

HARVARD KENNEDY SCHOOL

magazine

AUTUMN 2013



→ CAPITAL CAMPAIGN
A VISION FOR THE FUTURE

→ CODY KEENAN MPP 2008
THE PRESIDENT'S WORDS



WHERE credit IS DUE

|||||
Fulfilling the Promise
of Microfinance



14



20



12



7



49



39



30

FEATURE STORIES

- 14 **Capital Campaign** The campaign will allow the school to make transformative changes and build additional resources to continue to address public problems.
- 20 **In His Own Words** A member of Obama's speechwriting team for the past six years, Cody Keenan MPP 2008 helps give voice to the president's thoughts.
- 24 **Credit Worthy** Once the brightest idea in development economics, microcredit is under attack. Rohini Pande is looking for ways to make this sector fulfill its original promise.

DEPARTMENTS

- 2 **Executive summary** The dean's word
- 3 **The end results** Sara Horowitz MC/MPA 1995... Social impact bonds
- 4 **Public interest** News bites from around the school
- 6 **From the Charles** *Behind the Kitchen Door*... Legalize it! How?... The training regimen behind Boston Strong... Alumni develop with rigor
- 30 **Bully Pulpit** Geoffrey Canada... Eric Cantor... Macky Sall... Michele Pierre-Louis... David Keene
- 33 **In Print** *Just Business*... *Rising Tide*... *Science and Public Reason*... *Lee Kuan Yew*... *Recognizing Public Value*
- 35 **Alumni voices** Classnotes... From the Field: Ed Barker MPA 2000, Mariana Andrade MC/MPA 2010, and Violet Gonda MC/MPA 2011
- 57 **Ways and Means** Zhenyao Wang MC/MPA 2000... David Rubenstein
- 60 **Exit Poll** You Are Here



On the cover: Money is counted before being distributed at a microcredit center. See story on page 24. Photograph: Bloomberg/Gettyimages

RICHARD HOWARD

CLOCKWISE FROM TOP LEFT: MARK SMITH, RAFIQ MAQBOOL/ASSOCIATED PRESS, CHARLES KRUPA/ASSOCIATED PRESS, DAN BEHR, JESSICA CRANTON, RICHARD HOWARD

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Dear Reader,

This issue highlights an important moment in the history of the Kennedy School as we embark on our first capital campaign in almost two decades. It is an exciting time for us as we step back and identify how we, as a school, can best meet the critical challenges of our time.

For almost eight decades, the Kennedy School—through the leaders it has trained and the research it has produced—has led in addressing major public problems. Its leadership is needed now more than ever. Problems such as global inequality, climate change, and terrorism all demand enlightened leadership and rigorous policy solutions. In this issue we share our plans for the Campaign for Harvard Kennedy School, which will provide us with vital resources for continuing to attract the very best students and faculty, and

supporting their work once they are here.

Featured in this issue is economist Rohini Pande’s research on microfinance programs, which shows the school’s unique strengths in rigorous analytic analysis. A co-founder of Evidence for Policy Design (EPOD), Professor Pande, along with colleagues, is looking at the effectiveness of development programs around the world and how to improve the design of future programs. EPOD’s findings on microfinance are already being applied in experiments in India and through an executive education course here at the school for policy makers working in the microfinance field.

Also featured in this issue is Cody Keenan MPP 2008, one example of the amazing alumni who work every day to make the world a better place. Recently promoted to serve as President Barack Obama’s chief speechwriter, Keenan began working with the president when the Obama campaign was just getting off the ground in the summer between his two years at HKS. You can read here about life in the West Wing and what it’s like to help a president promote his policies.

We are delighted to unveil publicly our broad aims and objectives for the campaign in these pages. Many more details will follow, both in the magazine, at a dedicated web site (www.hks.harvard.edu/campaign), and in communications from the school leadership.

I am excited by the opportunity this campaign offers us all to spread the word about our deeply mission-driven school—its accomplishments, our aspirations, and our capacity to do so much more to solve critical problems facing people across the globe. I hope to see many of you during the months ahead. Now more than ever, we will ask what we can do together.

Dean David T. Ellwood
September 2013

UPDATE | A GOOD GIG

According to the Bureau of Labor Statistics, about 20 million Americans are freelancers or independent contractors. It’s a phenomenon Sara Horowitz MC/MPA 1995 calls “the gig economy.” The Freelancers Union, which Horowitz founded, counts more than 200,000 of those workers as members.

