave of fervent idealism in 2011, Jennifer Bremer MPP 1975, PHD 1982 was working to educate the region's new generation of democratic leaders. Bremer, an associate professor in the School of Global Affairs and Public Policy at the American University in Cairo (AUC), oversees the region's first master's in public policy program. Its first cohort began in September, just months before protests broke out in Tahrir Square.



"It was like having a thunderstorm building," says Bremer, who chairs the school's public policy and administration department. "It was incredible how rapidly it exploded, and how determined the people are to have the change succeed."

The MPP program evolved from AUC's master's in public administration program, a more traditional approach that trains leaders to manage government programs more efficiently. The MPP program looks at the role government plays with a wide range of stakeholders and analyzes how it can shape outcomes through its own programs while also influencing the private and nonprofit sectors to work toward those ends.

"There's a huge need here for policy analysis based on evidence and a more rigorous look at the issues, rather than a seat-of-the-pants approach," says Bremer.

Bremer, who was a political science major at Columbia's Barnard College, earned a master's degree in development economics at Stanford and an MPP in 1975 at the Kennedy School. She worked for USAID in Cairo in 1978. This was shortly after the Camp David accords, so U.S. foreign aid was pouring into the country.

"It was one of the rare situations when you'd design a program, and then they'd ask you to make the project bigger, and maybe add another \$10 million," she says.

Bremer returned to Cairo in 2007 to teach at AUC, a private university founded by Americans in 1919, where classes are taught in English and the school's 6,000 students are mostly Egyptian.

Education has taken on a decidedly real-world feel in the course Bremer teaches in local economic development, which explores how municipalities can promote investment and job creation. In 2008, the AUC campus moved to New Cairo, about 20 miles from Tahrir Square; Bremer's students are looking at ways the municipality can promote itself and encourage companies to relocate.

In May, Bremer attended a conference on decentralization organized by one of her students. It's an important issue that has been discussed for several decades in a country with a highly centralized government.

"They've been talking about decentralization for 30 years, but now there's really hope, as the country moves toward democracy, that there will be more decisions made on the local level," she says.

At AUC, theory is mixed with street-level practice as the school's MPP students get involved in new political parties or work within the government bureaucracy. Most of the students work full time, so they can contribute to the reform debate from the inside.

"We have students from many different political perspectives," Bremer says. "We have those on the left with a social justice perspective, and others forming new Islamic parties. We have everything you can imagine, and there's more openness to have the kinds of conversations it's been hard to have in the past." ❖ DMW

younger son, Noah, will be heading off in the fall to a college-to-be-named-later.

Lester N. Wright HKSEE retired after 15 years as deputy commissioner/ chief medical officer for the New York State Department of Correctional Services at the end of August 2010. He served as distinguished lecturer for City University of New York School of Public Health at Hunter College for the autumn semester. He has immigrated to Adelaide, South Australia, where he is teaching health policy at the University of Adelaide and serving as a consultant to the state government.

1986

Barton Alexander HKSEE is now chief corporate responsibility officer for Molson Coors Brewing Company. Bart champions his company's commitment to sustainability, ethics, and alcohol responsibility. Recently he has represented his company and industry in engagement with the World Health Organization's Global Strategy to reduce harmful drinking, as well as the UN's CEO Water Mandate.

Tom Allsbury MC/MPA is currently the deputy director of the Security and Intelligence Division, Office of Inspections, Office of Inspector General (OIG), U.S. Department of State. Tom initially joined the OIG in 1993 on assignment from the Department's Bureau of Diplomatic Security. In 1997 he was made a permanent OIG employee following his retirement from the Foreign Service. Tom lives with his daughter and two cats in Northern Virginia.

David Anderson MC/MPA is better known as "Famous Dave" Anderson, founder and chairman emeritus of Famous Dave's of America, The World's Best Barbeque Joint!, with restaurants stretching from Washington, DC, to California. Dave also served a presidential appointment by

George W. Bush as assistant secretary at the Bureau of Indian Affairs, in the U.S. Department of the Interior.

Catherine Bertini IOP was under secretary-general of the United Nations and CEO of the World Food Program for 10 years. She was a senior fellow at Bill and Melinda Gates Foundation for two years, and is now on the faculty of the Maxwell School at Syracuse University. She also chairs three projects at the Chicago Council of Global Affairs: international agricultural development; girls in rural economies; and domestic agricultural issues. She has received eleven honorary degrees from universities in four countries, was 2003 World Food Prize Laureate, and was awarded the Order of Merit from the Republic of Italy.

Hamidon Bin Ali MC/MPA has completed his term as Malaysia's ambassador and permanent representative to the United Nations in New York and has returned to Malaysia.

Raj Chellaraj MPA is the associate dean for finance and administration at the Stanford Graduate School of Business. After serving in the Bush Administration as assistant secretary of state for administration, he was vice president of planning at Hostess Brands, a turnaround food products company.

Doug Horner MPP lives in Reston, Virginia, with his wife, Cynthia, and their two daughters, Nicole and Grace. In January, Doug was promoted to vice president for awards, compliance, and risk management at the Elizabeth Glaser Pediatric AIDS Foundation, an international NGO based in Washington, DC. The foundation's mission is to eliminate pediatric AIDS through research, advocacy, and program implementation. Previously, Doug had a 20-year career in the Federal Government where somehow he never got to use his Minitab software skills honed at HKS.

Excitement runs high at an election-night watch party in the IOP living room.



Members of the MC/MPA class of 1986 on graduation day. Left to right, Peter Frazier, Ed Gilbride, Elizabeth Bartle, Bob Ferri (standing behind Elizabeth), David Staples, Paul Boghossian, Brad Minnick, Wendy Pangburn, Steve Singer, and Sam Mutch.



Mason Fellows class of 1986 gathers for a group photo.

Thomas Keane MC/MPA was elected to the New Hampshire House of Representatives, representing district Merrimack 13, and was assigned to the House Finance Committee. He was reelected to the Bow, New Hampshire, Select Board. Previously he had been elected to the Bow School Board.

Kathryn Phillips MC/MPA is still a professor at the University of California San Francisco, where she founded the UCSF Center for Translational and Policy Research on Personalized Medicine (TRANSPERS), which is funded by the National Institutes of Health and other groups. She says that she now spends most of her time "herding cats, which we all know is an almost hopeless cause!"

Alasdair Roberts MPP, PHD 1993 was appointed as a public member of the Administrative Conference of the United States, a federal advisory body on administrative law.

Bonnie Shershow MC/MPA is the founder and owner of Bonnie's Jams, an artisanal jams, jellies, and preserves company of expanding popularity, selling jams and jellies to places as far away as Trondheim, Norway, and all across the United States, from the Eastern Seaboard to the West Coast. Previously Bonnie used her Kennedy School education for less tasty enterprises that

included management positions in political campaigns and nonprofit organizations. Bonnie lives in Cambridge where her company is based.

Barry Thomas Smitherman MC/MPA is the chairman of the Public Utility Commission of Texas (PUCT). He was appointed by Gov. Rick Perry in 2004, reappointed in 2007, and then promoted to chair. Before joining the PUCT, Barry spent time as a prosecutor and a public finance investment banker. Among other tasks, he has led the PUCT's \$5 billion "CREZ" transmission plan which, when completed, will provide over 18,000 megawatts of wind energy on the Texas electric grid. Barry also serves on the U.S. Department of Energy's EAC, the NARUC BOD, the ERCOT BOD, and the SPP Regional State Committee.

1987 | reunion

Nadine Hack MC/MPA was chosen as one of 100 Top Thought Leaders in Trustworthy Business Behavior by Trust Across America. "Hack is an expert on responsible leadership, including but not limited to good governance, transparency, diversity, sustainability, and corporate social responsibility," the organization said in its press release. "Each recipient has made an extensive, positive contribution to building trust in business.

[They] are inspiring organizations to... create greater value for, and trust from, all their stakeholders."

Shigetaka (Shige) Seki MPP is executive director of a chemical industry association and visiting researcher at Advanced Industrial Science and Technology (AIST), after working in the Ministry of Economy, Trade, and Industry and the International Energy Agency. His work covers broad environmental issues, primarily, policies and measures for climate change, chemical risk control, and recycling. He was review editor of the Intergovernmental Panel of Climate Change's AR4 WGIII report.

Michael Trial MC/MPA, now retired from federal service for eight years, continues to do consulting work for the University of Missouri, focusing on improving the use of current tech-

Football Association (soccer), and his previous career as an agency director in the Ministry of Economy, Trade, and Industry in the Japanese Government. He speaks and publishes extensively on the emerging academic discipline of sports sciences—a specialty that combines sports and business sciences for a new generation of professionals working in this field.

Daniel Horsman MC/MPA returned to his position as Aboriginal Affairs Advisor with the provincial government of New Brunswick (Canada) after graduation. When the government created the Aboriginal Affairs Secretariat in 1999, he became its first executive director. He took advantage of an early retirement program in 2003. Since then, he has traveled to Peru and the United King-

Bob McClure MC/MPA is president and CEO of the West Point Association of Graduates (WPAOG), which represents over 48,000 living graduates of the U.S. Military Academy, with the organizational mission: "To Serve West Point and Its Graduates." He and Donna live in Stony Point, New York.

1989

Hedy Chang MPP is now the founder and director of a national initiative launched in January 2010 to push for the policy and practice needed to improve school attendance. The initiative focuses on reducing chronic absence (when students miss 10 percent or more of school for any reason). This often overlooked problem affects whether students learn to read well by the end of third grade or,

member of the Couchiching Conference for Public Affairs and the Harvard Club of Toronto. She lives in Toronto with her two great kids, Claire and Alexandre.

Eric Felten MPA writes the "Postmodern Times" column for *The Wall Street Journal*. His new book, *Loyalty: the Vexing Virtue*, was published by Simon & Schuster in April. He lives in Washington, DC, with his wife and three children.

Russell Hawkins MC/MPA is currently program counsellor for the Korea Trade Investment Promotion Agency (KOTRA) of the Korean Embassy in Johannesburg. He has served with KOTRA for six years. He is responsible for identifying trade and investment opportunities for Korean firms in Southern Africa. In addition to KOTRA, he has authored 22 articles



The Kennedy School talent show adds a touch of glamour. Doug Chapin and Scott Eblin, both MPA 1987, in black tie.



Hold your partner by the hand—Bureaucrat's Ball.



In a time before e-mail, students check "real" mailboxes.

nology in civil infrastructure maintenance and renovation. In 2010, he published a reminiscence of a year he spent in Saudi Arabia in 1979 called *White Sky, a Year in Saudi Arabia* (AKApublishing.com).

1988

Mary Alice Brankman HKSEE has permanently retired her public official's tool kit and will no longer "level playing fields, weigh options, or cut deals." She is currently engaged in personal projects including photographic and videographic editing, personal finance management, and expansion of her worldview through travel and genealogy. During the winter months she tends to her "A,B,C's"—aerobics, bridge, and curling. During the summer she hangs out at any available fresh water or saltwater beach.

Takeo Hirata MC/MPA is a professor of business and sports science at Waseda University in Tokyo. Waseda University's Graduate School of Sport Sciences reflects his initiative based on his life-long love of sports, his term as general secretary of the Japan

dom but spends most of his time puttering around his property and doing volunteer community service work.

Dave Jones MPP/ID was elected California insurance commissioner with 4,765,400 votes on November 2, 2010. The insurance commissioner is responsible for protecting consumers and regulating insurance markets in California, which has the fifth largest market for insurance in the world with \$125 billion in annual revenues. Jones oversees a department of 1,300 employees with a budget of \$156 million. Jones announced at his inauguration that his priorities include implementation of federal and state healthcare reform, consumer protection, and ensuring healthy and viable insurance markets in California. Only 48 hours after his swearing in, Jones was faced with numerous health insurance rate increases and was successful in getting insurers to delay increases to allow him to examine their justification. Jones resides in Sacramento with his wife, **Kim Flores** MPP 1988, and their two children.

ultimately, graduate from high school. See attendanceworks.org for more information.

Emiliano Duch MC/MPA has moved to the Washington, DC, area with his whole family—spouse Stefania and four children, Giulia, 14, Leo, 12, Frederic, 9, and Benet, 5—for a couple of years for both personal and professional reasons. The most important, to expose their children to a new language and culture, and to develop Emiliano's firm Competitive-ness.com in the United States. Emiliano looks forward to seeing you around DC or, after September 2012, back in Barcelona where they still have their permanent base.

Wendy Feldman MC/MPA is director of research at the Institute of Public Administration of Canada, in Toronto. She manages a wide range of policy and administration publications, research projects and events, outreach to the academic community and think tanks, and brings new research to government practitioners across Canada. Wendy was previously with the Ontario government's Ministry of Economic Development and Trade. Wendy is also a board

for the South African Quarterly Journal for Trade Partners and Investors and most recently for an upcoming edition of the magazine, *Africa Decisions*. He recalls how he had planned to be in South Africa for only a three-week consultancy in 1994. Seventeen years later he is still there. "Africa grows on you," he says. During his time in South Africa he also served as municipal finance advisor for USAID, program director for Africare, and CEO/cofounder of ITDI InvesTrade. It has been an experience of a lifetime for him—a real roller coaster ride. He welcomes contact from Kennedy School alumni and faculty interested in Southern Africa.

William Allan Heineman MPP completed his EDD degree from the University of Massachusetts, Boston in June 2011. In his dissertation research, Bill studied the role of data in community college decision making about online distance education. He is currently the dean of Foundational Studies and Liberal Arts and Sciences at Northern Essex Community College in Massachusetts.

Mark Hutchinson MPP continues to work with Cambridge Energy Research Associates (now IHS CERA) and heads non-oil research and consulting for Asia and the Middle East/North Africa. Life continues to be interesting on all work fronts. Based in Bangkok, Mark and NooRhing have two girls, ages 2 and 5, who keep them very busy and fulfilled. “Personal life mostly revolves around the two very active young girls, family, and trips to our farm in rural Thailand. We feel blessed for what we have.”

Luis J. “Lu Jack” Martinez MPP was recently hired by the Ellis Brothers of Whittier, California, to be president and general manager for CHAMPION Total Services, Inc., an environmental and domestic cleaning services company that uses CHAMPION’s cutting edge line of green products. He lives in Whittier with his wife of 18 years, Catherine, and his three children, L.T., 17, Christine, 12, and Philip, 9. Luis continues to actively serve in his church as an evangelist and song leader.

Karine Moe MPP was named the F.R. Bigelow Professor of Economics at Macalester College in St. Paul, Minnesota, in September 2010. She continues to live in St. Paul with her husband, Paul, and kids, Avery and Halsey.

David Rejeski MC/MPA recently received a \$2.3 million, three-year grant from the Alfred P. Sloan Foundation. David directs the Science and

Technology Innovation Program at the Woodrow Wilson International Center for Scholars in Washington, DC. The grant supports the Synthetic Biology Project, which was established in 2008 to study the risk and benefits, public perceptions, and governance options for this emerging area of biology. The project’s website is synbioproject.org.

Yvonne Thayer MC/MPA retired from the Foreign Service. She works roughly half a year on refugee issues for the State Department. Recent assignments were in Havana and Baghdad, San Diego and Atlanta. The other half she spends kayaking, biking, diving, gardening, and volunteering. Last winter she lived on a sailboat in the Caribbean. “Next year, who knows?”

1990

Karl Bostic MPA is a producer in the London bureau of NBC News. He is responsible for production of stories for *Nightly News*, *TODAY*, and *MSNBC*. The London office is also the headquarters for foreign newsgathering for NBC. Karl has been involved with a range of stories in the past year from Afghanistan and Pakistan, to Wikileaks, to the announcement of the British Royal wedding. The year has begun with coverage of the crisis in Japan and the uprisings in the Middle East and North Africa. Karl also works as a DJ (digital journalist)

shooting, editing, and reporting his own stories.

Carie Lynn Cable MC/MPA returned earlier this year to Seattle from Los Angeles to reprise a role she played several years ago: executive director of the Japan America Society of the State of Washington. In Los Angeles, she was executive director of the Asia Society Southern California Center and director of special projects at the Pacific Asia Museum.

Christopher Callahan MC/MPA, founding dean of the Walter Cronkite School of Journalism and Mass Communication at Arizona State University, in April became the first educator appointed to the board of directors of the American Society of News Editors, the nation’s leading news industry leadership association. Last year he was named the Scripps Howard Journalism Administrator of the Year by the Association for Education in Journalism and Mass Communication.

Stafford Clarry MC/MPA has remained involved since 1991 in the Kurdistan Region of Iraq, was with the United Nations in Iraq for eight years, and later served as advisor to regional and local government.

Mark Francis MPP is strategic business development manager for Intel Corporation’s New Business Initiatives (NBI) group — the company’s internal new venture incubator. Mark moved to NBI from the Digital Health Group where he served as director of

product marketing and led a team of software developers to create a product focused in “reinventing eldercare.” Mark lives in Portland, Oregon, with his wife and two daughters. He welcomes keeping in touch and visitors.

Merritt Randolph Helfferich MC/MPA continues consulting work, doing external evaluations of education programs as CEO of Innovation Consulting, Inc. He and his wife, **April Evalyn Crosby** MPA 1990, also play outdoors. Last year they hiked 180 miles of the Camino de Santiago de Compostela in Spain to the burial place of Saint James, and this summer planned to sail in the Gulf of Alaska and cycle for a month in Poland.

Dee Henderson HKSEE and his wife, Mary C., are juggling six children, 32 grandchildren, and two great grandchildren, while Dee’s striving to be the best associate vice provost at UNR, and Mary C.’s running the best church bookstore in Reno.

Jay Madigan MC/MPA and his lovely wife, Marta, live in Columbus, Ohio, where he manages water and waste water projects for mainly public utilities. Employed by Brown and Caldwell and leading the company’s Midwest region business consulting practice, Jay continues to benefit from the lessons learned from his time at HKS. Of all the many adventures and projects in the 20 years since graduation, by far the best have



A ball, a net, and a corner of the quad — the Kennedy School athletics department.

been those involving old and new associates from HKS — starting with an unforgettable year in Poland just after the collapse of the communist government! Hope to hear from old friends anytime.

Roy Norton MC/MPA is Canada’s consul general to the states of Indiana, Kentucky, Michigan, and Ohio, based in Detroit. In 2010 he concluded his second posting to Canada’s Embassy in Washington, DC, as minister (for congressional, public and intergovernmental relations). From 2000–2006 he was president & CEO of Ontario Exports Inc., then assistant deputy minister for international relations in the Government of Ontario, Canada.

Michael Santoro MPA, PHD 1997 was promoted to professor of management and global business at Rutgers Business School. His latest book is *China 2020: How Western Business Can and Should Influence Social and Political Change in the Coming Decade* (Cornell University Press 2009). He also serves as the special business ethics adviser to the Malaria Bednet Dialogue at the Global Business Coalition on HIV/AIDS, Malaria and Tuberculosis. His website is michaelAsantoro.com.

Pierre Spaninks HKSEE has been elected president of the Vereniging van Schrijvers en Vertalers (VSenV), established in 1905 to serve the individual and collective interests of writers and translators in The Netherlands. Pierre works as an independent business writer and communications consultant. He lives in Zwolle with his wife, Karen Spaninks, and their daughter, Emma.

Jie Sun MC/MPA has finished his tenure as senior vice president for China policy at the Hong Kong Securities and Futures Commission and has returned to Beijing to resume his

COURTESY OF LEENA KIRJAVAINEN



Students from the MC/MPA class of 1991 in full swing during a musical evening.



Leena Kirjavainen MC/MPA 1991 learns to be at one with Lotus 1, 2, 3.



Two Zhus (Yong MC/MPA and Wengen MC/MPA) at graduation.



Debbie Prindle MC/MPA 1991 and Sue Williamson, former director of the MPA program, harmonize.



Eating cafeteria food and loving it: Leena Kirjavainen MC/MPA 1991, Sarah Keener MPP 1991, and Karen Foreman MPA 1991.



Michael Brown MC/MPA 1991 and Joel Rehnstrom MC/MPA 1991 entertain.

TOP TO BOTTOM: MARTHA STEWART; COURTESY GABRIELA CANEPA; COURTESY GABRIELA CANEPA

work at the China Securities Regulatory Commission. While his final assignment is yet to be announced, he is actively engaged in the mutual fund related activities, which is one of the fast developing industries in China. He welcomes exchanges with fellow alumni on the subjects of mutual fund regulatory and self-regulatory issues and the latest of the fund industries.

N. Tom Tsai HKSEE writes that after 36 years in the national capital, including 32 years in the federal service from which he retired in 2006, Tom and his wife moved to Palo Alto, California, to join his growing family of grandkids. Other than traveling and writing, he will continue to serve as a mentor to college students as well as teach driving, his passion of the last 20 years.

Juan van Peborgh MPA works in Buenos Aires where he is a Partner at Egon Zehnder International, a global firm specializing in executive search, talent management, and board consulting.

Bennie Wilson HKSEE is senior lecturer in management at the University of Texas at San Antonio, and directs business student learning assessment programs and the online writing lab. Previously, Bennie served, among many assignments, in the Office of the Secretary of Defense; on the Air Staff, the National Defense University as senior research fellow; the National War College; and the Air Force Institute of Technology.

Julian Yulin Yang MC/MPA is vice director general of Asia & Pacific Great Wall Lawyers Alliance and is practicing law internationally. He is also serving the Beijing Arbitration Commission as an arbitrator. Julian is an expert in corporation law and investment. Prior to joining the private sector he worked for one of the Chinese government’s top think tanks, as a diplomat stationed in Europe, and as a customs official. Apart from his professional business, he devotes a lot of time to social charity events and Harvard alumni activities.

1991

Michael Jacoby Brown MC/MPA just published a chapter on “Community Organizing” in *Political and Civic Leadership, A SAGE Publications Reference Handbook*. He continues to explore ways to organize more effective grass-roots groups for social and economic justice. He still lives in Arlington, Massachusetts, (“about 5

miles up Mass. Ave. from the Kennedy School”) with his wife and 11-year-old daughter, and would love to hear from classmates.

Ray Campbell MPA is the executive director of the Massachusetts Health Data Consortium, a multi-stakeholder nonprofit organization that serves as a neutral convener, incubator of social capital, and facilitator of collaboration among Massachusetts healthcare organizations in the fields of healthcare IT, health data and analytics, and healthcare administrative processes. Ray is active in various state and national efforts relating to healthcare reform and modernization.

Elizabeth (Betsy) Davis MC/MPA retired from the U.S. Department of State on September 30, 2010. She was the director of the Youth Programs Division, managing high school exchanges sponsored by the Bureau of Education and Cultural Affairs. She is enjoying an active retirement immensely, wondering how she ever had time to work before. Her year at HKS continues to be one of her favorite years ever.

George Deikun MC/MPA is currently the director of UN-Habitat’s Liaison and Humanitarian Affairs Geneva

Office. He has held the position since retiring from USAID in January 2009. George last served as USAID mission director in India. He welcomes reconnecting with other Kennedy School classmates.

Fabiana Martha Feld MPA is a chief investment officer with International Finance Corporation, developing debt and equity investments in the manufacturing, agribusiness, and services industries in Latin America and Africa. She lives in Washington, DC, with her husband and three boys.

Anita Gupta MPP is a founder of the mobile application development firm, KiwiTech, based in Washington, DC. This innovative company has released over 400 apps with over 2 million downloads and is quickly becoming a thought leader in the mobile space. Previously, Anita and her brothers founded Aptara, now the world’s largest publishing services firm. Anita and her 5-year-old son, Jai, are living in New Delhi and spend summers in New York City.

Marianne Lee MC/MPA has been living in Antigua, Guatemala, for two years with her long time partner Wyllys Terry. They have created a small scholarship program to enable Mayan children to attend school beginning



Edith Stokey, long-time associate academic dean and secretary (second from right) with Gabriela Canepa MC/MPA 1991 (at right) and classmates.



Students take to the stage for the annual talent show.

1993

SALLY BRICE-O'HARA MC/MPA
 AND LITTAUER FELLOW

Uncharted Waters

When you think of the Coast Guard, the image that probably comes to mind is patrol boats scouting the coastline, ready to assist mariners in distress. While search and rescue will always be a primary mission, the United States Coast Guard is part of the armed services and a federal law enforcement agency with duties ranging from disaster response to preventing maritime terrorism.



Nobody knows the complexities of the Coast Guard's work better than Vice Commandant Sally Brice-O'Hara MC/MPA 1993, second in command at the agency. Brice-O'Hara credits her year at the school with helping her prepare for advancement in a largely male-dominated organization, because while a student, she was introduced to cultural differences that bridged gender, ethnicity, and race.

She also observed what was for her a cultural sea change in the classroom, where group participation and Forum discussions trumped the authority-based teaching style she was used to. Since assuming her new role, in May 2010, Brice-O'Hara has endeavored to create an environment where these elements, especially inclusiveness, can flourish. "I'm a people person," she says. "I would classify myself as someone who has always wanted to help others and to use my position as wisely as possible. It's not about me and my stature; it's all about how I enable other Coast Guard men and women to be as successful as possible in their careers."

In addition to managing a force of 42,000 active-duty members, 8,000 reservists, 8,000 civilian employees, and 30,000 Coast Guard Auxiliary volunteers, Brice-O'Hara oversees day-to-day business at Coast Guard headquarters in Washington, DC, focusing primarily on policy and resources. "Until the economy rebounds, it means less discretionary funding," she says. "I devote a great deal of time to finding efficiencies and making very difficult decisions about where best to spend the service's next dollar."

In the Coast Guard, every dollar is needed to sustain frontline operations and to recapitalize its assets. When environmental and natural disasters strike in

the nation's maritime regions, the service is often first to arrive on the scene. The Deepwater Horizon oil spill, Mississippi flooding, and the earthquake in Haiti (a country of national interest, which the Coast Guard's cutters reached quickly when diverted from Caribbean drug patrols) are three recent large-scale incidents in which the Coast Guard played a key role.

"Life in the Coast Guard brings a highly unpredictable daily schedule because of the nature of our responsibilities," says Brice-O'Hara. Since 2003, the agency has been part of the Department of Homeland Security, with post 9/11 duties adding to its maritime security operations.

One of the many enjoyable aspects of her job is managing the Coast Guard's flag officers and senior executive service civilians. She is actively engaged in hiring decisions, evaluations and awards, and their professional development. In addition to mentoring a wide range of women and men, she often advises the service's HKS applicants and students, writing recommendations and offering ideas for research topics.

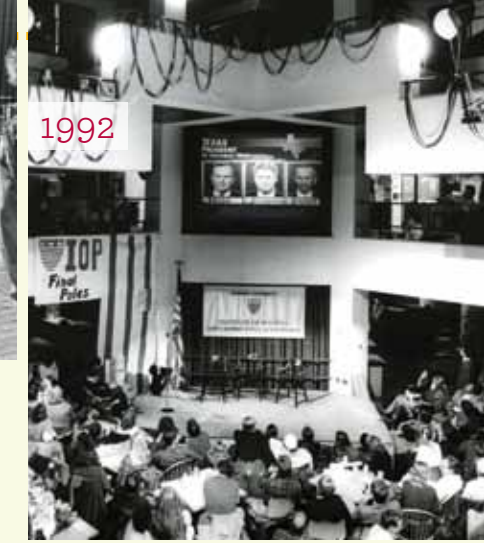
Ultimately, Brice-O'Hara hopes her success can be a model for others interested in following the same path—in any organization. "You become a more capable leader when you have greater knowledge," she says. "Leaders are better at what they do once they've seen how others may not have done as well. For example, some of the HKS case studies showed how initiatives faltered and didn't necessarily achieve the expected outcomes. Fortunately, I learned from the best. I am very pleased that the Coast Guard gave me the opportunity to attend and continues to send promising officers to HKS." ❖ LS



1992 Part of the "American Issues 1992" series included a Forum on the auto industry and the American economy.



1992 Students at the school have a tradition of activism. A diversity demonstration in April 1992.



1992 More people than balloons in the Forum on election night 1992 (above and top).

in the pre-school level. Rural Mayan children often don't speak Spanish, using only their local dialect, and are not allowed to go to school without being fluent in Spanish. A bit of a Catch-22 intended by the Government here. They were looking forward to attending the May 2011 class reunion.

Carol Martin MC/MPA is the CTSC program manager of the Harvard Catalyst Program for Faculty Development and Diversity (PFDD) in the NIH-funded Clinical and Translational Science Center (CTSC) at Harvard. The PFDD emphasizes the recruitment and retention of a diverse clinical and translational workforce as a top priority throughout Harvard Catalyst governance, programming, training, and resource allocation.

Mela Martorano MC/MPA has extended her search services at CIPHER Partners to include not only corporate positions in sales, human resources, and technology, but also to the healthcare industry, where she has placed those with clinical backgrounds at director level and above.

Meryl Moss MC/MPA is the chief operating officer for Coastal Medical, a large primary care group in Rhode Island. Coastal is leading the effort in transforming primary care from an episodic model of care to a patient-centered medical home. Rhode Island is seen as an incubator for new ideas in the delivery of primary care, and Coastal Medical is at the center of that innovation and experimentation.

Joyce Newstat HKSEE is the CEO of Rocket Science Associates. She is the former director of public policy for San Francisco Mayor Gavin Newsom and was the director of policy for California Attorney General Kamala D. Harris's transition team. As a veteran of both the LGBT and Women's Rights movements, she has led many campaigns and public policy initiatives, including being the chief policy advisor during Mayor Newsom's marriage equality initiative in San Francisco in

2004. She lives in San Francisco with her spouse, Susan Lowenberg, and their 16-year-old daughter, Ruthie.

Leslie Oringer MCRP is the mother of four very dynamic, very active kids, ages 6 to 14. She's approaching the 10-year anniversary of working full-time at MITRE Corporation in Bedford, Massachusetts, conducting risk management on large government defense and IT programs. "Yoga addict—must have daily fix of hot power yoga. Intermittent contact with **Kristen Phillips** MPP 1991, **Regina Mayor** MPP 1991, and **Diane Gardner** MPP 1992."

Sally Peabody MC/MPA is currently a niche-travel consultant for adventurous independent and small group travelers to Paris, the Pays Basque, and to Istanbul and beyond. She writes for *Bonjour Paris*, *Travellady*, *Chocolate Atlas* and for her blog "Enjoying Paris Off The Beaten Path." When not traveling, she resides in Medford, Massachusetts, with her beloved husband, Rand.

Richard Shaw MC/MPA, in addition to his business interests, is past president and current board member of the Arizona Historical Society. He is writing a history of western livestock brands and enjoys supporting several public interest activities.

Barry Sloane MC/MPA writes, "After a decade living in Rhode Island, we have happily moved to Brookline, Massachusetts. My wife, Candace, is now reverse commuting to her work on the Brown Medical School Admissions Committee, my three sons have transferred to Milton Academy, and I now finally live and work in the same state. I have just celebrated my seventh anniversary at Century Bank, and Gov. Deval Patrick has appointed me to the commission to assess the feasibility of a state bank. I would be grateful to hear from others who have studied the same question elsewhere."

Jim Walsh MC/MPA is a legislative liaison with the Pennsylvania Fraternal Order of Police in Harrisburg, Pennsylvania. Jim lobbies state legis-

latures for the largest police union in Pennsylvania and the United States. Jim retired from the U.S. State Department in 2001 as a special agent in the Diplomatic Security Service, having served tours in the New York, Washington, South America, and the Middle East. Since retirement, Jim has additionally operated a consulting business dealing in computer forensics.

1992 | reunion

Robert Carey HKSEE continues to handle class actions, and remains in Phoenix with his wife, Gretchen, and two children, Holland, 6, and Cooper, 5. His current cases include In re Toyota Sudden Unintended Acceleration case and In re NCAA Student-Athletes case, which seeks to prevent unauthorized use of collegiate athletes' images. After an eight-year layoff, Rob recently resumed teaching and will serve as an adjunct professor next year at Arizona State University's College of Law.

Havi Echenberg MC/MPA is an analyst with Canada's Library of Parliament in the Social Affairs Division. Most recently, she has been working with the House of Commons Standing Committee on the Status of Women, after a three-year stint with the Senate Committee on Social Affairs, Science and Technology.

Juliette Fay MPP reports her latest novel, *Deep Down True*, came out in January. Her first, *Shelter Me*, was named "One of the 10 Best Works of Fiction" in 2009 by the Massachusetts Center for the Book, an affiliate of the Library of Congress. ("That makes it government-related, right?") Her website is juliettefay.com. She lives in Wayland, Massachusetts, with her husband, Tom, and their four children, Brianna, Liam, Nick, and Quinn.

Clara Fon-Sing MPP joined NBC News as vice president of archives sales and strategy. She was previously with BBC Worldwide heading their New York footage licensing divi-

sion, and prior to that was based in Paris in charge of international development for the French public television archives. One of her particular areas of interest is the impact of news and documentaries on social change. Clara lives in New York City with her husband and son.

Pennington Geis MC/MPA, learning new skills for retirement, spent the year exploring options: volunteering on boards and committees, dancing, hiking, and rafting in the Costa Rican cloud forest, clamming off the Massachusetts coast, voyaging in an 82' staysail schooner through the challenging March seas off the California coast, and indulging and honing her zest for photography. She welcomes ideas and coconspirators for adventures that make a difference.

Moses Kibirige MC/MPA is a senior private sector development specialist with the World Bank, based in Kampala, Uganda, his home country,



1993
Sam Bacote MPA 1995 and a student at the Graham & Parks School.

managing the challenges of the private and financial sector development. Previously, Moses was the executive director of DFCU Bank, CEO of DFCU Limited, a development financial institution which was later merged with DFCU Bank; a senior officer in the International Finance Corporation, based in Nairobi, Kenya; and a manager of projects appraisal and implementation at Uganda Development Bank.

Marjorie Kline MC/MPA will teach Ethics in Communications and Public Relations this summer at George Washington University in Washington, DC. Last fall Marjorie proudly introduced Marvin Kalb, her former professor and the Edward R. Murrow Professor Emeritus at HKS, when he was honored as the recipient of the 2010 Public Service Award by the Harvard Club of Washington.

Jim McShane MC/MPA is the vice president for public safety at Columbia University. He is turning 60 this year. He is looking forward to next year's 20-year reunion and looks forward to hosting a commemorative S.C.U.M. Meeting for prospective and former members. "Mark your calendars accordingly!"

Pushpendra Rai MC/MPA is completing a two-year tenure in Singapore, where he headed the Asia-Pacific office of the World Intellectual Property Organization. With his wife, Sudha, he is headed back to the Geneva, Switzerland, headquarters of WIPO. Pushpendra and Sudha used this opportunity to travel through the region, exploring its beauty and rich heritage. They also sampled the vibrancy and deeply professional environment of Singapore—the squeaky clean and green city of the 21st century.

1993

George Bresnick MC/MPA works in Guanajuato, Mexico, with local public health authorities implementing a telemedicine-based Prevent Blind-



1993
Second-year MPP students have a laugh at PAE's expense during the talent show.

ness from Diabetes Program for people in Seguro Popular, a national health insurance scheme developed for Mexico's poor by HSPH dean, Dr. Julio Frenk. George is based in St. Paul, Minnesota, and divides his time between family there and collaborations with UC Berkeley faculty in the Bay Area. He is medical director of Vision for All and of a California-based telemedicine company, EyePACS LLC.

Suzanne Calzoncit Duda MPP is director of government relations for Healthways, a global provider of science-based solutions that improve well-being, enhance business and human performance, and reduce overall healthcare costs. In previous roles she served as a director at Avalere Health, a government healthcare executive at Electronic Data Systems, and a presidential management intern at the Centers for Medicare and Medicaid Services. She and her husband, Jim, live in Alexandria, Virginia, with their two daughters, Jamie, 5, and Taylor, 3, and they are eagerly awaiting the arrival of their son in July.

Walter Earle HKSEE continues in the Office of the Secretary of Defense at the Pentagon. He is currently the principal director for western hemisphere affairs in the Policy Office. Walter and his wife, Stella, will celebrate their 40th wedding anniversary at their 40th Harvard undergraduate reunion (class of 1971) in September 2011.

Mark Feldman MPA is founder and managing director of Cause Consulting, a corporate responsibility strategy firm focused on strengthening business and impacting society. He loves being a social entrepreneur and advising global companies on philanthropy, environmental sustainability, employee engagement, and strategic communications. Each weekend Mark, his wife Nikki Korn Feldman, and their four kids can be spotted taking adventures in and around Boston.

Tom Hughes MC/MPA, formerly the chief information officer of the Social Security Administration, is currently a partner in CSC Corporation's federal consulting practice. Tom is focusing on strategy and technology transformation consulting in the federal, civilian, and commercial health care markets.

John Mecklin MC/MPA is the editor in chief of *Miller-McCune*, a print magazine and allied website that focus on research-based solutions to significant national and international public policy problems. Because the magazine is based in Santa Barbara, California, he, his wife, Nina Dunbar, and their two children, Dunbar and Hali Mecklin, "are required to endure the constant rigors of life on the American Riviera."

Ian Simm MPA is the founder and chief executive of Impax Asset Management, an investment management firm focusing on alternative energy, water, and waste markets. Impax, which has about US\$3.5 billion under management and offices in London, Hong Kong, and Washington, DC, has been investing in listed and private companies around the world since 1998. Previously Ian was a consultant with McKinsey & Company.

Joseph Tomain HKSEE is the dean emeritus and the Wilbert & Helen Ziegler Professor of Law at the University of Cincinnati College of Law. He has taught in the area of government regulation for over 30 years, and within that field he has concentrated on energy law and policy. He has published widely on the topic, and his most recent book is *Ending Dirty Energy Policy: Prelude to Climate Change*, out this summer from Cambridge University Press.

Edward Bower "Bo" Warburton MPP is CEO of Supai Systems, a software company in the field of enterprise content management and knowledge management. Previously he was COO of a dotcom and an Internet thousandaire. He lives in Las



1993
Strolling to the line during the Dirty Water 5K.

Vegas with his wife of 20 years and three children, the oldest of whom was born the day before Bo started his second year at HKS.

Gwen Young MPP has recently begun a position in Dakar, Senegal, as country director for Africare. Her work includes providing community health training, health financing, and agricultural development activities in southeastern Senegal. She lives in Dakar with her two-year-old son Xavier. Gwen has spent over 17 years in development and humanitarian assistance, most recently working with the Bill & Melinda Gates Foundation as a policy and advocacy officer for agricultural development issues.

1994

Peter Boynton MC/MPA was reappointed by Connecticut Governor Daniel Malloy as the commissioner of the Department of Emergency Management and Homeland Security, responsible for disaster response and counter-terrorism. Peter was appointed by Governor Jodi Rell in 2009, after serving 28 years in the Coast Guard, and as a director on the White House National Security Council staff. He is on the board of directors for the Military Officers Association of America and chair of the Connecticut Pilot Commission.

Phuong Hue Dang MPP returned to work full time in 2008 as head of Asia for the Association of Certified Anti-Money Laundering Specialists (ACAMS). She was certified as an AML specialist by achieving the CAMS (Certified Anti-Money Laundering Specialist) credential in March 2009. As head of an organization focused on training professionals in anti-money laundering and counter-terrorism financing, she enjoys tremen-

MARSHA STEWART

dously working towards her vision and mission of educating everyone on the fight against money-laundering and terrorist-financing.

Joseph Garcia HKSEE reports that after thoroughly enjoying the previous four-and-a-half years serving as president of Colorado State University-Pueblo, Joe was asked to join the gubernatorial campaign of Denver Mayor John Hickenlooper. John and Joe were elected in November, and Joe now serves as lieutenant governor and as executive director of the Colorado Department of Higher Education, the first time a lieutenant governor has headed an executive department while also serving as a statewide elected official.

Candace Havens MC/MPA is director of planning and development for the City of Newton, Massachusetts, where she oversees development of affordable housing, economic development initiatives, historic preservation efforts, as well as current and long-range planning for the city. She recently traveled to Cuba to study the relationship between public health and the built environment. She lives in Newton with her husband and enjoys spending time with her three girls.