When Horowitz was profiled in the Spring 2007 issue, membership was at 40,000. The size of the union is not the only thing that’s changed since then. For one thing, Horowitz received \$340 million in low-interest loans from the federal government to expand the health

cooperatives the union had pioneered in New York. That initial experiment, which covered more than 20,000 people with \$105 million in annual revenue, will now be available in New Jersey and

Oregon as well as New York, and will offer health insurance to thousands more. And to provide a more holistic approach to health care for members, the union also opened a 6,000-square-foot

health clinic in Brooklyn, New York, in November 2012.

These changes will be crucial to freelancers. According to a 2010 survey of Freelancers Union members, nearly 18 percent had given up health insurance because they could not afford it.

“Whether you like it or don’t like it, it’s unlikely we’re going to see growth in government over the next few years,” Horowitz told *The New York Times* in a story about her work in March 2013. “But we’re not going to see any reduction in social needs for workers. And we need these social-purpose institutions in place to serve their growing social needs.”



UPDATE | SOCIAL IMPACT

We wrote about the pioneering use of social impact bonds (SIBs) in the previous issue of the magazine. SIBs bring together governments, service providers, and private sector investors to create programs focused on pressing social problems. Investors are repaid only if the public program delivers on its promise. The value of that model is being recognized more widely and the rapid rise of SIBs continues. In June, the SIB Lab at HKS, directed by Jeffrey Liebman, Wiener Professor of Public Policy, and The Rockefeller Foundation announced six new SIB projects across the country (from 28 applications) that will receive technical assistance. “Social impact bonds have traveled faster than any other social innovation in recent history,” said Kippy Joseph, Rockefeller’s associate director for innovation.

DESIGN NOTES

We’ve made a few small changes to the magazine’s design. You’ll notice it on the cover and in the contents page. But you might notice it most in the Alumni Voices section. In the past few years, more and more of you have been writing in, keeping in touch, and sending us news of your lives and careers. That’s a development that we find very satisfying. But with more and more notes coming in, we decided we should try to make that section of the magazine a little more readable. We hope you find that the new design works. You may also notice that

we’ve changed the way we present alumni books. This feature, too, has grown by leaps and bounds in the past couple of years—so much so that we’ve decided to take a new approach. We’ve built a Kennedy School page on the book-sharing site Goodreads.com that allows us to tell you about alumni and faculty books. We hope you’ll join us there. The HKS library has also dedicated new space to alumni books (a real shelf, with real books), and will be taking selected titles into its permanent collection. Keep them coming.



ON THE WEB
<http://ken.sc/market-values>

PUBLIC INTEREST



Filling Lots

STUDENTS **Cristina Garmendia** and **Alexander Kapur**, both MPP 2013, along with Andrew Kieve, have created a new venture, OpportunitySpace, an open source technology platform that connects citizens, businesses, and governments to help optimize the use of underutilized land and buildings. OpportunitySpace came about following Garmendia and Kapur's work for the Louisville Metro Government on their Policy Analysis Exercise (PAE).

Left to right, Alexander Kapur, Cristina Garmendia, and Andrew Kieve

New Dean of Students

STAFF **Melodie Jackson** MC/MPA 2001 has been appointed Harvard Kennedy School's new senior associate dean for degree programs and student affairs. Jackson, who previously headed the school's communications office, succeeds Chris Fortunato, who

recently left for a new position as head of school at Blair Academy, in Blairstown, New Jersey. Jackson will be responsible for the strategic direction and oversight of the offices of admissions and enrollment services, student financial services, the registrar, student affairs, and career advancement, with day-to-day administration of the school's degree programs.

Shining Shoe-Leather

HONORS A *New York Times* columnist and investigative reporters from the *Chicago Tribune* were honored in March by the Joan Shorenstein Center on the Press, Politics and Public Policy at the **Goldsmith Awards in Political Journalism**. **Nicholas Kristof**, of *The New York Times*, received the Goldsmith Career Award for Excellence in Journalism and the *Chicago Tribune's* **Patricia Callahan**, **Sam Roe**, and **Michael Hawthorne** were awarded the \$25,000 Goldsmith Prize for Investigative Reporting for their series "Playing with Fire." Goldsmith Book Prizes were awarded to **Jonathan Ladd**, for *Why Americans Hate the Media and How It Matters*, and **Rebecca MacKinnon**, for *Consent of the Networked: The Worldwide Struggle for Internet Freedom*.

Centers Join Forces

RESEARCH CENTERS In July, the Hauser Center for Nonprofit Organizations became the **Hauser Institute for Civil Society**, residing within the **Center for Public Leadership (CPL)**. The merger will strengthen focus on the social sector, on advancing research in civil society, and on leadership while also helping to produce well-prepared students for the social sector. Professors Max Bazerman and David Gergen will lead the new enterprise as codirectors of CPL.