John Hlinko MPP is the founder and leader of "Left Action," an online network of over 1 million progressive activists. His first book, *Buzz 2.0*, on viral marketing, will be published in January. John and his wife, Leigh Stringer, an architect with HOK, recently welcomed their second child, Alexandra Grace, joining 5-year-old Katherine Rose. They are currently splitting their time between Washington, DC, and New York, but moving full-time to New York City in the next few months.

Diara Holmes MPP is a tax partner in Caplin & Drysdale's exempt organizations practice group. She lives in Chevy Chase, Maryland, with her husband, Damon Jones, and their two children, Miles (6) and Maya (4).

Karin Kimbrough MPP is in New York City at the New York Federal Reserve, focusing on risks to financial markets. When she isn't thinking about what can go wrong (again), she's seeing the brighter side of life with her husband and two sons.

Chiboli Shakaba MPA is the director of administration in the office of the deputy prime minister and Ministry of Finance in Nairobi, Kenya. Previously, Chiboli was deputized for the permanent secretary in the then Ministry of Lands and Housing. He is a board

member of the Kenya National Examinations Council and the Nzoia Sugar Company.

Gary Stahl MC/MPA is currently the UNICEF representative in Chile, where he splits his time between the office and his twin daughters Julia and Patricia, who turn two in May.

Michael Bob Starr MPP was chosen to serve as a Military Fellow at the Institute for Defense Analysis in Arlington, Virginia. Recently selected for promotion to colonel, he will move with his family to Fairfax, Virginia, in the summer of 2011.

1995

Aaron Caughey MPP recently became the department chair for obstetrics and gynecology and director of the Center for Women's Health at Oregon Health & Science University after eleven years at UCSF. Aaron, his wife, Susan, and their children, Aidan, Ashby, and Amelie, also welcomed the family's first native Oregonian, Atticus. Aaron is grateful for his Kennedy School training as he interacts with the state and NGOs to impact the health and welfare of women and children across Oregon.

Ross Warren Cornelius HKSEE is developing affordable mixed-use housing projects in Portland, Oregon, and the Northwest. His projects combine public and private financing with the housing mission of community based nonprofit organizations. Projects underway include an intentional, intergenerational community focused on adoption of hard to place foster children and new purpose for seniors; a new facility for a recovery group including alcohol and drug free housing; and preservation of affordable housing for elderly and disabled residents in downtown Portland.

Vidal Garza Cantu MPP, PHD 2000 joined FEMSA Corporation in 2007 to design and start-up its corporate foundation. Today FEMSA Foundation is consolidating alliances and projects aimed to solve the challenges of water resources sustainability in Latin America. He recently joined efforts with Mark Rosenberg of Taskforce for Global Health to eradicate water related diseases like trachoma in 12 communities of Chiapas, Mexico. Vidal continues to teach Public Policy Analysis passionately at the EGAP in Monterrey Tech.

Avel Louise Gordly HKSEE is an associate professor of black studies at Portland State University. She has received numerous awards for her

work on behalf of many organizations, including the Black United Front, Portlanders Organized for Southern African Freedom, the American Friends Service Committee, the Urban League of Portland, and the House of Umoja. Her memoir, *Remembering the Power of Words*, was published by Oregon State University Press in March 2011.

Eddy Purwanto MC/MPA is a deputy for public governance in the Republic of Indonesia's Vice President's Office, facilitating and coordinating national bureaucratic reforms. Previously, Eddy was CEO for Surabaya-Madura



1994
Safety in numbers in a Taubman study area.

Area Development Agency, COO for Aceh-Nias Rehabilitation and Reconstruction Agency after the 2004 Indian Ocean Tsunami disaster, a senior policy analyst at the Coordinating Ministry for Economic Affairs, served in various posts within the Ministry of Public Works, and worked for eight years in the private sector. Eddy lives in Jakarta, Indonesia. Experienced in disaster management and large-scale project management, he advises government and donor agencies at many disaster areas.

Edward (Ed) Rainey Renwick MPP/JD worked in Chongqing, China, with a state-owned battery factory after graduation, helping it adapt to the economic reforms. He then moved back to Los Angeles where he worked at the Boston Consulting Group before joining the Yucaipa Companies, a \$5 billion private equity firm. Ed now runs Yucaipa's non-U.S. based investing. He married Dehua ("Wah") Chen in 2001 and

now has three girls, ages 5, 3, and 4 months.

Ferdinand Swai MC/MPA retired as the CEO of Kibaha Education Center in Tanzania in March, after a very successful 17-year career. Much of the rest of his time will be spent in consulting and traveling with his wife, Rose, visiting with friends around the world.

Mike Walker MPA, **Emily Norton** MPP, 1995 and **Jane Wiseman** MPP, 1991 have been helping numerous government and nonprofit clients



1994
A Night at the Apollo.



1995
Earth Day cleanup along the banks of the Charles River. Elizabeth Sturcken MPP 1996 and Mary Kay Gugerty MPA 1993.

effect large-scale human behavior change. ("Sadly, their own behavior hasn't improved much!") Their firm, Beacon Consultants Network, creates programs, campaigns, products, and services that influence the decisions people make and the actions they take. Clients include the EPS, the HHS, The Pew Charitable Trusts, Chautauqua Institution, and the Environmental Defense Fund.

1996

Geraldine Acuna-Sunshine MPP currently lives in Boston with her husband, Gabe Sunshine, and kids Teddy, 7, David, 5, and Sophie, 2. She works at Bracebridge Capital where she served as counsel specializing in trading/derivative counterparty negotiations and documentation. She remains active at HKS where she serves on the Dean's Alumni Leadership Counsel and also on various alumni committees for Harvard College. Please contact Geraldine when you are in the area. She loves reconnecting with classmates and other HKS alumni.

University of New Mexico and the College of Southern Nevada. She lives in Las Vegas, Nevada, with her husband, Richard Boulware, and their three children. She recently traveled as part of the NDI delegation to monitor elections in Nigeria.

Bridgett Chandler HKSEE joined Camp Fire USA as chief executive officer of the Puget Sound Council in January of 2011. Camp Fire USA celebrates over 100 years of youth development activities where boys and girls learn to appreciate themselves, each other, and the natural world. She served four-and-a-half years as the executive director of communications for Seattle Public

States or working in an international field could use an intern, please contact her.

Andrew Lee MPP was named a Young Global Leader by the World Economic Forum, which each year selects up to 200 outstanding young leaders under the age of 40 from around the world for their professional accomplishments, commitment to society, and potential to contribute to shaping the future of the world. Currently Andrew is vice president for new businesses at Aetna Inc., and he is the former executive director of the Harvard Project on American Indian Economic Development at HKS. He is among 190

a graduate program in public management. From 1999 to 2005 Blanca was the first ombudsman for the city of Neuquén.

Azzie Young MC/MPA is president and chief executive officer of Mattapan Community Health Center, a Boston-based, private, nonprofit comprehensive health organization. As a result of growth and innovations, Mattapan Community Health Center has construction underway for a new \$32 million health center facility, with completion scheduled for spring 2012. This community and economic development project will transform an entire Boston neighborhood by improving access to health care and



"It lived up to the expectation and more," says Dwight Hatchett MC/MPA 1996 (above, center). "Week after week after week of the world leaders coming in and taking questions directly from the audience. It was a learning experience you couldn't replicate anywhere." Photos from Dwight's year.

Richard Bejtlich MPP is chief security officer and security services architect with Mandiant Corporation, based in Alexandria, Virginia. In his new position, which he accepted in March, Richard will help defend Mandiant from digital threats while expanding services provided to the company's customers. Richard most recently served as director of incident response for General Electric where he built and led a team of 40 analysts to detect and respond to hackers and other intruders.

M. Jane Brady HKSEE, after serving 11 years as Delaware's attorney general, was appointed to the Superior Court of Delaware, a court of general jurisdiction, handling felony criminal and major civil litigation. She is sitting in Wilmington, Delaware. Recently Jane and her husband adopted a four-year-old boy, Trent, who has been living with them for most of his life. Parents and child are doing fine!

Nancy Elizabeth Brune MPP is a senior policy analyst at Sandia National Laboratories, working on issues of energy security, national security, climate change and its human impacts, and the smart grid. She also teaches classes on business, politics, and society at the

Schools, the largest school district in the state of Washington. In 2010 Bridgett lost Bear Silverstein, her beloved husband of 17 years, to brain aneurysms. She and her 10-year-old daughter live in West Seattle where West Seattle Cellars wine shop still thrives!

Patricia Davis MC/MPA has returned to Washington, DC, after almost six years in Qatar where she worked for Her Highness Sheikha Moza, wife of the emir and chair of Qatar Foundation. She also led the communications effort on a multi-billion dollar medical center project and consulted on Qatar's K-12 education reform. Being immersed in another culture was a life-changing experience for which she is extremely grateful. Pat continues to consult on projects in the Arabian Gulf.

Maj Fischer MPP and husband, Hugh, moved back to Madison, Wisconsin, last year after a seven-year hiatus that took them around the world for employment and adventure (Fiji and Denmark). They love being back in Madison, especially with all the recent political activity. Maj returned to UW-Madison's Division of International Studies as director of a new international internship program. If anyone outside the United

States or working in an international field could use an intern, please contact her.

Frédérique Lehoux MPP is happily settled in the Fiji islands where she works for the Secretariat of the Pacific Community (SPC). Her role is to support governments of Pacific island countries to address natural disasters and climate change issues. With her partner, Christian, she has two boys: Yann, 7, and Leo, 3—both enrolled at the International School in Suva.

Tatsuhiko Takashima MPA is a rear admiral of the Japan Maritime Self Defense Force (JMSDF) and vice president of JMSDF Staff College in Tokyo. His previous assignment was as commander of Submarine Flotilla 2 in Yokosuka, and director of planning and international policy division, J5, Japan Joint Staff. He welcomes those interested in maritime security issues to drop into his school and discuss with his researchers.

Blanca Tirachini MC/MPA is a university professor, teaching and researching at Universidad Nacional del Comahue in Neuquén (Patagonia, Argentina). She has been designing new academic programs, such as an undergraduate degree in human resources for public services and also

creating over 200 construction and permanent jobs.

1997 | reunion

Harv Forsgren HKSEE is a regional forester with the U.S. Forest Service in Ogden, Utah. He is responsible for managing over 31 million acres of national forests in Utah, Idaho, Nevada, and Wyoming. The primary focus of his work is improving livestock and off-road vehicle management and addressing forest health and fire issues in an era of climate change. Harv has also played a prominent role in redesign of the agency's human and information resource programs. He is currently directing substantial energy to transformation of the agency's safety culture.

Yasukazu Fuse MC/MPA has recently published his fifth book, *Encounters with Another Dimension*. "Quite recommendable for those who are interested in such phenomena as UFO, prophecy, and other supernatural happenings. However, it's written in Japanese." He only hopes that someday you'll be able to experience *Another Dimension* by reading it.

Peter Hatch MPP is state director for U.S. Senator Kirsten Gillibrand (D-NY). He and his wife, Hilary, live in



Lobbying for improved recycling, students get creative with cans and bottles.

New York City with their daughters Veronica, 4, and Beatrix, 1.

Michael Jandl MPA works as a research expert for the United Nations Office on Drugs and Crime in Vienna. He is married and has two sons, ages 4 and 8. Looking out for a change in latitude, he would like to hear from other HKS colleagues working for the UN around the world to get connected, exchange experiences, and network.

Thomas Matsel MC/MPA was recently promoted to the rank of colonel in the U.S. Army. Tom is the deputy commander, 1 BCT, 10TH Mountain Division. He recently returned to Fort Drum, New York, after the brigade's 12-month deployment to Regional Command-North in Afghanistan.

Heather O'Neill MPP is a program officer with the Robertson Foundation in New York, working primarily within the foundation's environment portfolio, with a focus on climate change as well as land and marine conservation. Heather, her husband, **Scott Coleman** MPP 1997, and four-year-old son, Miles, welcomed their second son, Ellis Isaac Coleman, in May 2010.

Luis Rotaecche MC/MPA is leading a team at the Argentine Institute of Energy responsible for developing new strategies and a legal framework for renewable energies in Argentina.

Students unfurl a flag from the top of the Taubman building in support of gay rights.



COURTESY OF DWIGHT HIGGINS



Students help serve dinner at Rosie's Place.

Their work is based on the experience in other countries such as Germany, Spain, and the United States (specifically Texas).

Suzanne Sheldon MC/MPA is director of the Office of International Migration, Bureau of Population, Refugees and Migration, at the Department of State. Her office leads the department's efforts in multilateral diplomatic forums on issues pertaining to international migration policy, and also implements foreign assistance programs to aid the world's most vulnerable migrants. She lives in Washington, DC.

Andres Vinelli MPP, PHD 2002 and his wife, Ana Corbacho, welcomed Lucas Vinelli to their family on January 14. Both parents and his sister, Lara, are delighted with the new addition to the family.

1998

Steven Anlian MC/MPA is the director of program development for Technologists Inc. (Ti), a design-build firm based in Washington, DC, with a focus on post-conflict and post-disaster environments. Presently Ti is constructing facilities in Afghanistan as part of the U.S. government's ongoing transition process. And in Haiti, where Ti is rehabilitating an important road damaged in the 2010 earthquake, Steve, after a recent trip there, is developing innovative solutions to Haiti's long term recovery.

Amie DeHarpporte MPP is a faculty member in the social studies department at The Blake School in Minneapolis, teaching Moral Issues, World Cultures, and Gender Studies. She has been teaching at Blake for ten years, since she left as director of LearningWorks, the nonprofit organization she started after graduating from the Kennedy School. She and her partner, Jason, have four children between the ages of five and ten.

John Kenagy MC/MPA continues to help healthcare organizations provide more and better care at continually lower cost. His book, *Designed to Adapt: Leading Healthcare in Challenging Times*, was recently named 2011 Book of the Year by the American College of Healthcare Executives (ACHE). In awarding the 2011 James A.

Hamilton Book of the Year Award, ACHE said, "Dr. Kenagy outlines a set of methods, skills, and tools of patient care by cultivating adaptability into the everyday work of the organization and its people."

John Landry MC/MPA recently completed his eighth year as planned giving director with Bethesda Hospital Foundation in Palm Beach County, Florida, recently finishing a \$100 million goal campaign. John also enjoys teaching courses in theology or nonprofit administration as adjunct faculty with Barry University. John was recently elected as the incoming president of the Palm Beach County Planned Giving Council and lives in Lake Worth, Florida.

Charles Mannix MC/MPA, retired colonel of the U.S. Air Force, serves as associate dean and COO of Dartmouth Medical School in Hanover, New Hampshire, and has a private law practice in Vermont. "Activities include: hiking, fishing, camping in northern Vermont, Maine and Nova Scotia, Canada. Building foundation to assist special needs children and their families."

Shana Montesol Johnson (Soldwisch) MPP is a certified executive and career coach who helps international development professionals chart a course toward careers they love, that make an impact, and allow them to have a life outside of work. She recently launched a blog on these topics at *developmentcrossroads.com*. Previously, Shana worked with PwC and IBM in Washington, DC, as an organizational development consultant to public sector organizations. Based in Manila, Philippines, since 2004, she works with coaching clients globally via Skype and consults to the Asian Development Bank.

John Moss HKSEE currently serves the commander Submarine Forces as the deputy director for submarine program requirements and warfare development in Norfolk, Virginia.

Sanford "Sandy" Pooler MC/MPA is newly appointed as the finance director for the Town of Amherst, Massachusetts. Previously he had served as

1998



Service Day at an area home for the elderly.

the chief administrative officer for the City of Newton, Massachusetts.

Daniel E. Sosnowik MC/MPA was recently tapped to head the Leadership Training Section within the NYPD Training Bureau. In that role, he manages and develops curricula and training programs for the 10,000-plus supervisors and executives within the nation's largest police agency. "Training the leaders of 'New York's Finest' requires consistently delivering the finest training," says Sosnowik, "and we're always developing new methods and ideas for helping law enforcement professionals navigate the challenges of the 21st Century."

1999

B. Dan Berger MPA writes, "On Friday, April 8, a 1999 MPA mini-reunion took place in Arlington, Virginia at Ireland's Four Courts Pub (shocker). In attendance were: **Mike Shinners** who was in from Hawaii, **Joe Mulligan** who flew in from Boston; and from the Washington, DC-area were **Eileen Parise**, **Stan Coerr**, and **Dan Berger**. Numerous other local classmates were invited but were unable to attend the Irish hops-infused gathering."

Stanton Sears Coerr MC/MPA is a GS-15 working for the Marine Corps in the Pentagon. He was recently selected for colonel in the Marine Corps Reserve, and was also accepted to begin a PHD at Oxford. He and his wife, Kimberly, have three boys and live in McLean, Virginia.

Charles Davis MPP, newly promoted colonel, left the U.S. Embassy in Zagreb, Croatia, where he ran the Office of Defense Cooperation for three years, responsible for all the security assistance the Departments of Defense and State provide to the United States' newest NATO ally. Charles relocated with his family to Berlin, Germany, where he will take over as Army attaché in the U.S. Embassy.

Haim Dror MC/MPA founded HUMINT Solutions in 2003, which provides strategic consulting for business. Haim's unique 'Think Intelligence' methodology and tools, focuses on building unique 'human networks' in order to manage invisible business

knowledge by identifying ‘people who don’t know that they know.’ Previously, Haim was a senior counterterrorist intelligence expert

Sergio Espejo MPP is former minister of transport and telecommunications of Chile. He practices law and lectures in public policy at Universidad de Chile. Sergio is also engaged in public interest issues both as a pro-bono lawyer at Public Interest Foundation and as a founder of *porquechile.cl*, a digital platform that encourages citizen involvement in public issues. He is a “weekend guitar player” and is studying to become a glider pilot.

Michael Fenzel MC/MPA and **Lisa Campeau-Fenzel** MC/MPA are proud to announce the arrival of their fourth child, a little girl named Ellie, on March 11, 2011. Mike and Lisa are living in El Paso, Texas, and expect to move to North Carolina in the coming year where Mike will assume com-

power sectors. Josh and his wife, Sue, live in Southern California with their three children: Logan, 7, Lina, 7, and Aidan, 5.

Colin Rule MPP writes, “I’ve just left eBay/PayPal after serving seven years as their first director of online dispute resolution, and now I’ve started a new company, *modria.com*, building online resolution systems like *ebaycourt.com*. Also doing work with UNCITRAL’s new Working Group on global consumer protection. My wife, Cheryl, just finished her first cookbook (check out her food and photography blog at *5SecondRule.typepad.com*) and my boys are 12, Andrew, and 10, Alex. I hope everyone is happy and well!”

Cynthia Tin-Oo MC/MPA and her husband, Dan, moved to Santa Barbara, California, in November 2011 after Dan retired from CDC in July. They both love living in a new place and are enjoying the warm weather

Board of Governor’s Examining Committee. He currently serves as vice-chair for educational standards. He also recently cofounded the nonprofit Faces of Freedom Flag. The flag, comprised of photos of current active-duty military, is a monument to living troops and a means to raise funds to support the families of the deployed. More details at *FacesofFreedomFlag.com*.

2000

John Beatty MC/MPA is retired from the NYPD’s legal division where he was a supervising attorney. He is beginning his third year at the law firm of Kramer, Dillof, Livingston & Moore in New York City. John litigates significant medical malpractice matters and serious injury and accident cases. This year he assisted the firm in obtaining a \$40 million dollar verdict on behalf of a construction worker struck by a utility vehicle. John



Painting in the public service.

erty. Since HKS, Janice completed a doctorate in health policy from Harvard’s GSAS. Her children, who were in junior high and pre-school when at HKS, are now in college and junior high respectively.

Joel Cusker HKSEE is currently serving as the director of the Joint Staff, Joint Force Headquarters-Montana. Previously Joel was assigned as the officer in charge of the Central Corps Advisory Group responsible for the development, training, and deployment of the Afghanistan National Army in support of Operation Enduring Freedom.

Richard Doeg MC/MPA writes, “Warmest greetings to my HKS classmates. My wife, Julia Koster, and I are still in Washington, DC, where last year we went to every inaugural party we could get to through the snow. Julia is director at the National Capital Planning Commission, which oversees federal lands in the Washington area. My own career continues to be enriched on the faculty of John Hopkins University. I teach economic policy to MPP candidates at the School of Advanced International Studies in Washington. Economics is now more fun and challenging than ever. Teaching is a great gig: nine months in the nation’s capital, a great city, are followed by three summer months teaching in Italy or Finland—or by just hanging out on the Maine coast. Come and see us!”

Daina Dravnieks Apple HKSEE, a natural resource economist with the U.S. Forest Service and senior staff assistant to the deputy chief for research and development, advises on emerging issues likely to affect Forest Service R&D. She works with national science organizations, the White House Office of Science and Technology Policy, other federal

also teaches trial advocacy at Fordham University Law School. He and his beautiful wife, Whitney, have happily hosted many HKS family member dinners and look forward to continuing, so please call him when in town!

Clayton Bond MPP is on a leave of absence from the U.S. Foreign Service, while accompanying his spouse, Ted Osius, and their dog, Sam, in Jakarta, Indonesia. Clayton has been writing essays and articles, some of which have been accepted for publication in the *Foreign Service Journal*, the *Asheville Citizen-Times*, and *The Kayon*. He maintains two blogs, “Diplo Concierge” and “Jakarta Journal.”

Janice Cooper MC/MPA became the project lead for mental health for the Carter Center in Liberia in 2010. She joined the Carter Center in her native Liberia after five years at Columbia’s Mailman School of Public Health’s National Center for Children in Pov-

and biking. She wants her classmates to contact her if they will be coming near her city. Cynthia has been going back to Burma at least twice a year with a short-term consultancy work for local nonprofit organizations. She and other alums organized the first HKS Burmese Mason Alumni get-together meeting in Chiang Mai, Thailand, in November 2009 and are hoping to have the second one this year.

Athie Tschibelu MC/MPA is a French professor with the French Cultural Center, Alliance Française of Boston. Previously Athie was a passenger services manager with Amtrak in Boston. Currently Athie is exploring all employment opportunities in the transportation industry and would appreciate any indication of potential opportunity.

James Vaughn MC/MPA was reappointed by Governor Arnold Schwarzenegger to the California State Bar



Students gather for an evening event at Swanee Hunt’s home.



Hitting the right note at the Black Arts Festival.

mand of a Brigade Combat Team in the 82nd Airborne Division.

Veronica Loewe MC/MPA is a project leader with the Chilean Forest Institute (INFOR), managing R&D projects that look for a further development of forestry, especially in fields of diversification, high-value timber production, and SME’s commercialization challenges. She also works as a consultant at a national (private companies) and international (European Union) level, and is a lecturer at the Catholic University of Chile. Veronica lives in Santiago, Chile, with her husband and two teenagers, Caterina and Simon.

Josh Olazabal MPP works in portfolio management for investment firm PIMCO where he covers energy and real estate fixed income and equity securities. Previously Josh was a management consultant with McKinsey & Co. where he specialized in the natural gas pipeline and electric



2001
Old habits die hard. Television journalist Moshe Arenstein MC/MPA 2001 chronicled his year at HKS on film.

research agencies, and is designated federal official for the Forestry Research Advisory Council, which advises the Secretary of Agriculture.

Ted Flinter MC/MPA is the president of Lexington Security Group, an international consulting firm that specializes in providing international law enforcement, internal security, and national defense organizations with strategic guidance, unit training, and individual mentoring to manage emerging security challenges. He

Jennifer Janis-Martin MPP is currently a senior consultant on United-Healthcare’s Health Care Reform Implementation Team, focusing on state and federal advocacy. In June, she begins a one-year term on the board of directors of the Junior League of Orange County, California, as the communications director.

Cecilia Lonning MPA has been promoted to Nordic operations manager at the human resources consultancy Mercer. In her spare time Cecilia is a member of the Copenhagen City Council for the Danish liberal party, Venstre, and is currently busy preparing her first run for Danish Parliament (follow her at *cecilialonning.dk*). At home, she is enjoying life with Anders and their children, Camille, 2, and Carl-Christian, 1.

John Maggiore MPA is director of regional affairs in the administration of New York Governor Andrew Cuomo. Previously, John was policy advisor to then-Attorney General Cuomo. He now resides with his wife, Michelle Marto, in Albany.

Kwame Manley MPA was recently

dra was named acting director of the Legislative Reference and Analysis Division of the NASA Office of Legislative and Intergovernmental Affairs. Upon graduating from HKS, Ed was selected as the CIO’s Case Closure and Reassignment Commission (BRAC) technology manager at the Defense Information Systems Agency. The Norwoods live in Springfield, Virginia, a suburb of Washington.

Carlos Rufin PHD is a professor of international business at Suffolk University in Boston, also consulting for the World Bank, the Inter-American Development Bank, and USAID. He recently completed a research project on electricity supply in Rio de Janeiro’s informal settlements, and has teamed up with **Charles Dijj Akinola** MPA 2010 to develop new public-private partnerships in West Africa. He is the coeditor of a new book, *Private Utilities and Poverty Alleviation: Market Initiatives at the Base of the Pyramid* (Edward Elgar, 2011).

Lisa Scott Screeton MPA is celebrating four years as a breast cancer survivor! She currently lives in Little

Struggles and the Forging of Autonomous Agencies, is due this summer. **Gerard “Abs” R. Bautista** HKSEE is the chairman of the University of Baguio Foundation in the Philippines. He wants to introduce the foundation to the alumni community. The thrust of the foundation is to help the less fortunate in his country to further their education. He is seeking to network with the Harvard community to achieve the goals of the foundation. He also studied school planning and design at the Harvard Graduate School of Design to support this endeavor.

Michael Boyle MPP has been appointed assistant professor of political science at La Salle University in Philadelphia.

David Cotney MC/MPA was appointed in January by Governor Deval Patrick as commissioner of banks for the Commonwealth of Massachusetts. David previously served as the COO at the Massachusetts Division of Banks. Last year David became the Chairman of the Federal Financial Institutions Examination



R-E-S-P-E-C-T: Channeling Aretha Franklin, the MC/MPA 2001 class performs at the talent show. From left to right, Marilise Rodriguez-Garcia, Marva Goldsmith, Donna Ducharme, Julius Babbitt, and Winona Varnon sing; Melodie Jackson, Sarah Chace, and Michelle Sydeman accompany.



2001



MPP class of 2001 celebrates the end of the year.

lives in the United Arab Emirates with his wife, Karine, and two sons, Luke and Colin.

John Haederle MC/MPA recently relocated from the Boston area to Washington, DC, to assume his new role as director of business development for International Relief and Development (IRD). With 5,500 employees in 44 countries, IRD is one of the largest international development and humanitarian assistance organizations in the world. Previously John was a senior consultant at Development Guild/DDI in Brookline, as well as former president of the Harvard Kennedy School New England Alumni Association. John now lives in Alexandria, Virginia, with his wife, Tricia.

elected partner at Patton Boggs LLP, a law and public policy firm in Washington, DC. Manley focuses on government and internal investigations, white collar criminal defense, and civil litigation. Kwame joins the firm after seven years as an assistant U.S. attorney and deputy chief at the U.S. Attorney’s Office in Maryland. As an AUSA, Kwame prosecuted numerous fraud, money laundering, tax, racketeering, and other federal cases. Kwame was also the recipient of the 2010 Director’s Award for Superior Performance in Criminal Prosecution, presented by Attorney General Eric Holder.

Kendra Perkins MPP and **Ed Norwood** MC/MPA 2010, HKSEE 2007 were married in Washington, DC, on October 10, 2010. In December, Ken-

Rock, Arkansas, where she recently finished advocating for elder issues during the biennial legislative session. She continues to sing professionally and is looking for a venue to premier her middle school musical work—titled “Explore!”—on the travels of Lewis and Clark.

2001

Cristopher Ballinas Valdés HKSEE finished his doctorate in politics at the University of Oxford prior to being appointed senior adviser to the Deputy Minister for the Interior. He also serves as associate assistant professor in public policy at the Instituto Tecnológico Autónomo de México. There he focuses on the effects of political institutions on policy outcomes. His latest book, *Political*

Council’s Task Force on Consumer Compliance.

Steve Coufal HKSEE wishes all of his classmates from 2001 the very best throughout this year and in the future.

Henry De Sio MC/MPA has been busy. He has served for more than two years as the deputy assistant to the President for management and administration. Prior to his White House appointment, he was the chief operating officer at Obama for America. Since joining that campaign in early 2007, Henry and wife, Sine, have moved five times and welcomed two children into their family. Big brother Dante is 3 and Zane is 2.

Jessica Farrar HKSEE is currently in her ninth term as state representative of District 148. She was first elected

to the Texas House of Representatives in 1994 at the age of 27. Jessica currently serves as the vice-chair on the House Committee on Environmental Regulation and is a member of the Border and Intergovernmental Affairs Committee. In addition, Jessica serves as leader of the House Democratic Caucus, and is the founder and vice-chair of the Women's Health Caucus.

Mark Fedor MC/MPA is an active duty commander in the U.S. Coast Guard. He recently graduated from the National War College in Washington, DC, with a master's degree in national security strategy. The National War College is a joint school with a diverse student body from all the armed services, State Department, national intelligence community, and over 20 foreign countries. After graduation Mark will be the commanding officer of the Coast Guard Cutter Mohawk in Key West, Florida. Mohawk is a 270' medium endurance cutter that will conduct counter-narcotics, homeland security, search and rescue, and national defense operations throughout the Caribbean and Eastern Pacific Oceans.

Murat Arif oglu Heydarov HKSEE graduated with excellence from the Moscow State University for International Relations. He was assigned to the Diplomatic Service of the Republic of Azerbaijan. In 1995 to 1999 he was negotiator over the settlement of the armed conflict around Nagorno Karabakh between Azerbaijan and Armenia. He retired from the Foreign Ministry of Azerbaijan in 1999 and joined the energy sector. He was manager for political risks and security at BP Azerbaijan Company from 1999 through 2006. In 2006 he returned to public service and was appointed as advisor to the president of the State Oil Company of Azerbaijan (SOCAR). He holds this position currently and is responsible for coordinating international projects of SOCAR and its relationship with international organizations. As part of his social accountabilities, he is a member of the executive committee of the Azerbaijan Association of Football Federations. He is based in Baku, capital of the Republic of Azerbaijan. He speaks Russian, English, Spanish, and French, and is married with two daughters.

Adrian Hills MC/MPA writes, "Continuing my career at the UN, my recent area of focus has shifted towards peacekeeping, with a stint in Kosovo during 2008, work assisting

the head of the UN's department responsible for the provision of logistics support to 30-plus field operations and, most recently, as the chief of staff for the Stabilization Mission in Haiti (MINUSTAH). I continue to maintain a home base in Brooklyn, New York, and visit friends and family in the South Pacific annually."

Cynthia Hogle MC/MPA has been deployed to Afghanistan to serve on a Human Terrain Team for the U.S. Army. Embedded with a military unit, she works as an analyst to provide social-cultural data in order to enable operational decision making and enhance operational effectiveness for missions. One year ago Cynthia returned from an 18-month tour in Iraq as public diplomacy officer for the U.S. Department of State, where her journalism training program was recognized by the minister counselor for public affairs.

Ledia Hysi HKSEE is the director of the Department of Treaties and International Law, and legal adviser, Ministry of Foreign Affairs of the Republic of Albania, offering legal expertise towards realizing the objectives of the foreign policy of Albania, aiming to ensure respect for international law principles and commitments undertaken within international organizations and international acts to which Albania is a party, both bilateral and multilateral.

Lynne Lyman MPA moved back to California last year and recently took a job as the associate director of urban peace with the Advancement Project in Los Angeles, a civil rights public policy action tank. Along with three other HKS women alums, Lynne is launching the greater Los Angeles HKS Alumni Network with an April 21 "Cocktails and Politics" event. Lynne and her daughter, Kalia, live in Encino, California.

José Mendonça Bezerra Filho HKSEE 2001, 2003 is a congressman representing the State of Pernambuco in Brazil's House of Representatives, located in Brasília, Distrito Federal. He is the vice-leader of Democratas (Democrats), one of the biggest parties who oppose the government of the Worker's Party, and was nominated by his party to take part in the following commissions of the House of Representatives: Justice and Citizenship, and Financial Controlling and Accountability. Prior to his current position, Mendonça was governor of the State of Pernambuco (2006), vice-governor (1999–2002 / 2003–2006), state representative (1987–1991/1991–

1994), congressman (1995–1998) and state secretary (1991–1994).

Rick Minor MC/MPA recently accepted a position as chief of staff to Mayor John Marks in Tallahassee, Florida. In this role he is responsible for managing the mayor's office, coordinating various projects, and serving as the city's legislative and intergovernmental liaison. Previously Rick was a candidate for the Florida House of Representatives, a public policy consultant for Public Works LLC, and the chairman of the Leon County Democratic Party.

David Rice MC/MPA was appointed executive director of the International Development Research Institute (IDRI) at New York University where he will be working with renowned development economist William Easterly. IDRI is a think tank within NYU focusing on how to increase the effectiveness of international aid and to promote private investment and enterprise to accelerate development and spread prosperity. In addition to leading IDRI, he will conduct research with Easterly and publish a book titled *Enlightened Leadership: The Lost Continent's Last Hope*, as well as serve as an adjunct professor. Previously, he worked in the Economics Group of the Milken Institute, a Santa Monica, California-based think tank.

Michelle Sauve MPP and her family welcomed a new baby in 2010 (Brielle-Louise) and a new job for Michelle. She is now a senior project consultant (contractor) with the Administration for Native Americans (ANA), an office of the Administration for Children and Families in the Department of Health and Human Services. At ANA, Michelle will be working on interagency initiatives to improve ANA program coordination with other federal offices and other special projects.

Ken Shulman MC/MPA is in his eighth year as the executive director of Lambert House, one of the leading gay youth centers in the United States. He also serves on the board of the Queer Foundation, which grants college scholarships to students who write on queer topics. He has planted nine fruit trees and 40 shrubs in his yard over the past two years and enjoys kayaking on Lake Washington in Seattle.

Manuel Vega HKSEE, with a distinguished career in the Federal Aviation Administration, is senior advisor to the vice president of acquisition and business service of the Air Traffic Control Organization. A certified pro-

gram management professional (PMI/PMP) and commercial pilot, he brings to the position extensive technical and managerial experience in international aviation, navigation systems acquisition, commercial space transportation, and rulemaking. He resides in Fairfax Station, Virginia, with his wife and colleague, Miriam, and son, Daniel.

Cory Way MC/MPA has recently been appointed dean of Kirkland House at Harvard College and lecturer in Harvard's Faculty of Arts and Sciences. For the past year Cory has served as a fellow at Harvard Law School. Before that Cory was in private law practice, where he won political asylum for a Rwanda genocide survivor whose entire family had been murdered; his work on this novel case earned a pro bono award from the Washington Lawyers' Committee for Civil Rights.

Yong Zhang MPA/ID is CEO of Global Alliance for Chinese Enterprises Limited, which provides financial and professional services for Chinese companies' overseas investment. He is also director of the Center for Internationalization of Chinese Enterprises. Previously Yong worked with the Hong Kong Monetary Authority, the IFC, the World Bank, the UN, and the World Economic Forum.

2002 | reunion

Omar Abdul-Malik MC/MPA presently serves as executive director of the Cambridge Center for the Study of Religion and Public Policy. He continues his research at Harvard in Islamic Studies as an associate of the Pluralism Project and to David Mitten of the Sackler Museum. He is a board member of the Harvard Kennedy School Black Policy Conference as well as the long-standing Cooperative Metropolitan Ministries. He is a regular speaker at interfaith forums and is currently completing work on a history of Islam in America entitled *The Western Sunrise—Islam, Slavery and American Exceptionalism*.

Thomas Barrett HKSEE is in Croatia on a Fulbright scholarship. He is teaching international disaster psychology at the University of Zagreb and doing research on the mental health system in Croatia. Tom is one of the core faculty members in the International Disaster Psychology Program at the University of Denver and was just promoted to clinical professor. Previously Tom was senior mental health consultant for the World Health Organization in Geneva, Switzerland.



Winter, spring, summer, and fall. Volleyball in the Kennedy School courtyard is a game for all seasons. At left, Gretchen Phillips, Elinor Bajraktari, and Paul Novosad, all MPA/ID 2004.

Wayne Bell HKSEE 2002, 2003 is chief counsel and assistant commissioner of the California Department of Real Estate. He is the department's principal legal officer, is responsible for the supervision of and policy formulation for the department's legal and recovery account programs, and serves as special liaison to the Department of Justice. In his position, Wayne has been actively engaged in collaborative, inter-governmental efforts to combat foreclosure "rescue" and other varieties of real estate and mortgage fraud.

Maria Castro Barajas HKSEE is currently serving on the board of directors for the National Society of Hispanic MBA's Denver Chapter and Pi Lambda Chi Latina Sorority in Denver, Colorado. She is passionate and committed to the success of our youth's future and mentoring them about the importance of education. Maria took some time off to raise her beautiful daughter, Alicia, and is currently looking for opportunities in Colorado to continue to help youth prepare and succeed in college.

Bingling Chen MC/MPA joined Jones Day as its China business development manager and government liaison in 2003. She has extensive experience in advising on the PRC's governmental and regulatory environment. Bingling was formerly director of communications at the PRC State Council's Hong Kong and Macao Affairs Office and was responsible for liaison between the Hong Kong and Macao governments and various PRC ministries in the handover of Hong Kong and Macao. Bingling graduated from Peking University (LL.M) in 1989 and Fletcher School of Law and Diplomacy at Tufts University in 2001.

Hyung Du Daniel Choi MC/MPA is editor in chief of AM7, a free tabloid of the *Munhwa Daily*, which is the largest evening paper in Korea. AM7 is an equivalent of the *Express* published by *The Washington Post*. At HKS he was called his baptismal name, Daniel. He was Washington bureau chief with *Munhwa Daily* from February 2006 to July 2009. After his return to Seoul he became chief political correspondent leading the

paper's congressional team. He wrote the book *How to Build Think Tanks in Korea, Lessons from the U.S. Think Tanks*.

Laila El-Haddad MPP lives in Columbia, Maryland, with her husband, Yassine Daoud, and their two children, Yousuf and Noor. She published her first book, *Gaza Mom: Palestine, Politics, Parenting, and Everything in Between*, in November 2010, a chronicle of her years reporting in Gaza and the trials of surviving Israeli occupation while raising her young son. Her blog is *gazamom.com*. She is now working on a new book, *The Gaza Kitchen*.

Christopher Gentile HKSEE is a senior legal counsel with the Office of the Assistant Secretary of the Navy for Intelligence, Special Projects Division. He is currently acquisitions counsel at the Office of Naval Intelligence in Washington, DC. Chris also serves a variety of other select clients throughout Maryland, Northern Virginia, and Washington.

Joseph Kopser MPA left his two-year position last spring as a special assistant to the Army chief of staff, General George Casey. He and his family moved to Austin, Texas, where he will be professor of military science at the UT-Austin Army ROTC Program. He will also be expanding his work with clean energy technologies.

Marco Lazo de la Vega MC/MPA, HKSEE 2005 is a corporate and energy lawyer in charge of his own law firm in La Paz, Bolivia. He advises companies and lectures at Catholic University. He is the vice president of the arbitration commission at the Bolivian Chamber of Commerce. Lately his office is entering into emigration law in Washington, DC. Previously, Marco was the chief legal counsel of a UK-owned power company in Bolivia.

Kam Ng HKSEE is the deputy director of research at the Office of Naval Research. As the deputy, he assists the director of research in overseeing the basic and applied research, fostering outreach and education programs to develop the next generation of scientists and engineers, and ensures coordination of laboratory

sponsored basic and early applied research. One of his responsibilities is to coordinate and develop strategy for the Navy Science, Technology, Engineering and Mathematics (STEM) initiative.