Changing Guard

STUDENTS The Democratic state representative **Linda Dorcena Forry** MC/MPA 2013 was elected to the Massachusetts State Senate, defeating Republican Joseph Ureneck in a special election for the First Suffolk seat. Forry, who received more than 80 percent of the vote, replaces Jack Hart, who resigned for a private sector job. Current U.S. Representative **Stephen Lynch** MC/MPA 1999 held the seat before Hart, and former state Senate President William Bulger held it for 25 years before Lynch.

Poll Position



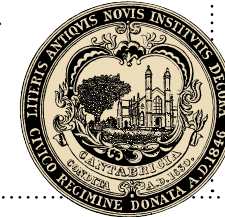
HONORS IOP Director **Trey Grayson** was appointed to the newly formed Presidential Commission on Election Administration. A

former Kentucky secretary of state, Grayson is one of 10 individuals appointed to the commission, which was created by President Barack Obama to improve the election process for voters. The bipartisan commission will look at ways to shorten lines at polling places, promote the efficient conduct of elections, and provide better access to the polls, among other issues.

Town and Gown

RESEARCH CENTERS **Robert Healy**, who has served as Cambridge's city manager for more than 30 years and in city government for more than 40 years, has been named a Taubman Fellow at the **Taubman Center for State and Local Government** and the **Rappaport Institute for Greater Boston**.

Healy will work with faculty members, scholars, and students on a range of academic and research projects and will participate in seminars, workshops, and public events. He will also teach as an adjunct lecturer.



Jon Murad

Graduate Orator

STUDENTS New York City policeman **Jon Murad** MC/MPA 2013 described the importance of the public servant when delivering the graduate student address in Tercentenary Theatre on graduation day. A 1995 graduate of Harvard College, Murad told the audience that there is as much

value in being "social workers and teachers, soldiers and preachers, nurses and cops" as in being "presidents and poet laureates." Murad, who will return to the NYPD as a sergeant, said, "The world needs people in these roles. These things matter."

Hi

President's Challenge

STUDENTS Three students were named as finalists in Harvard University's iLab President's Challenge. **Brent Dance** MPA 2014 is part of a four-member team that established

Kartis, a social network to improve the effectiveness of non-profits. The other team members are Chris Goldstein, Andrew Cole, and John Liebow. **Sara Minkara** MPP 2014 was selected for her Empowerment through

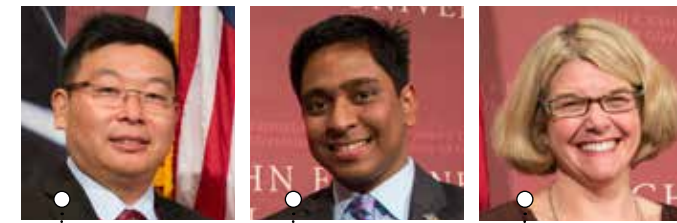
Integration program, which helps disadvantaged, blind youths achieve their career goals. **Jocelyn Cheng** MPP 2013 is a member of TerraTek, a venture that helps people and governments in emerging markets secure land rights. TerraTek was recognized as a runner-up to the grand prize winner.

ON THE WEB

<http://ilab.harvard.edu/presidents-challenge/2013/finalists>

Achievement Awards

HONORS Three Kennedy School alumni received awards at the 2013 reunion. **Jian-Li Yang** PHD 2001 received the Alumni Achievement Award for his advocacy of democracy in China; **Ejaj Ahmad** MPP 2008 received the Rising Star Award for founding the Bangladesh Youth Leadership Center; and **Wendy Feldman** MC/MPA 1989 received the Julius E. Babbitt Memorial Alumni Volunteer Award for her work with alumni in Toronto.



Jian-Li Yang

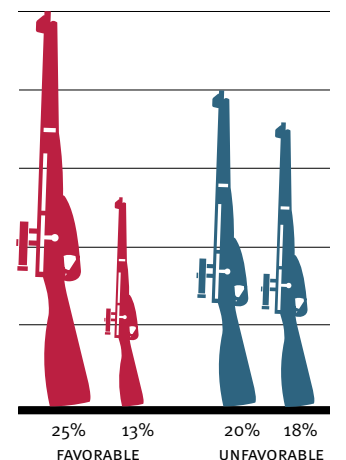
Ejaj Ahmad

Wendy Feldman

Mixed Millennials

RESEARCH According to the IOP's most recent **national youth poll**, millennials have a mixed opinion of the National Rifle Association. Thirty-eight percent expressed either somewhat (25 percent) or very (13 percent) favorable attitudes toward the organization. An equal number expressed unfavorable attitudes (20 percent somewhat, 18 percent very). The survey also showed that a slight majority (52 percent) of millennials continues to approve of the job Barack Obama is doing as president. The IOP's national poll has surveyed America's 18-to-29-year-olds since 2000.