Edna Perez-Koury MC/MPA is still working as a pediatrician at the local Children's Hospital in Kansas City, trying to help eliminate some of the health care disparities due to language and cultural differences with the Spanish speaking population. Also, Edna has applied for a grant for a disruptive innovation to teach medical students at the UMKC School of Medicine where she is a docent/mentor for a group of first- and second-year medical students. She would like to teach them some of the health policy, business, communication, and negotiating skills that she learned at HKS that help them survive in the current health care market or arena. Of course, she is still on a diet and has started a weight loss support ministry at her Catholic parish Holy Spirit. Last, but not least, Edna is now a grandmother and is delighted to have a grandson that she can love and help care for.

Sandra Sarría MPA is a partner at Rodriguez-Azuero Abogados (RAA), a Colombian law firm. She's head of the tax and corporate social responsibility legal practices, where social and environmental inclusive projects are structured. She also leads pro-bono legal work at RAA and was in 2010 cofounder of the first Colombian nonprofit organization (Fundación Pro-Bono) to be incorporated under the American Initiative of the New York Van Center. Sandra was invited to join the Colombian Everest 2010 Expedition as a leader from the private sector. She and Dario Duran (her husband) have 2 kids: Sofia turned 10 in June 2011, and Santiago turned 8 in May 2011. They live in Bogota and welcome any Harvard alumni to contact them if they are interested in visiting Colombia!

Paul Stimers MPA was elected partner this year at K&L Gates in Washington, DC, where he maintains a federal policy practice focusing on emerging

technologies and international development.

Andrew Tan MC/MPA is the CEO of the National Environment Agency Singapore and fellow of the Centre for Liveable Cities Singapore. He also sits on the boards of the Energy Studies Institute (ESI) and the Agency for Science, Technology and Research (A*STAR).

Katherine Vanderhook-Gomez MPA/ID and **Ruben Gomez** MPP 2001 happily report that they have added a new HKS family member: Elise Katherine Carolina Gomez was born February 8, 2011. Her big sister Clara Jane just turned two. Ruben and Kathy are in the Washington, DC-area and are both trial attorneys in the Department of Justice Environmental Enforcement Section, enforcing federal environmental laws.

2003

Steven Breeskin HKSEE was appointed into the Senior Executive Service in September 2010 as the director of the Division of Coal Mine Workers' Compensation Program (DCMWC) at the U.S. Department of Labor. He had been serving as acting director of that division since March of that year. Steve also has served the last four years as the chairman of the board of directors for the Department of Labor's Federal Credit Union.

Maria del Rosario Guerra-Mesa MC/MPA was appointed as minister for information and communications technologies of Colombia by President Alvaro Uribe and served for three-and-a-half years. As minister, among other things, she promoted policies to broaden access, use, and appropriation of PCs and broadband Internet for students and teachers at public schools and libraries, allowing them a more dynamic teaching/learning process, and for public servants to improve services. Last year she wrote and published a book about Law 1341/2009, known as the ICT Law. Since February 2011 she has been doing consultancy and coordinating the Democratic Workshops, which have been lead by former President Alvaro Uribe throughout the country.

David "Bob" Edmonds HKSEE retired from the U.S. Air Force as a brigadier general to provide stability for his family—thus, he stayed in the DC-area, living in Northern Virginia. Bob is now involved in several complementary endeavors: advisory director in aerospace and defense investment banking practice for Lin-

coln International, a global mid-market bank; senior military fellow with the Bipartisan Policy Center, a think tank in DC; and vice president for government operations and strategy with Syndetics, a management consulting company. Bob's son Greg graduated from the USAF Academy in May 2010 and started USAF pilot training in Columbus, Mississippi, in early April 2011. Ann, Bob's wife, continues as the business manager for the National Economist Club, a nonprofit in Washington.

Adrian Edwards MC/MPA is head of media for the United Nations High Commissioner for Refugees, based in Geneva, Switzerland, and hiking up Alps whenever he can. Previously he was director of communications and chief spokesman for the UN's political mission in Afghanistan. The UN has allowed him periodic spells out for good behavior in Darfur and Timor.

Robert Fyrst HKSEE has taught government at the college level for the past three years. Since HKS Robert completed three elected terms as a county supervisor, a bachelor's degree at the University of Wisconsin-Madison, and a master's degree at Texas State University-San Marcos. This fall he will begin a doctoral program in political science at the University of Texas-Dallas. But Robert's greatest achievement since HKS: "His son came of age and moved out. Quiet is good."

Simone He MPA is a senior manager of corporate strategy for the Asia Pacific with the Bosch Group in Shanghai, China, managing trend scouting processes, business field analyses, and strategic long-term studies in and for the Asia Pacific region. Previously, Simone was a senior expert in corporate affairs for China and a business unit controller with the Bosch Group in Shanghai and Stuttgart, Germany, respectively. Simone was expecting her third child by end of April 2011.

David Kapell MC/MPA, HKSEE 2002 has focused, since retiring as mayor of Greenport, New York, in 2007, on real estate brokerage in eastern Long Island and Miami Beach, Florida. Building on his public and HKS experience, he has formed a governmental relations and political consulting business with clients including Cross Sound Ferry Services, Inc. of New London, Connecticut, and The Rauch Foundation of Garden City, New York. He spends as much time as possible with his family and fishing.

Liu Jin HKSEE is the senior official of Hainan Provincial Government in China.

Jean Lamming MC/MPA is a senior policy analyst at the California Public Utilities Commission in San Francisco, working on the commission's \$1 billion-a-year portfolio of energy efficiency programs. Previously, she worked at the University of California, Davis, as a research associate.

Benjamin McKay III MC/MPA reports that since graduating from Harvard Kennedy School, he and his wife, Danielle, have parented two daughters: Margaret Broughton McKay, 3.5 years old, and Elizabeth Anne McKay, 2 years old. Ben also went on to earn his Juris Doctor from the Columbus School of Law at Catholic University in May 2010. Currently Ben runs the federal office of the Property Casualty Insurers Association of America as the senior vice president for federal relations. In his spare time Ben serves as chairman of the board of the Florida First Capital Finance Corporation, a nonprofit small business consulting and lending company.

Joan McRobbie MC/MPA is now senior associate, national school reform with the Community Training and Assistance Center (CTAC), a Boston-based education and community development nonprofit. Her current areas of focus are performance-based compensation and teacher evaluation systems, with an emphasis on narrowing the achievement gap by helping more teachers do a better job with more students. Joan is based in CTAC's Northern California office in her favorite place, the San Francisco Bay-area.

Ralph Peters HKSEE has been awarded a Master of Arts degree in adult education with a concentration in homeland security. He graduated with a 4.0 GPA from Northwestern State University of Louisiana in Natchitoches, Louisiana, in May 2011. Chief Peters has demonstrated his commitment to lifelong learning by doing this at the age of 61.

Pablo Pinell MC/MPA is an economist devoted to promoting sustainable development in developing countries. He has recently started a consulting firm to assist NGOs, companies, and public institutions to design and implement strategies to conserve tropical forests. Just after finishing his MPA Pablo got married to Maria Angela. Now they have two amazing kids: Mariano, 6, and Santiago, 4. All of them are happily living in Santa Cruz, Bolivia.

Tony Plakas HKSEE is the CEO of Compass, the gay and lesbian community center of Palm Beach County, Florida. Compass receives local, state, and federal funding and is one of the largest centers of its kind in the nation. Tony is also an editorial writer, focused on state and national issues related to sexual orientation and gender identity. He is published bi-weekly in the *South Florida Sun-Sentinel*, a Tribune Company, and his commentaries can be read anytime at sun-sentinel.com.

Stephen "Brad" Power HKSEE became the director of the Department of Economic Development for the City of Longmont, Colorado, in 2009. The 24-person department implements the community's planning, development services, redevelopment and economic development programs, and policies. He is completing a term as chair of the Urban Land Institute's (ULI) Public/Private Partnership Council, and is the first person employed by a municipal government to serve as a council chair in the 70-year history of the ULI council program.

Jose-Luis Sagripanti HKSEE, senior science advisor for biochemistry in the U.S. Army, was selected by the German Army (Bundeswehr) to lead, as visiting scientist at the grade of center director, laboratories of microbiology and virology in projects of relevance to global biodefense within the frame of the U.S. Army-Bundeswehr exchange Technical Officers Program. Technical directors of the Bundeswehr stated at the end of the visit: "Dr. Sagripanti's knowledge and skills in scientific topics are outstanding and exceptional. He demonstrated outstanding communication skills and leadership qualities. Dr. Sagripanti was both a human asset and a great scientific benefit to our Institute and the international cooperation between the U.S. and the Wherwissenshftliches Institut fur Schutztechnologien-ABC-Schutz, Munster between April-October 2010."

Todd Selig HKSEE has been administrator of the Town of Durham, New Hampshire, since 2001. Todd serves as chair of the board of directors for the New Hampshire Center for Public Policy Studies and previously served as a trustee and vice-chair of the board of PRIMEX (New Hampshire Public Risk Management Exchange). Originally from Laconia, New Hampshire, Todd resides with his wife and two daughters in Durham.

Missy Sherburne MC/MPA is EVP for partnerships and business development for DonorsChoose.org. In 2011 DonorsChoose.org was the first charity ever to be named by Fast Company Magazine as one of the World's 50 Most Innovative Companies.

Vlad Spanu MC/MPA began his teaching career as adjunct professor at the College of Business at Bellevue University in Nebraska, where he teaches courses in public administration and communication in public sector to MPA program students. He continues to head the Moldova Foundation, which he cofounded after graduation from HKS. Vlad and his wife, Angela, have a son, Dan, who graduated from Virginia Military Institute and is joining the USMC this year.

Aviva Sufian MPP is now in the Baltimore/Washington, DC-area, where she serves as the associate commissioner of external affairs at the Social Security Administration.

Dawn Marie Williams HKSEE is a program officer with AmeriCorps State and National at the Corporation for National and Community Service in Washington, DC. Her husband, Gregory Harris, is currently serving with OCAR in the DC-area. Dawn Marie resides with her family in Fredericksburg, Virginia.

2004

Ali Ahmad MPA is currently living in Alexandria, Virginia, with his wife, Safiya Ghorri-Ahmad. He is working as a trial attorney in the criminal section of the Civil Rights Division at the Department of Justice. When in trouble, he simply tells himself that "all is well." This seems to work quite nicely.

Matthew Beckwith MPP remains steadfastly in love with his beautiful wife, **Susie Margolin** MPA 2005.

Gregory Bernstein MC/MPA received a screenwriting credit on *The Conspirator*, a film directed by Robert Redford and released in the United States in April 2011. Greg currently helps manage an international nonprofit educational organization based in Los Angeles and continues to write films.

Douglas Broderick HKSEE is the United Nations resident coordinator/UNDP resident representative posted in Phnom Penh, Cambodia. He is happy to get together with HKS schoolmates who pass through Cambodia.

Kuei-Lin Chang HKSEE has devoted himself to both local and central



High energy running during a 5K road race. Among the runners are Brad Swing and Gregory Wong, both MC/MPA 2004. Former dean of students Joe McCarthy brings up the rear.

government service in Taiwan for 40 years. He believes the most significant contributions he has ever made during his career life were to scheme two plans, namely "Guidelines and Action Plans for Service Industry Development (2004)" and "Strategic Plan for National Spatial Development (2009)." Those two works are concerned with inter-governmental and inter-sector efforts. He is pleased to be able to utilize innovative and creative knowledge inspired by the SEF program of HKS.

Raj Chinai MC/MPA has recently transitioned from svb India Capital Partners where he was a principal and a part of the founding team four years ago. He has joined IndoUS Venture Partners, a \$190 million India-centric venture capital firm that is focused on early-stage opportunities across the technology and tech-enabled sectors. Raj continues to be based in Bangalore, though he frequently travels to Mumbai and other parts of the country. He would love to hear from HKS alums who are living in or visiting India!

Theophilus Codjoe HKSEE was in the executive program course Corruption Control and Organizational Theory in January 2004, with course leader Malcolm Sparrow. Theo was then the executive director of the Serious Fraud Office of Ghana, directing the investigation, and in some instances the prosecution of cases arising out of the investigations, with the authority of the attorney general of Ghana. Theo has, since October of 1999, retired from public service and been doing legal consultancy work with Opoku and Associates in Accra. The corruption control course at HKS is responsible for his interest in the anti-corruption movement in Ghana, especially with Ghana becoming an oil producing country this year. He recently submitted memoranda on the need to enforce the accountability provisions of the Constitution of Ghana to the Constitutional Review Commission that was recently set up. Theo has also been commenting on issues of corruption in public office in Ghana in public news media. He is currently on a family visit to

Rokkashomura in the Aomori Prefecture in North Japan and "is experiencing the end of the winter (having, again, begun to really get acquainted with winter at Harvard in January of 2004!)", but a very different winter this side of the world." Theo says, "Bye for now, and will make contact back in Ghana."

Stephen Frost MPP/UP is head of diversity and inclusion with the London Organising Committee of the Olympic Games and Paralympic Games and is pioneering new approaches to including people in the world's largest event. He was recently announced as a World Economic Forum Young Global Leader 2011 and vice president of the Chartered Institute of Personnel and Development, in order to share the best practice he has developed. Last year he was awarded the Peter Robertson Award for Equality and Diversity Champions in recognition of his work.

Bridger McGaw MPP writes, "My wife and I were recently able to catch up with Andrew Whitehouse MPP 2005 and his wife Elta Smith PhD 2008 on a trip to the Cotswolds in England. We toured the colleges of Oxford and enjoyed the uncharacteristically sunny weather. I'm still working in President Obama's administration at the Department of Homeland Security in the Private Sector Office where I coordinate public-private partnership engagements and policy development on a range of issues confronting the department."

Evren Pacalioglu Tore MPA/ID and Omer Tore welcomed a new addition to their family in December 2009. Leyla is now walking, can speak a few words, and has already turned into a unique character. She looks more like Dad than Mom (for now, Mom hopes!). Evren is an executive director at Goldman Sachs, covering Turkish financial institutions for fixed income and commodity products, and Omer continues to work in the hedge fund industry in London.

Thomas Pollan MPA reports his first novel *Die Strafe Gottes* was published by Salis Verlag, Zurich (a Swiss

publisher) in April 2011. Harvard and the Kennedy School are featured prominently in this German language political-thriller. Indeed, the novel is partly set at Harvard and the HKS. In addition, its main protagonists are a HKS professor and his former student (unfortunately, only one of them survives).

Daron Kirt Roberts MPP has accepted the special teams coordinator/wide receivers position with the West Virginia Mountaineers. Roberts coached four years in the NFL (Kansas City Chiefs and Detroit Lions) before making the transition to college football.

Buck Song Koh MC/MPA is a Singapore-based writer and consultant in the areas of branding, editorial, communications, and corporate social responsibility. In 2011 Marshall Cavendish published *Brand Singapore*, the first independent analysis and critique of the nation branding of his home country, and his 17th book as author and editor. The book draws on over two decades of Koh's work as a brand consultant and on many citizen committees, mainly in arts and culture policy.

Matthew Stephenson MPP, after working for the past seven years on some of our nation's top foreign policy issues, will head in the fall for two years to the U.S. Consulate in Rio de Janeiro. Previously, he was the economic team leader on the Afghanistan desk, working for the late Ambassador Richard Holbrooke. He also served assignments on the Iraq desk, managing economic programs throughout the Middle East, in Istanbul, and helping with reconstruction following the 2004 Asian Tsunami.

Simon Yu Tien Su HKSEE is director and chief economist with BMT. Simon leads BMT's Asia Pacific regional economic team, focusing on investment and transport planning in port and logistics infrastructures to support multinationals, governments, investors and leading corporations with state-of-the-art strategic advices, innovative thinking, and effective solutions. Simon resides in Hong Kong.

Tim Sultan MC/MPA is vice president of sales at the SAB Negotiation Group. After the Kennedy School, Tim ran for Congress in Arizona's 8th district. Two years later Tim stayed out of the race because his friend Gabby Giffords was running. And she won! "Our thoughts and prayers are with Gabby during her recovery from the Tucson shooting Jan 8, 2011." On

a happier note, Tim and Melanie were married on March 18, 2011 — that date was also Tim's 40th birthday. Fellow alumnus **Alex Jarotzky** MC/MPA 2004 was Tim's best man. And Tim is godfather to Alex's younger son Gabriel. "The friends we made at HKS continue to change our lives forever," Tim says.

Johnny Vong MPP has started Vong Consulting, a Washington, DC-based management and technology consulting firm dedicated to serving public sector clients. Previously Johnny was a manager in PricewaterhouseCooper's advisory public sector practice and managing consultant at IBM Global Business Services.

Naomi Walcott MPP joined the Foreign Service in 2005 and currently serves as an economics officer at the U.S. Embassy in Tokyo. She was previously assigned to the U.S. Embassy in Tegucigalpa, Honduras. Naomi is married to Foreign Service Officer Audu Besmer who also serves in Tokyo.

William "Tim" Ward III HKSEE, retired YMCA CEO, currently works by assignment with the YMCA of the USA as a CEO coach. Collectively, YMCAs are among the largest nonprofit community service organizations in America. Ward resides in St. Marys, Georgia, with his wife, a lifelong educator. Their son graduated from law school in May.

Gagik Yeghiazarian MC/MPA is the cofounder and publisher of *Cosmopolitan Armenia*, launched in March 2011 in cooperation with Hearst Magazines International. He is actively engaged with consulting, media, communications, mobile marketing, Internet marketing, and promotions. He is the founder and managing partner of KPartners, an Armenian consulting firm with a subsidiary in Kazakhstan. He was the first CEO of the Armenian Development Agency, and was the deputy minister of industry and trade, and deputy minister of privatization and foreign investments. Gagik started his consulting career with Arthur Andersen in 1994 in Moscow. He also holds an MBA from the American University of Armenia.

2005

Steve Azaike HKSEE remains active in social, academic, and political pursuits. He is a special adviser to the minister for the federal capital territory (Abuja) of Nigeria, and serves on the governing council at the Federal University of Technology, Akure, Nigeria.

Steve is the author of three books and has published hundreds of articles. He is currently a visiting professor of conflict and crisis resolution at the Ukrainian Academy of Personnel Management in Kiev.

Kosta Barjaba MC/MPA, PHD XXXX is the academic dean of the School of Political Sciences and Public Administration at the Mediterranean University of Albania. Prior to joining the MUA,



Kosta served as senior policy adviser to the minister of finance, founding rector of the University of Dures, and chief of staff to the minister of labor, social affairs and equal opportunities of Albania.

Clare Beckton MC/MPA has become founding executive director of a new Centre for Women in Politics and Public Leadership at Carleton University in Ottawa. Prior to this she was the deputy head of Status of Women Canada. She is also a member of the Harvard Women's Leadership Board.

Daniel Borges HKSEE currently manages the Recovery Act for the Army Corps of Engineers. Dan retired last year as the Corps' chief of business practices. He lives in Alexandria, Virginia, and consults on water, sustainable energy and national security issues. He's on the faculty of the Graduate School, teaching federal financial management. In 2010 Dan was involved in several political campaigns, including former HKS

Professor Keith Allred's race for Governor of Idaho.

Graham Bullock MPP is completing his PhD in environmental science, policy, and management at the University of California, Berkeley this year, and will be beginning a tenure-track faculty position in political science and environmental studies this fall at Davidson College, which is right outside Charlotte, North Carolina. He will be teaching courses in environmental politics, American politics, and social sciences and the environment, and continuing his research on corporate sustainability, ecolabels, and "green grades."

Jason Robert Campbell MPP is the country program director for the Solidarity Center in Abuja, Nigeria where he manages the center's West Africa office and programs. The Solidarity Center is a Washington, DC-based nonprofit organization that advances workers' rights and promotes broad-based, sustainable economic development.

Alexi Canaday Jarrix MC/MPA, HKSEE 2002 ran for office late last year as an independent, subsequently won, and is now on the local San Angel City Council. He deals with all levels of government on matters regarding the first heritage site of Mexico City (similar to UNESCO standards). He keeps active in civil society while performing economic and financial consults (as a continuation of the Princeton Press publication in 2007) and also has recently started importing motorcycles.

Stefani Carter MPP/JD was elected this past November to the Texas House of Representatives for District 102, representing parts of Dallas, Richardson, and Garland. She has the distinction of being the first Republican African-American woman to serve in the Texas House. After graduating from Harvard, Stefani served as an assistant district attorney in Collin County, Texas. She currently is in private practice.

Tom DeWolf HKSEE is an author and public speaker. He also works with educators, government, and community groups on issues of racism, intolerance, and injustice based on race in connection with his book *Inheriting the Trade* (Beacon Press) and the Emmy-nominated film *Traces of the Trade*, in which he is featured. His next book, *Gather at the Table*, coauthored with Sharon Morgan, will be published in 2012.

Seref Efe MC/MPA is director of the Strategic Development Unit at the

Ministry of Energy and Natural Resources of Turkey. He is responsible for strategic management, investments, budgeting, internal controls, and IT systems. Previously he was an adviser to Ali Babacan (the minister in charge of economy), an audit board member for Halkbank, and an auditor at the Turkish Court of Accounts.

Kirt Ejesiak MC/MPA is vice president and executive member of the Inuit Circumpolar Council—an international human rights organization working on advancing the rights of Inuit globally. Kirt is also founding member of the Small Change Fund, a grassroots philanthropic organization. Previously Kirt was vice-chair of Human Rights Internet. He lives with his partner, Madeleine Cole, and their three children (Noah, 6, Jayko, 4 and Naja Jane, 1.5) in Canada's Arctic Capital, Iqaluit.

Brenda James Fairfax HKSEE has returned home (Greenville, North Carolina) and is operating Nomadic Star Travel, LLC. The agency's slogan is "Your passport to adventure." Brenda is a member of, and has been certified by, the Cruise Line International Association. Her other memberships include: Pitt-Greenville Chamber of Commerce; Vacation.com; and the Women's Professional Network. Her agency is full service, and specializes in cruises (group and individual). Please visit the website at nomadic-startravel.com. Brenda retired, after a successful 33-year federal career in the United States and Europe, from the Defense Logistics Agency, located on Fort Belvoir, Virginia, as chief of information assurance.

Michael Fleming HKSEE, executive director of the David Bohnett Foundation, has been appointed to the newly created White House Council for Community Solutions. Through an executive order by President Obama, this new presidential council enlists a wide array of leaders from businesses, nonprofit and philanthropic organizations, universities, and community groups to encourage the growth and maximize the impact of innovative, community-developed solutions to address some of our nation's most serious challenges. The 30-member Council is chaired by Patty Stonesifer, former head of the Gates Foundation and now head of the Smithsonian Board. Council members also include Judith Rodin, president of the Rockefeller Foundation, Tulane University President Scott Cowen, and the musician Jon Bon Jovi.

Mike Hayes MPP finished his year as a White House Fellow and was asked to continue to serve in his position as director of defense policy and strategy at the National Security Council. Mike departed the NSC in June 2010 and moved to Virginia Beach, Virginia, to serve as the commanding officer of SEAL Team Two. Mike will deploy with his team to Afghanistan for the majority of 2012 where he will be in charge of all special operations in three provinces in southeastern Afghanistan.

Bernard Henderson, Jr. HKSEE, director for family and community relations at Woody Funeral Home and Cremation Service in Richmond, Virginia, since February of 2010, was selected from among several hundred employees as the parent company's (Service Corporation International) 2010 Mid-Atlantic Champion for being a "hard-working, enthusiastic, passionate, honest, creative, innovative, business-minded, positive-thinking and caring employee with special leadership skills and commitment to success."

Karen Keiser HKSEE is a Washington state senator and current chair of the Health & Long Term Care Committee. Karen has dedicated her career to improving the delivery of health care in Washington State. Karen holds a master's in journalism from the University of California and was recently appointed as a vice-chair of the National Conference of State Legislatures' Health Care Committee.

Janet Lockhart HKSEE retired from federal civilian service on April 30, 2011. Her federal career began in 1967 as a summer employee in the Neighborhood Youth Corps program serving the Air Force. Her last assignment was as deputy comptroller for the Joint Staff, Pentagon. She is looking forward to returning to Chapel Hill, North Carolina, where she lived from 1994 to 2002.

Annie Lord MPP is the executive director of the South Florida Community Development Coalition. With the coalition's members, she is providing training, technical assistance, advocacy, and partnership opportunities to community development practitioners in Miami-Dade County. Previously, Annie was director of development at the Latino Economic Development Corporation in Washington, DC.

Ronald Marrocco MC/MPA accepted a position as health policy advisor for the Ministry of Health and Population in Nepal beginning mid-April 2011. The focus of this assignment will be

TAMM SAKARINI

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2005

GIOVANNA NEGRETTI MC/MPA

Leading at the Grassroots

Giovanna Negretti MC/MPA 2005 learned the power of grassroots organization while growing up in Puerto Rico, where her family was part of a successful campaign to close the U.S. military's bombing range on the island of Vieques.

By 1999, she was making her mark in Massachusetts as founding executive director of *¿Oiste?*, an organization dedicated to developing Latino leaders across the Commonwealth. Today she's in the Mideast, working at the Amman Institute for Urban Development in Jordan on leadership and good-governance programs. This spring, her project involved designing a program for the Amman City Council, in the nation's capital.

"My passion is to get people engaged in local politics," says Negretti. "Here, we're looking at how to get people more involved in local government in a more effective way."

Negretti, 40, earned her undergraduate degree at Emerson College in Boston and cut her teeth on Massachusetts politics as an aide to state Senator Diane Wilkerson at a time when Latinos had little influence on the Commonwealth's political arena. To develop Hispanic political muscle, she led a group of activists to establish *¿Oiste?*, which provides non-partisan training for Latinos looking to run for public office. The organization set up a statewide system of six regional councils, which targeted local issues, and helped recruit grassroots leaders who were passionate about a cause and had the perseverance to keep it in the public eye.

"We needed the regional councils because what worked in Boston didn't necessarily work in Springfield," Negretti says. "We trained hundreds to run for office and get involved civically in their neighborhoods." That involvement paid dividends for the Latinos and their communities.

"You need to understand the local context and organize from the bottom up," she says. "You develop ideas and strategies from the people you want to serve."

She's tapping into those same strategies in Jordan, where street demonstrations erupted in Amman, with



thousands protesting rising prices, unemployment, and poverty, just as she arrived. After King Abdullah replaced the cabinet, weekly protests continued each Friday throughout the spring, as demonstrators demanded further reforms.

By early June, she had begun work on the Amman project, interviewing community groups and elected officials to assess where democratic engagement could help improve governance. The city council oversees zoning, business permits, and slaughterhouse regulations.

"People are inspired by the possibilities of democracy and transparency in government," says Negretti. "These are the themes we are hearing throughout the region. And we need to develop ways that will be here for generations to come, not just in 2011."

Creating democratic traditions can be a challenge, Negretti says: Organizers need to obtain permits for large meetings. Door-to-door canvassing may be seen as

an invasion of privacy. And social media, such as Facebook and Twitter, which work in some communities, may not in others.

"You need to figure out where youth fits in with social media and customize it to them," she says.

Negretti came to the Kennedy School in 2004 to attend the mid-career MPA program, to learn how to approach social change from a more strategic perspective. Getting trained in negotiating gave her another way of promoting her community agenda.

"I came away from the Kennedy School with a more global understanding of the range of things you can do to be effective," she says. "Demonstrations can be very important, as has been seen in Egypt, but after the pickets are gone, what happens next? You need a strategy to make sure the change you attain is sustainable." ❖ DMW

COURTESY OF GIOVANNA NEGRETTI

to improve access to essential medicines and medical products throughout the Republic of Nepal. “It would be a pleasure to host visiting alumni and friends as they travel to and through Kathmandu for their work or adventures.”

Nnenna Ofobike MPP was selected as a 2011–2012 Robert Bosch Foundation Fellow. The Robert Bosch Foundation Fellowship is a distinguished transatlantic initiative that each year offers 20 accomplished young Americans the opportunity to complete a nine-month high-level professional development program in Germany. The program is fully funded by Robert Bosch Stiftung, one of the largest foundations in Germany, with the goal of creating a new generation of American leaders who have firsthand experience in the political, economic, and cultural environment of Germany and the EU. Nnenna hopes to work on refugee and asylum policy in the German Federal Office for Migration and Refugees during her fellowship and is undergoing German language training in preparation. She is currently the North and West Africa program officer for the U.S. State Department’s Bureau of Population, Refugees, and Migration. Previously Nnenna was a presidential management fellow in the Refugee and Asylum Directorate of the U.S. Department of Homeland Security. Nnenna is also looking forward to exchanging wedding vows this summer with Air Force Master Sergeant Jermaine Lewis, currently stationed in Germany.

Lyndon Qing Cao MC/MPA, as director of Ogilvy & Mather’s China practice in New York, is responsible for synergizing Ogilvy’s global resources to support China’s outbound initiatives. He also offers advisory services to help clients enter and win in the Chinese market. Previously Lyndon was vice president and general manager of *China Daily USA* and director of public affairs with Ogilvy Public Relations Beijing.

Emilio Ronco HKSEE is vice president of consulting at Epise. Based in Barcelona, Emilio is in charge of implementing solutions on talent and leadership development, HR management systems, organizational culture, change management, and efficiency for organizations in Spain and America.

Jeff Shumway MPP is a manager in The Bridgespan Group’s Boston office. He provides strategic advisory services for large philanthropic initiatives and NGOs in the areas of inter-

national development, public health, youth development, and the environment. Jeff and his wife, Saydria, welcomed their fourth child in March.

Jim Sideras HKSEE presented at the 2011 World Counter Terror conference in London on responding to mass casualty incidents. Last year he was in China where he met with the National Earthquake Response Service to work on critical infrastructure response to major disasters. Jim has presented at several world conferences and published over 30 articles on emergency medical response. He also started and manages the Harvard Alumni Group on LinkedIn.com with over 14,000 alumni.

Arvind Singh HKSEE and his wife, Lan Ma, relocated to Shanghai in January 2011 from Singapore, where he had lived since 1991. In 2002 Arvind—a career banker with Citibank and Standard Chartered Bank—founded and ran an Asian consulting and executive search firm, Quest on the Frontier, which serves leading global and regional businesses. Earlier Arvind founded a successful microventure capital organization, AAvishkaar Micro Venture Capital in India. Arvind would love to connect with fellow Harvard alumni living in or traveling through Shanghai.

Cynthia Smith MC/MPA, curator of socially responsible design at Smithsonian’s National Design Museum in New York City, has organized “Design with the Other 90%: Cities.” Second in an exhibition series that demonstrate how design can address critical issues, it opens in October 2011 at the United Nations. It explores design solutions to challenges created by rapid urban growth in informal settlements: one billion people live in slums, two billion more will by 2030, primarily in developing and emerging economies in an increasingly climate-challenged world.

Akiba Smith-Francis MC/MPA/MBA recently returned to her hometown of New York City. Now working as a career coach and writer, Akiba’s upcoming book is called *Stepping Off the Path: From Doing What’s Expected to Doing What You Love*. She also launched a blog and is building an online community on the subject at *SteppingOffthePath.com*. If you’re in the process of making a major career change, reach out to her. She’d love to help.

Jamie Springer MPP and **Maria Torres Springer** MPP 2005, who married in 2008, celebrate the second birthday of their daughter Leah this fall. Earlier this year Jamie became a part-

ner at HR&A Advisors, an economic development consulting firm involved in public-private real estate development projects from the High Line in New York City to London’s Olympic Park to the revitalization of Toronto’s waterfront. Maria is executive vice president and chief of staff at the New York City Economic Development Corporation, the City’s official economic development arm. Previously she was a senior policy advisor in the New York City’s mayor’s office.

Richard Giles Whiting Jr. MPP has joined the Baton Rouge Area Chamber (BRAC) as the executive vice president and COO. BRAC leads economic development in the Baton Rouge metropolitan area. Serving as the voice of the business community, BRAC’s investors include more than 1,500 organizations and about 1 million people. Previously, Giles spent four years with McKinsey & Company where he focused on economic development and infrastructure. His strategy work for King Abdullah Economic City earned him top honors at the firm’s Global Practice Olympics.

Aimee Wilczynski MPP married Juan Rodriguez on October 2, 2010, at Amherst College in Amherst, Massachusetts, where they met as college freshmen. **Xochitl Leon** MPP 2005 was a bridesmaid, and her daughter was the flower girl. **Aurora Torres** MPP 2005 and **Julio Cortez** MPP 2005 were also in attendance. Aimee and Juan are enjoying being newlyweds in Chicago where Aimee attends The University of Chicago Law School.

2006

Brooke Brody-Waite MPP was thrilled to marry Scott Eisele in April. The wedding was in California, with 2006 classmates **Chris Maloney** MPP, **Liz Marquez** MPP, **Yvonne Stone** MPP, **Sean Misko** MPP, **Tim Thomas** MPP, **Edgar Morales** MPP, and **Nate Robinson** MPP in attendance, followed by a three-week honeymoon in China. Brooke moved from Washington, DC, into the house Scott built for them in Alexandria, Virginia. She also left OMB after five fantastic years for a job on the House Intelligence Committee.

Santiago Creuheras HKSEE 2006, 2010 accepted a position at Mexico’s Ministry of Energy as a senior advisor to the secretary. Santiago recently was employed at the Office of the President of Mexico as director general adjunto of international and foreign affairs.

Lynne Cunningham HKSEE was named director of the Michael Barlow Center of St. Leonard’s Ministries in January 2011. The Michael Barlow Center provides job training and placement services, along with education programs to formerly incarcerated men and women. St. Leonard’s Ministries provides comprehensive residential, case management, and employment services for those released from prison without resources needed to rebuild their lives. Recidivism rates for former residents are impressive—only 20%, while the state average exceeds 50%.

Brian Ehrlich MPP is the director of investor relations at Fairholme Capital Management, the Miami-based investment firm that is the advisor to the Fairholme Funds. Brian also serves on the board of the Adrienne Arsht Performing Arts Center’s Green Room Society. He hopes to see you next time you are in Miami.

Joshua Anthony Frydenberg MC/MPA was elected to the Australian Parliament in August 2010. Representing the electorate of Kooyong from the State of Victoria, he is one of 150 members of the House of Representatives. Since being elected he has written and spoken about a number of the economic, social, and foreign policy challenges facing Australia. He has also taken to the road, riding a bike with his parliamentary leader, Tony Abbott, from the Gold Coast in Queensland to Manly in Sydney—a little over 900 kilometers—to raise money for indigenous health services.

Raul Garcia-Alonso MPP, originally from Spain, is an investment manager with sovereign wealth fund Mubadala/Masdar in Abu Dhabi, UAE. In his role Raul invests in renewable energy companies internationally with the goal of promoting clean energy technologies and making Abu Dhabi a global leader in energy diversification and sustainability. Previously, Raul was an investment banking associate with Lehman Brothers in New York, working in M&A, LBOs and financings for corporate clients and financial sponsors

Benjamin Gray MPA has, since graduation, married his love, Jen Letcher, and together they settled in Washington, DC. He is pursuing a career as a homeland and national security public sector professional, and she will graduate from a PhD program in education at the University of Maryland this year. In May 2009 they welcomed a new addition to their family, a son

named Charlie who is a rambunctious but constant joy.

Daniel Nathan Hoffman MC/MPA, his wife Kim, and their son, Jerron Louis, returned from Moscow where they served a two-year tour at the U.S. Embassy, in September 2010 and are now living in Washington DC. Jerron Louis, whom the Russians nicknamed “little fox” for his half, sly smile, has adjusted well to his new home, but misses his Russian friends.

Angela Joo-Hyun Kang MC/MPA, founder and executive representative of Global Competitiveness Empowerment Forum (GCEF), a NPO promoting corporate social responsibility registered under the Ministry of Knowledge Economy in South Korea, has initiated and launched Northeast Asia Business Integrity School (NABIS), Siemens Integrity Initiative’s South Korean project in April 2011. Her role is project manager and representative of partner organization of Federation of Korean Industries-International Management Institute, South Korean Integrity Partner of Siemens Integrity Initiative.

Brian Lally MC/MPA is the president of Lally Energy Saving Solutions (LESS), Inc., an energy consulting firm in Alexandria, Virginia. Brian provides energy assessments and engineering analysis on facility operations encouraging clients to use ESS-energy as well as energy security and renewable energy strategies to private and federal agencies. Previously Brian was director of facilities energy and senior energy policy advisor to the deputy undersecretary of defense for installations.

Dimitry Elias Léger MC/MPA is a communications advisor at the United Nations Development Programme’s regional office in Geneva, Switzerland, shaping strategy and coordinating reporting on program progress and policy positions to donors, partners, the media, and developing communities in Africa, the Middle East, and Asia. Previously Dimitry served as emergency communications advisor to United Nations crisis recovery operations in Port-au-Prince, Haiti, immediately after the devastating earthquake of January 2010.

Farrah Musani MPP works for Foreign Affairs and International Trade Canada (DFAIT) and is enjoying her latest assignment as an advisor in the Office of the Deputy Minister of Foreign Affairs. Previously Farrah was posted to Afghanistan where she worked in both Kandahar and Kabul

on Afghan rule of law issues. Her other assignments in the department have included stints with the Muslim Communities Working Group and the Stabilization and Reconstruction Task Force (START).

Rodolfo Neirotti, Jr. MPP is vice president of strategy and innovation at vinodivino, LLC. An oenophile with consulting experience at the Sonoma County Economic Development Board and at a global wine company, Rodolfo recently launched a successful expansion for vinodivino. He looks forward to helping these Boston-area/online wine boutiques gain further visibility in the marketplace. Rodolfo remains interested in international public policy, and serves on the advisory board of the Global Medical Relief Program

John O’Shea MC/MPA is senior health policy advisor for the U.S. House of Representatives Committee on Energy and Commerce. Previously John was an attending surgeon in the Department of Surgery, Division of Acute Care Surgery at Montefiore Medical Center in the Bronx, New York, and assistant professor of surgery at Albert Einstein College of Medicine, also in the Bronx.

Kelly Overton MC/MPA is the founder and executive director of the New York City-based People Protecting Animals & Their Habitats—PATH Inc. “I am hoping to get a mention/note on the new One Kid, One Tree, One World program (of PATH’s). We have provided children in five countries with over 800 hours of experiential, environmental education in April alone—as well as (the children) planting hundreds of trees and shrubs in areas critical to the local ecosystems.”

Luc Roulet MPA is delighted to share two announcements: “The major one is his wedding with the woman of his life, Rachell Salao, in the southwest of France in July 2010; the second is the successful launch of Y-Motions International, a leadership and transformation consulting firm, based out of Paris, Vienna, Riga, and Jerusalem. His cofounding partners are **Andreas Sami Pruhart** **Aburoza** MPA 2005 and **Inese Voika** MPA 2005. Discover our services and ideas for actions on y-motions.com.”

Markus Scheuermaier MC/MPA and his wife Karine welcomed little Nicolas on September 27, 2010. Nicolas was born in Johannesburg, South Africa, where the family is now living.

2007 | reunion

Jennifer Bisser MPP, after taking a year off to volunteer in India and relocate to California, is now the director of recruiting and career development at Oblong Industries, an innovative technology start-up based in downtown Los Angeles. Jennifer also recently launched a coaching practice and is part of the team heading up the HKS Greater Los Angeles Alumni Network.

John Callaway MPA became the 17th commanding officer of USS *Elrod*, a frigate, last December. The ship is homeported in Norfolk, Virginia. He is also a 2010 graduate of the National War College in Washington, DC.



Jorge Mauricio Castellanos MPP recently finished his internal medicine residency at University of California San Francisco and has nearly completed his first year of cardiology fellowship at Cedars Sinai Medical Center in Los Angeles.

Luiz Felipe d’Avila MC/MPA, HKSEE writes, “Our clean-tech biomass plant is generating 30 megawatts. It is the first biomass plant in the world to generate electricity using a dedicated crop—elephant grass—as fuel.

Marjorie Decker MC/MPA is serving her sixth term on the Cambridge City Council. Marjorie was recently elected to serve on the executive board of the Massachusetts Municipal Association. She continues to serve on the executive board of the International Association of Peace Messenger Cities. Marjorie, her husband, Bahij Bandar, and son, Brendan, have recently welcomed their newest addition: daughter Laurice Catherine.

Satoshi “Toshi” Ezoe MC/MPA, after working for the Japanese Government, has moved to Geneva, Switzerland, where he works for UNAIDS (Joint United Nations Programme on HIV/AIDS). He is concerned about the aftermath of the 3/11 earthquakes in Japan, although his immediate relatives were not directly hit. He appreciates wishes sent from HKS friends globally. Reassuring news is that his first baby girl, Shienna, was born on March 30, which brought his family hope and joy.

Anna Bell Gall (Farrar) MPP joined SKDKnickerbocker in January as a vice president for public affairs, where she provides policy counsel and leads multiple teams for client advocacy

efforts. Her portfolio includes work with leading financial, transportation and environmental groups, government agencies, and companies. In November 2010 Anna Bell married Robert Gall in her hometown of Austin, Texas. Robert is a senior attorney at the Institute for Justice. The couple resides in Washington, DC.

Slavica Grkovska HKSEE is a member of the Parliament of the Republic of Macedonia. She was elected for the first time in 2002, and this is her third term. Her major areas of focus are education and science, European integration, and foreign affairs. Previously she was a teaching assistant of mathematics at the Institute of Mathematics on the Faculty of Natural Sciences at St. Cyril and Methodius University in Skopje—the oldest state university in Macedonia. In June she got her master’s in mathematical sciences.

Chris Hughey MC/MPA and his wife, Christina, are pleased to announce

that their second daughter, Alexandra, was born on January 24, 2011. Chris has served as acting general counsel of the Federal Election Commission in Washington since August 2010.

Juanita Irizarry MC/MPA works as a program officer in the basic human needs program of The Chicago Community Trust, Chicago's regional foundation, and manages the organization's Persons with Disabilities Fund. She was recently appointed by Illinois Governor Pat Quinn to the state's new Commission to End Hunger. Additionally, she recently served in a volunteer capacity as the codirector of policy for the Chicago mayoral campaign of Miguel del Valle.

Karim Kawar HKSEE, who served as Jordan's ambassador to Washington and who already had a well-established reputation as a leader in developing Jordan's information communications technology sector, was appointed chairman of the board of trustees of King's Academy in 2010. King's Academy is a private, nonprofit, coeducational boarding high school in Madaba, Jordan, inspired by His Majesty King Abdullah II, that integrates the New England boarding school experience in the historical and intellectual context of the Middle East.

Samuel Lee MPP and his wife, Sechin, were blessed with their first child in September 2010. "Given his overall moxy and adeptness for blowing bubbles, Alexander (Lex) Lee recently received his first letter of interest from a D1 football program in the Big East Conference. Lex is expected to join the recruiting class of 2028."

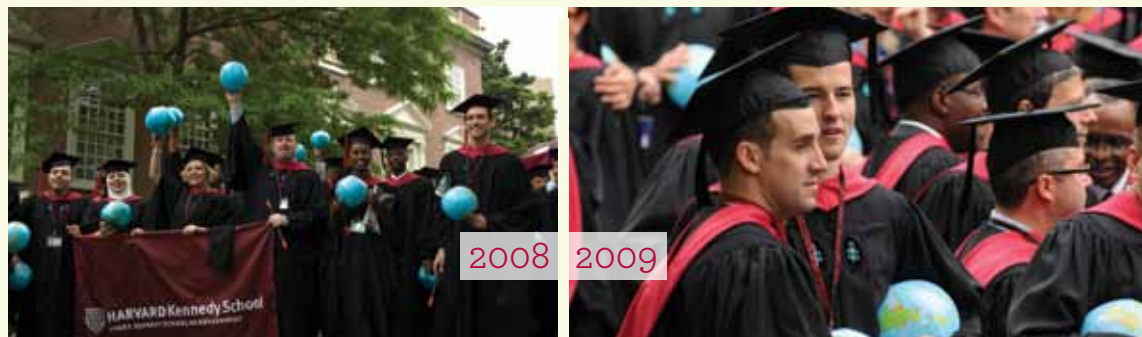
Manuel Lopez de Miguel MC/MPA became chairman of UNICEF Madrid Committee. He is also a member of UNICEF Spain's board of trustees.

Jose Maeso MPP/UP writes, by the time you read this, he and his wife Deborah, will be seeing their family grow with their first baby. Besides preparing the house for the newborn, Jose is busy consulting on green buildings and directing the Puerto Rico Construction Cluster and Energy Cluster, dealing mostly with policy issues to help in the development of these industries.

Serah Makka MPP has recently joined the Tony Elumelu Foundation, a newly formed, pan-African-focused foundation with a mission to improve business leadership in Africa. As manager of policy and partnerships, she will work to create and drive policies that foster a better business

climate. She is now based in Lagos, Nigeria, and welcomes HKS visitors coming to the area.

Stephen Purpura MPP will be granted a PhD in information science from Cornell University for a dissertation about managing subjectivity in search engine results. The work advances a new field, known as annotation science, and integrates techniques adapted from political polling and micro-targeting into the construction of a modern web search engine to customize search relevance rankings to each person's preferences. It also provides a method to measure search engine bias.



Hedieh Rahmanou Fusfield MPP and her husband, Eric, became proud parents of a 9-pound, 11-ounce baby boy on April 5, 2011, in Washington, DC. Emanuel Herschel Fusfield, a potential future HKSER, is already immersing himself in the econometrics of newborn feeding and diaper consumption.

Mario Luis Ramirez MPP will be moving to Washington, DC, this fall. He has accepted a commission as a captain in the U.S. Air Force where he will serve as an emergency medicine physician at Andrews Air Force Base. Previously Mario was a tactical and emergency medicine fellow at Vanderbilt University Medical Center after completing his residency in Emergency Medicine. He and his wife, Andrea, are looking forward to reconnecting with other HKS alums in the area soon.

Markus Redl MC/MPA has recently cofounded Sportmanagement Austria (Austrian Association for Sport Management) with his friend and colleague Martin Schnitzer. Sportmanagement Austria is a professional organization for executives in sports federation as well as in respective roles in governments and corporations in Austria. Its core mission is to support an ongoing professionaliza-

tion effort for sport leadership. Its first annual conference's theme, scheduled for October 8, 2011, will be "Ethics in Sport Management".

Michael Rein MC/MPA is currently a United States government civilian serving as an acquisition program manager with the U.S. Air Force at the Electronic Systems Center in Bedford, Massachusetts. In June 2010 Mike earned a master of arts in national security and strategic studies from the U.S. Naval War College in Newport, Rhode Island. In April 2011 Mike retired from the U.S. Navy Reserve after serving for 20 years in both active and reserve capacities.

Bill Rubin MC/MPA is general counsel for the Peace Corps. Previously Bill was a regional field director for Barack Obama's presidential campaign, based in Scranton, Pennsylvania.

Brian Selander HKSEE, as the chief strategy officer for Delaware Governor Jack Markell, is looking to HKS minds to suggest creative and cost-effective state solutions to help the governor build on his success solving historic shortfalls, winning Race to the Top, and moving the state's economy forward.

Oliver Stuenkel MPP has taken the position of assistant professor at the Center of International relations at the Getulio Vargas Foundation in Sao Paulo. His research focuses on rising powers, specifically on Brazil's and India's foreign policies and on their impact on global governance.

Erin Patricia Sweeney MPP/UP is currently a political officer in the U.S. Embassy in La Paz, Bolivia, a post she has held since July 2010. Besides work and community service, Erin decided to dive into the local culture and spent Carnival dancing with the Caporales San Simon La Paz folklore dance group in Oruro! Erin is planning to leave Bolivia and the State Department in early 2012 to

start a new career and life in Newark, New Jersey.

Roya Wolverson MPP completed a multimedia interactive feature on Iran as the Council on Foreign Relations's economics and Iran writer for the web before moving to *Time* magazine to work on global business in May.

Edward Yaeger Jr. MC/MPA, after colaunching a digital media company called AudienceFuel, which allows online publishers to trade their unsold inventory with each other, joined 20x200, a startup that sells limited-edition art prints for as low as \$20. Edward is enjoying the highly entrepreneurial atmosphere at

20x200, where the belief is that art should be accessible and affordable to everyone. He encourages his fellow alums to check out some of the great prints at 20x200.com, because living with art is good for us all.

2008

David Callaway MC/MPA recently founded a veteran-owned and -operated, nonprofit disaster response company, The Operational Medicine Institute (OMI), Inc. The OMI will maintain a working relationship with its parent organization at Harvard Medical Faculty Physicians but expand its work at the intersection of health and security. The group focuses on improving civil military coordination in disaster and humanitarian crises, rapidly scaling health technology solutions in austere environments and sustainable response strategies. The OMI, Inc. is led by fellow HKS grads and **Zuckerman Fellows** **Katie Laidlaw** MPA 2010, **Seth Moulton** MPA 2011, **Matt McKnight** MPP 2012, and **Sean Barney** MPA 2011. Author **Rye Barcott** MPA 2010 sits on the board of advisors. The Harvard community, including the Transitional Law Clinic at Harvard Law School, has been hugely supportive in this venture. We continue to look for partnerships and collaborations.

LEFT TO RIGHT: JOSHI RADIN; JODI HILTON

Steven Cohen MPP is a doctoral fellow in communication at the University of Maryland. He is well known for delivering dynamic, interactive courses and seminars that help participants improve their communication skills in real time. An expert on speech delivery, Steven researches and writes about the verbal and non-verbal techniques that professional speakers use to design and deliver powerful messages. He invites you to visit his website at stevendcohen.net.

Gina Coplon-Newfield MC/MPA recently started a new position at the Sierra Club, the oldest and largest grassroots environmental organization in the United States, where she is leading a new national electric vehicles campaign. For more information, see sierraclub.org/ev.

Alexander Gallo MPP was recently selected to serve as the deputy director at the Combating Terrorism Center at West Point. Alex also serves as an instructor in American politics, policy, and strategy in the department of social sciences at West Point. Finally, Alex and his wife, Ann, recently welcomed a baby boy, David Michael Gallo.

Tomas Garcia MPP received a JD from Georgetown Law School in Washington, DC, in May. As a student attorney in the Federal Legislation and Administrative Clinic this spring, Tomas advocated for legislation to create a law clerk program in the U.S. Congress analogous to judicial clerkships in federal courts. Tomas returns home to New Mexico this summer to sit for the bar exam, and join the law offices of Miller Stratvert, P.A. in Albuquerque.

Donna Hockey MPP and her husband, Tammer Zein-El-Abedein, welcomed their daughter, Lily, on July 21, 2010. Donna is the founder of Our Global Victory, a nonprofit that helped build classrooms for refugees in Uganda and supported the education of children from slum communities in Pune, India, during 2010.

Martin Hommes MPA/ID has recently joined the SME Banking group in the Access to Finance Department at IFC. He and his wife, Carolina, are happy to live in Washington, DC.

Jameson Riley Johnson HKSEE has recently transferred to a position at the Allied European Command (NATO) in Stuttgart, Germany. There, he will be the program director for a new intelligence fusion system.

Nicole Kekeh MPA is the founder of The Dora Kan Group LLC, a start-up

and strategy firm dedicated to affecting change in Africa by leveraging the power of business and by working at the intersection of politics and economic policy-making. Working with clients representing emerging and leading industries, the firm seeks talent and the next great entrepreneurs, together building strategies for growth, while bringing value to society.

Jennifer Kurz MPP has moved back to the West Coast, specifically to Seattle, where she is now an associate program officer with the Bill and Melinda Gates Foundation. Her portfolio focuses on global poverty advocacy. She would be happy to connect with fellow HKSers in the area.

Malik Omar Mukhtar Khan MPA is presently working for the Government of Punjab in Pakistan on a \$750 million development program. Omar hosted a Harvard alumni visit to Pakistan in January 2011 during which the alumni met a wide range of civil society and government officials, including the chief justice, foreign minister, chief minister of Punjab, etc. He continues to write and consult on trekking and tourism in Pakistan and welcomes any query in this regard. He lives in Lahore with his wife, Faraha, and sons, Asad and Saad.

Athanasios Kontogeorgis MPP is a special advisor to Greek Prime Minister George Papandreuou, working on the strategic planning of the government.

Tamas Landes MC/MPA, HKSEE 2002 moved to Brussels last year to join the European Defence Agency as corporate services director. "We are looking forward to celebrating the first birthday of Tomasito this summer. In my spare time (between two nappies) I am involved in the World Economic Forum's Global Governance Council as a Young Global Leader, awarded in 2010."

Josh Manning MPP is director of enrollment services at Lyon College in Batesville, Arkansas, working to grow the college to an optimal enrollment and improve retention rates. Josh returned to Lyon, his alma mater, after finishing his MPP. He is currently single and looking for attractive, moneyed women. All ages & ethnicities welcome to inquire.

Tomás Recart Balze MPA/ID learned from a marathon runner that the will to win is not nearly as important as the will to prepare. In HKS, he thinks, "you cannot get a better preparation, as we receive much more than frameworks and knowledge. You get to know the

people that have transformed, are transforming and will transform the world. It cannot be better!"

Ben Renda MPA recently switched over from sales management at Google to run user operations for YouTube. In his current capacity, he runs policy development, enforcement, and user/ e-commerce support teams. His son was born in early January, and Ben occasionally pens opeds on behalf of the Truman National Security Project regarding national security and human rights.

Jamie Snashall MC/MPA is the deputy director of government relations for Telstra, Australia's leading telecommunications and information services company. Jamie was formerly general manager Canberra of Enhance Corporate, a major government relations and strategic communications firm. He spent three years as political adviser and press secretary to Australia's Prime Minister, the Hon. Julia Gillard MP, when in opposition, and a year as political adviser to a senior state government minister. He has also worked as a federal civil servant in a range of portfolios and as a public affairs and social science consultant in Canberra, Melbourne, and his home state of Tasmania. Jamie is married to Narelle Luchetti and lives in Canberra. (He is celebrating a 40th birthday in October, so if you find yourself able to travel down under later this year, let him know!)

Robert Snedden Edwards HKSEE 2008, 2010 is the executive director of the Downtown San Mateo Association in suburban San Francisco and is in the midst of the PBID campaign to raise \$3.5 million to fund future revitalization of the historic downtown core of San Mateo. He advocates for 400 commercial property owners, 800 small businesses, and manages a board of 15 stakeholders and 50 volunteers. He serves on the board of the California Downtown Association and was recently elected president of the California Main Street Alliance board of directors.

Letha Tawney MC/MPA is a senior associate at World Resources Institute in Washington, DC, and is leading the institute's work on global innovation in clean energy. She and her husband, Brian, welcomed Avalaine May Corliss Tawney in May of 2010.

2009

Martin Alintuck MC/MPA was recently awarded, in Hong Kong, the Public Affairs Asia Gold Standard Award for Professional Excellence.

Martin has been the CEO and president of the USA Pavilion at Expo 2010 Shanghai, the world's fair recently held in Shanghai, China. The USA Pavilion welcomed 7.36 million visitors through the six months of Expo and also was recently received the Public Affairs Asia Gold Standard Award for Country Promotion.

Abdulrazzaq al-Saiedi MC/MPA is a senior researcher with Physicians for Human Rights, conducting research about human rights violations and medical neutrality in the Middle East and North Africa. He is finishing a research paper (affiliated with HKS) exploring the electoral systems employed in Iraq and their impact on the political landscape. Razzaq writes occasionally for *The New York Times* and the *Global Post*. Previously he reported on war and politics in Iraq for *The New York Times*.

Rye Barcott MPA/MBA saw his first book, *It Happened on the Way to War*, published in March by Bloomsbury. It was the tenth anniversary of the founding of Carolina for Kibera, a non-governmental organization cofounded with Salim Mohamed and Tabitha Festo in 2001.

Andrew Block MPP is an analyst with the Office of Policy at the U.S. Department of Homeland Security. He and **Claire Applegarth** MPP recently coauthored a chapter on human rights and international security that appeared in *Mass Atrocity Crimes: Preventing Future Outrages*, edited by Robert Rotberg (Brookings Institution Press, 2010). Previously Andrew served as policy director for two U.S. Congressional campaigns. He lives in Washington, DC.

Moís Cherem MPP is CEO of Enova, a company that is creating innovative educational solutions in Mexico. The Learning and Innovation Network (LIN) was conceived in the MPP program and was the subject of his PAE. The LIN will have 70 blended learning centers in low-income areas of Mexico, and over 150,000 students. The LIN has 450 full time employees and has been recognized extensively by organizations such as Endeavor, Ashoka, and the OECD. Moís still DJs regularly.

Thomas Eads MC/MPA, analyst at the Florida Department of Health, has developed an information system for the Florida Screen for Life program. The program provides colorectal cancer screening to the underinsured, and promotes screening through policy and systems change. A member of the program's medical

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2011

LELAND CHEUNG MPA/MBA-MIT Scholar Politician



In this age of elaborate, customizable coffee beverages, Leland Cheung MPA/MBA-MIT 2011 simply drinks a hefty mug of the stuff, black. The first student (he's also enrolled part-time at MIT's Sloan School of Management) and first Asian-American elected to the Cambridge City Council, Cheung's timetable demands that he get his caffeine straight, pure, and strong.

"The office administrator at City Hall is always saying I should cut back," laughs Cheung, admitting that his high level of activity creates a bit of a scheduling nightmare. There is no typical day, but one Thursday last spring began with an 8 AM meeting in Kendall Square to discuss a proposed Entrepreneurs' Walk of Fame project,

followed by a class on branding at MIT, a lunchtime ribbon-cutting event, a class on campaigns at HKS, committee hearings, neighborhood association meetings, community celebrations... "I'm usually home by 10:30 or 11 PM, do homework for an hour or so, and go to bed," he summarizes.

It's hard not to ask: Does Cheung have a significant other on top of it all?

"Fiancée," he answers. "I'm getting married on Sunday."

Cheung is a former venture capitalist; his interest in how policy affects business brought him to HKS, where he met Sam Yoon MPP 1995, Boston's first Asian-American city councillor. "I didn't see anyone who represented me on the [Cambridge] council, so I decided to run," he says. When he campaigned for the

council in 2009, Cheung brought the same matter-of-fact focus and drive to the task at hand, knocking on doors and engaging with as many voters as possible. "There's no substitute for direct contact with people," he says, adding that lecturer and campaign management expert Steven Jarding kept him motivated throughout: "You have to break out of your bubble if you want to be a leader instead of a politician."

With nearly two years of service under his belt, Cheung can point to some tangible accomplishments as he heads into a bid for reelection, from furthering transparency in government, to a pilot project bringing BBQ pits and WiFi to city parks, to a monthly police report on crime made available online through the BridgeStat program. In a surprising, somewhat controversial move, he also reached across the Charles River to collaborate with Boston City Council President Mike Ross on regional economic development issues. "Boston is seen as the competition," he says. "But there's a lot we can collaborate on in trying to bring new businesses to the region."

According to Cheung, one of the most challenging and time-consuming aspects of being a city councillor is resolving grievances between neighbors—the curb cut, the offending (or beloved) tree, the backyard chickens. "I play the role of mediator quite often," he says. "When we do reach a solution, it's ultimately a rewarding, valuable experience for everyone involved."

The newest incumbent on the city council, Cheung knows that he has a big target on his back. His strategy for the campaign ahead? "Continue working hard." As we part ways, he gets in line for another cup of coffee. ☕ JH

advisory board quality task force, he is educating providers about effective screening strategies that offer more choice and less harm at lower cost to patients.

Kakhaber Gordadze HKSEE is the organizational development coordinator at CARE International in the Caucasus, working with local non-profits, community-based organizations, and social enterprises to build capacity and improve management practices. In addition, he serves as the chairman of the board at Gori Regional Education Fund (GREF), a nonprofit founded by former U.S. Peace Corps volunteers and Georgian colleagues in 2008 in the aftermath of the Russia-Georgia War to provide academic scholarships and valuable educational opportunities to war-affected students, youth, and social change agents.

Bryant Ives MPP is a senior consultant with IBM's Global Business Services (GBS) consulting group. He is currently working with a Fortune 100 global diversified technology and industrial company on a regional SAP implementation in the United States, Brazil, and Mexico to drive a series of change management activities. Before that he worked with an internationally integrated oil company in Houston to implement best of breed processes, and a Fortune 500 consumer packaged goods company on a region-wide SAP implementation. In addition, Bryant is engaged on a pro-bono consulting project with a local theatre company in the Chicago-land area to help them create a three-year strategy.

M. Scott Knox MC/MPA is coming up on his one-year anniversary as chief operating officer of The Edward W. Brooke Charter Schools, a Boston-based college preparatory public charter school network, and has recently moved from Jamaica Plain to Roxbury, Massachusetts.

Liu Liwei HKSEE is an editor of the Hong Kong based Asia-Pacific Bureau of Xinhua News Agency, China.

Christopher Marchetti MC/MPA is a military strategist working at the Pentagon. Chris was married to Mirna Angulo in 2010, and they were expecting their first child (a baby girl) this summer. Chris believes that there are no stronger feelings than those he possesses for his wife and daughter.

Phillip Martin MPP is policy director for the Texas Legislative Study Group in Austin, Texas. Leading a staff of nine policy analysts, Phillip prepares analysis and policy recommendations

on every bill that comes to the floor of the Texas House, advocating for legislation that will improve the lives of Texas families. Phillip is also the managing editor of "Burnt Orange Report," the leading progressive blog for Texas politics.

Erwann Michel-Kerjan HKSEE writes, "As disasters are occurring all over the world at a growing speed, from Haiti, Chile, and Pakistan last year to New Zealand and Japan in the past few weeks, expertise in the field of catastrophe risk financing is certainly welcome. Dr. Erwann Michel-Kerjan serves as chairman of the OECD Secretary-General Board on Financial Management of Catastrophes, which advises the governments of its 34 members countries on these issues."

Matt Murray MPP/JD is an attorney at Altshuler Berzon LLP in San Francisco, where he practices employment, labor, civil rights, and constitutional law representing employees and labor unions. Matt's wife, Kate Murray, will begin a master's program at UC San Francisco this summer to become a nurse practitioner. Their daughters June, 3, and Eve, 1, are Boston natives, but they love California.

Fodé Ndiaye MC/MPA is currently head of the regional office for West and Central Africa for the UN Capital Development Fund and team leader for inclusive finance after coordinating the Johannesburg regional office. UNCDF is the UN agency creating opportunities in the LDCs through investments in inclusive finance and local development. He has almost 30 years in the field of finance for development. In 2009 Harmattan Paris published his book, *Microfinance en Afrique de l'Ouest: Quelle Viabilité?*

Antonio Nuñez Martin MC/MPA reports "setting up the Spanish HKS Alumni Association. Over these last few months we have had a lot of activity from the Kennedy School in Spain. In January, Steve Jarding taught a Campaign Management Program in Madrid, and in March, Dan Levy, the academic director of the MPA, was here to talk about the Evaluation of Public Policies. In May, we hosted the joint HKS-IESE Program Strategic Management for leaders from NGOs, and in June we organized the Diving Government Program with Professor Bob Bhen. We are continuing with plans to create new government training programs, and I would appreciate very much counting on your help."

Alexander Pfannenber MPP is personal assistant to the President of Leuphana University of Lueneburg,



2010

Germany, realizing the vision of a sustainable university for the challenges of the 21st century. Previously Alexander was a member of the campaign team of Frank-Walter Steinmeier, the Social Democratic challenger of Chancellor Angela Merkel, during the last general elections. Alexander lives in Lueneburg with his wife, daughter, and son. Their third child was born in July.

Jessica Reitz MPP is the deputy country representative for USAID's Office of Transition Initiatives (OTI) in Afghanistan. She completes her two-year posting in Kabul in September 2011 and will be based in Washington, DC, again this fall.

Philip Schaffner MPP, as a planner with the Minnesota Department of Transportation, is managing Minnesota GO—a statewide effort to create a 50-year vision for transportation in Minnesota.

Neel Shah MPP writes, "The nonprofit I direct along with fellow graduate **Devin DeCiantis** MPP had a great year, earning national attention on NPR, ABC TV, and many other outlets for our work to lower the costs of healthcare by helping providers understand how their decisions impact how much their patients pay for care. You can learn more about our work at costofcare.org.

Hassan Tette MC/MPA is assistant department head for cardiothoracic surgery at National Naval Medical Center in Bethesda, Maryland, and has been selected for the Robert Wood Johnson Health Policy Fellowship (2011-2012). His assignment at the Capitol will be determined once he returns from his deployment to Afghanistan. Before deploying this summer he plans to complete his MBA degree in Medical Services Management at Johns Hopkins University Carey School of Business.

Helen Wang-Zhu MPA is now settled in her hometown Beijing with Jason and their 2-year old daughter Sissi Lun-En Zhu. She is a busy and proud full-time mother, while helping with

local NGOs on migrant children issues and volunteering work.

Brent Wright HKSEE was appointed as the vice chief of the Joint Staff (Air), Joint Force Headquarters, Oklahoma National Guard. His duties include the development and management of a governmental relations fusion cell with the mission to develop and sustain an integrated method of collecting and processing data for the adjutant general.

2010

Josh Archambault MPP has joined Pioneer Institute, a public policy think tank in Boston, and is leading two initiatives on health care policy and on urban redevelopment. Prior to joining Pioneer, Josh was selected as a health policy fellow at the Heritage Foundation in Washington, DC. Josh and his wife, Elizabeth, have settled back into their pre-HKS life in Quincy, Massachusetts.

Sohaib Athar MPP, after having moved back to his native Pakistan in July 2010 after completing his MPP degree, has been working as a consultant with the World Bank. He helped the bank with project appraisal for a new multi-year initiative on urban management and improved service delivery called the Punjab Large Cities project. He also worked extensively on the Pakistan Floods 2010 Damage and Needs Assessment exercise that was done by the bank to assess reconstruction needs after the devastating floods last summer. Since then he has been involved as a consultant with the Global Facility for Disaster Reduction and Recovery (GFDRR), working on monitoring and evaluation for post-disaster recovery and reconstruction programs.

Lena Marie Benson MPP has recently relocated to Los Angeles, California, and will begin working with Sony Pictures Entertainment as a communications consultant/business analyst specializing in change

management on various domestic and international projects.

Frank Bryant HKSEE, founder of the Free My City Council, is organizing the first ever National Enlightenment Walk for Education Reform in America (NEW ERA) on the National Mall in Washington, DC. The NEW ERA will be held on November 12, 2011, marking the beginning of American Education Week, November 13–19, in an effort to create a sense of urgency for change in America’s broken education system. For more information, visit newerawalk.org.



David Fenza MC/MPA is executive director of the Association of Writers & Writing Programs (AWP), a non-profit arts and educational organization of poets, novelists, and nonfiction writers who teach. AWP held its last conference in Washington, DC, and 9,400 people attended to participate in 400 events. Fenza has been helping with advocacy efforts in support of public funding for the arts and arts education. He recommends Gary Shteyngart’s new novel, *Super Sad True Love Story*, to his classmates for its cultural and political satire. “It’s the wildest time for arts advocacy since 1995... But at least it’s never boring.”

Bill Forry MC/MPA and his wife, State Rep. **Linda Dorcena Forry** MC/MPA 2012 celebrated the birth of their third child, Madeline Casey Forry, in July 2010. Madeline joins big brothers John, 7, and Conor, 4, in the Forry home in Dorchester, Massachusetts. After graduation, Bill returned to his duties as the managing editor of the Reporter Newspapers, which is owned and operated by Bill’s family. The media company marked the tenth anniversary of their *Boston Haitian Reporter* publication with a luncheon at Boston’s Pier Four on May 12.

Kenneth Wade Fredette MPA was elected to the Maine House of Representatives, and as a freshman was appointed by the Maine Speaker of the House to the Appropriations and Financial Affairs Committee. Ken continues to serve as a major in the Maine Air National Guard.

Matt Homer MPP joined Deloitte Consulting LLP in September 2010 and works in their federal practice. He recently concluded a project in which he developed an integrated performance management solution for a Department of Homeland Security client. He is currently working on a finance reform engagement.

Jasmin Johnson MPP is currently working in emergency preparedness and support at the United Nations in New York.

Marc Johnson HKSEE is putting his HKS training to use by preparing a plan for medical coverage for the uninsured agricultural workforce population of California. He is also using his HKS training in film production tax credits to work with Harvardwood, an organization of Harvard alumni, students, faculty, and staff in the arts, media, and entertainment.

Rasheba Johnson MPP is the director of special projects and board strategy at Year Up’s National Office in Boston. Year Up is a youth and workforce development program for urban young adults. She manages the organization’s National Board and nine Local Advisory Boards. Rasheba recently joined the Education Pioneers Boston Alumni Board. Previously she was worked in the Office of Mayor Cory Booker in Newark, NJ, and the New York City Department of Youth and Community Development’s OST initiative.

Aziz Lakhani MC/MPA heads operational risk at HBL, Pakistan and is responsible for implementing ORM framework in line with the Basel II regulations. Aziz also delivers lectures on risk management at the Institute of Business Administration Karachi. Past experiences include working on the board of one of the largest educational NGOs in Pakistan. Currently he is also voluntarily working for a number of community based and private schools that offer education to the underprivileged students.

Chris Lawrence-Pietroni MC/MPA is working with Marshall Ganz and other HKS alums on groundbreaking work that applies insights from community organizing to achieve quality improvement and cost reduction in the UK’s National Health Service. Chris is also an associate with Local Government Leadership and is currently providing support to a number of county and city governments as they strive to meet adaptive environmental challenges associated with flooding and coastal erosion.

Gregory David Macias MC/MPA has joined M+R Strategic Services as senior vice president, division director for government affairs, where he leads the lobbying, grassroots organizing, coalition building, and strategic consultation services for M+R’s clients. As a consulting firm, M+R likes to say it has causes rather than clients, and seeks to deliver impact on the most important issues of our time. He is settling back into Washington, DC, after traveling and his time in Cambridge.

Behrad Mahdi MPA moved to Washington, DC, after graduating from HKS in 2010. He is currently an associate with Censeo Consulting Group, focused on developing and implementing result-oriented operations, supply chain, and procurement solutions to federal clients. In addition to his professional work, Behrad is also actively involved in the launching of the DC chapter of a national Iranian American civic group, as well as pursuing mentorship opportunities with Community of Hope DC.

Twila McClinnis MC/MPA was nominated as a committee member to Women of the Harvard Club, an influential community of women leaders and aspiring leaders who are dedicated to the personal and professional development of women in Greater Boston. She also was appointed to serve on the Wellness Committee in Amherst, New Hampshire, to develop policy for childhood obesity.

Phillip Patitsas MC/MPA was ordained to the Holy Priesthood as Fr. Philemon on October 17, 2010, and now serves as a priest at the Holy Trinity Greek Orthodox Cathedral in Charlotte, North Carolina, the second largest parish in the Greek Orthodox Archdiocese of America. In addition to his parish duties, he has been elected to the board of directors of the Orthodox Christian Mission Center, in St. Augustine, Florida; has become a fundraising advisor to the Socrates Academy; and is guiding the development committee of Hellenic Park, a 32-acre property in southeast Charlotte designated for community and commercial development using the new urbanism model.

Bhojraj Pokharel MC/MPA recently served as a member of the UN Secretary General’s High Level Monitoring Panel on the Referenda in the Sudan. His pivotal role as the chief election commissioner in holding the historic Constituent Assembly Election in Nepal in 2008 won him global recognition. Previously he served in senior positions, including as the perma-

nent secretary, in different ministries and chaired some major public companies in Nepal. Bhojraj resides in Nepal with his wife and parents. His daughter will attend Harvard School of Public Health, and his son will pursue his master’s at New York University this fall.

David Raper MC/MPA in February became a ‘retail activist’ and joined Housing Works as vice president of thrift retail. Housing Work’s mission is to end HIV/AIDS and homelessness through relentless advocacy, lifesaving services, and social enterprise. David leads twelve upscale thrift shops in Manhattan and Brooklyn that generate \$15 million for this mission with the support of New Yorkers and the fashion/design industry as donors and customers of designer merchandise, and as staff and volunteers (shop-housingworks.com).

Carrie Sheffield MPP and **Jeremy Shingleton** MC/MPA 2010 became engaged last winter. They met at the 2010 HKS Spring Formal at the Boston Public Library. Carrie works as a financial analyst in the municipal sector at Goldman Sachs, and Jeremy has been working as a management associate for a hedge fund in Westport, Connecticut. The couple is planning a spring 2012 wedding in Washington, DC, just in time for the cherry blossoms.

Alvin Tan MPP works in the Office of Government Affairs at Goldman Sachs (Asia) in Hong Kong where he coordinates the strategic relationship between the firm and governments, and works with policy makers, regulators, and finance ministries to develop Asia’s capital and financial markets. Previously Alvin was a captain in the Singapore Armed Forces where he trained and commanded a tank platoon, and later worked on the counter-terrorism desk in Singapore’s Joint Intelligence Directorate.

Rob Werner HKSEE serves on the Concord, New Hampshire, City Council and chairs the Energy and Environment Committee. Rob’s work as the national field director with Americans for Campaign Reform “continues to be rewarding and challenging as we build support for a system of small donor citizen funded elections for the U.S. Congress.”

In Memoriam

Adam Domanski MC/MPA 2004
Henry Hubshman MPP/ID 1973
Angelo Reyes MC/MPA 1990

Visiting Committee

Lawrence S. Bacow
 MPP 1976, chair*
 Robert A. Belfer
 John M. Deutch
 Cheryl L. Dorsey MPP 1992
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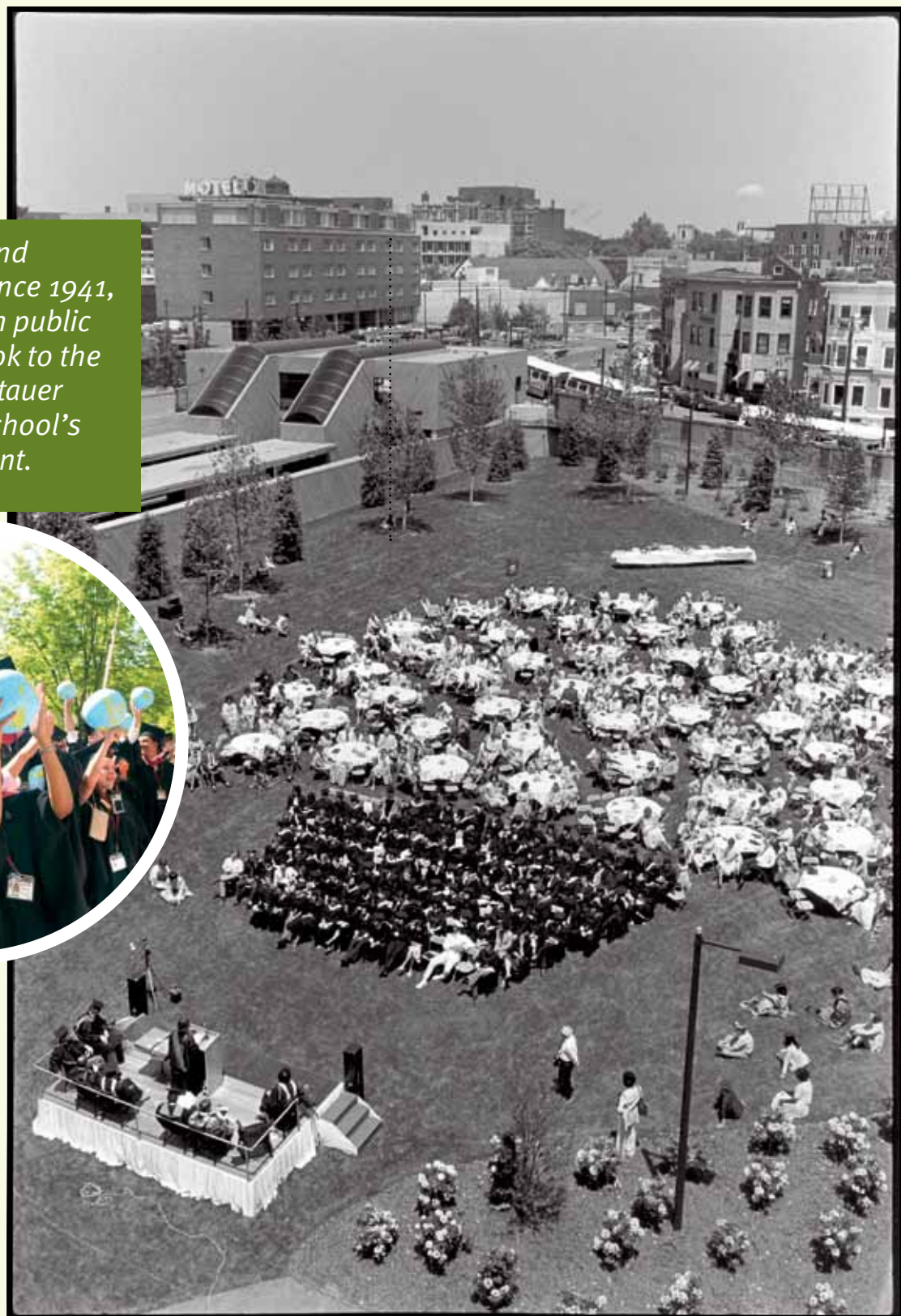
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IT'S BEEN 70 YEARS and 18,424 degrees since 1941, when 18 masters in public administration took to the steps of the old Littauer building for the school's first commencement.



In 1979, the school celebrated its first graduation on its new site. Only one of the campus's buildings had been built, an MBTA station was still there, and friends and family of the graduates sat at lunch tables while watching the ceremony. Today (see inset) graduations are a more complex logistical feat, with more than 500 graduates, tents covering most of John F. Kennedy Park, and a live web stream carrying the ceremony to viewers across the world. For all that, the sense of pride and accomplishment can hardly have changed at all.

LEFT TO RIGHT: JOSHI RADIN; JOSHI RADIN; HKS ARCHIVES

FINAL SAY

Professional activities

I write and give talks about climate litigation, ethics, and other aspects of global environmental change. My goal is to help people understand what is at stake, how different stakeholders may be affected by policy alternatives, and the roles that science and values play in attitudes toward climate change.

Alumni activities

I came to the Kennedy School for the 10-month Mid-Career program and ended up staying for three years. The school introduced me to extraordinary students and faculty members whom I now regard as lifelong friends. HKS expanded my environmental interests to the international level, drawing me to climate change and sustainable development, and enhancing my understanding of the complex domestic and international forces at play. As an alumna, I continue to use the tools I acquired at HKS to understand environmental problems and evaluate policy options.

For the past three years I have served on the HKS Alumni Board. I ran for the board to promote connections among alumni and the school, in order to foster the creative synergy many of us found on campus. I have worked with other board members and with the Alumni Relations Office to survey alumni attitudes about the school; to strengthen the HKS global network; to promote connections with the Office of Career Advancement for counseling, recruiting, and

individual job searches; and to keep alumni connected to the school and to one another by updating their HKS profiles.

Why I give I understand the importance of a strong tradition of giving back, and show my support by contributing annually to the HKS Fund. I want to make it possible for the best students to attend the Kennedy School, regardless of their personal finances, and for students to graduate without enormous debt. I agree with Dean Ellwood that our alumni should be able to choose careers that best fit their skills and interests, without the burden of student loans factoring into their decisions.

I also recognize that giving is not limited to money. Many HKS alumni give time by recruiting new students, creating networking opportunities, organizing reunions, serving on committees, giving talks at the school, and in countless other ways. I invite each of you to think about what the Kennedy School has given you, and what you might be able to give back to the school.

ON THE WEB

Learn more about what you can do to support Harvard Kennedy School at www.hks.harvard.edu/giving

617-495-5293
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Marilyn Averill MC/MPA 2000

Lives ... Boulder, Colorado

Profession ... Environment and natural resources attorney, academic

Passions ... Friends, books, travel, HKS

Current work ... Doctoral student in environmental studies, chair of HKS Alumni Board

Giving ... has contributed to the Kennedy School since 2001

Celebrating **75** years



HARVARD Kennedy School

Ask what you can do