ATTITUDES TOWARD THE NATIONAL RIFLE ASSOCIATION



"Our vision for the new center is based on the **natural synthesis** between and across the disciplines of leadership and nonprofit management."

∴ Dean David Ellwood

CLOCKWISE FROM TOP LEFT: COURTESY OF OPPORTUNITYSPACE, LUIS PRADO FROM THE NOUN PROJECT, ISTOCK

CLOCKWISE FROM TOP LEFT: MARTHA STEWART, KRIS SNIBBE/HARVARD STAFF PHOTOGRAPHER, MIKE AZDZSKIKI FROM THE NOUN PROJECT, MARTHA STEWART

Restaurant Confidential



Saru Jayaraman

RICHARD HOWARD

earth that doesn't have paid sick time off," she adds. "It's a public health disaster. I think most Americans agree with me on this. They're disgusted when they find out that workers don't have paid sick days."

That may be because Americans are eating out more now than ever. In just two decades, says Jayaraman, the share of meals consumed outside the home has risen from 18 percent to 32 percent. But while restaurant-going has evolved beyond recognition, labor practices have remained unchanged.

One of her most urgent goals is to increase the minimum wage for servers, which has remained stagnant at \$2.13 an hour for 22 years, owing in large part to the power of the National Restaurant Association. The association has been able to persuade policymakers that a rise in the minimum wage for tipped workers would increase the cost of eating out dramatically, a scare tactic, she maintains, that has no basis in the truth—but has succeeded thus far in stifling any desire by policymakers or consumers to support change. *Behind the Kitchen Door* provides examples of restaurant owners who've dared to offer a higher minimum wage to servers, along with health benefits and paid time off, and who've succeeded in operating profitable businesses.

Despite the challenges that persist, Jayaraman is convinced that the restaurant workers movement is one whose time has come. Her recent book tour crisscrossing the country has shown her that many Americans feel strongly about the issue. Her television appearances—on shows such as *NBC Nightly News*, *Moyers and Company*, *Real Time with Bill Maher*, and *Up with Chris Hayes*—have led to invitations to appear on more shows, and viewers have started to write her, encouraging her to keep up the fight.

She expects that roc's efforts will soon succeed in raising wages and providing paid sick days. One reason for hope, she believes, is the dramatic rise in interest in food over the last several decades—where it's grown, how it's processed, and how the animals are treated. Consumers are demanding to know more about the food they eat. Barriers to the humane treatment of the workers serving that food, she says, will be the next to fall. ❖ SA


ALUMNI The facts come quickly. On a multi-city book tour that includes readings and appearances on both radio and television, Saru Jayaraman MPP 1998 reels off some of the harsh truths about the restaurant industry: Of the 10 million people employed in the industry, only 20 percent receive a living wage. Workers often work sick because most employers offer no paid time off. They face persistent racial and gender discrimination. Tipped workers are paid a federal minimum wage that has not changed in decades.

With the publication earlier this year of her book *Behind the Kitchen Door*, and her decade of work at Restaurant Opportunities Center United (roc), a national organization she cofounded in 2002 to serve restaurant workers, Jayaraman is turning her considerable energy and determination to ensuring that the industry's labor practices are brought into the 21st century.

A graduate of both the Kennedy School and Yale Law School, Jayaraman was already working on behalf of immigrant workers in 2001 when, following September 11, displaced workers from Windows on the World, the restaurant atop one of the World Trade Center towers, sought her help. She decided to take up their cause, and the more she learned, the more she was convinced of the need for change.

In *Behind the Kitchen Door*, Jayaraman puts a face on many of the issues needing attention. She tells the stories of some of the servers, bussers, runners, dishwashers, and cooks she's come to know over the years. She describes how a young, college-educated Latina server in a Texas pancake house, along with her black coworkers, is consistently passed over for more lucrative events—such as banquets—and how she is forced to clock out even while still working. Jayaraman details how an energetic Korean server in California who came down with swine flu, with no health benefits or sick leave, was wiped out financially.

Current restaurant conditions are unfair and dangerous not just to workers forced to work sick, she says, but to everyone who eats out. "We're the only industrialized nation on

 **ON THE WEB**
<http://ken.sc/au13-restaurant-confidential>

Footprint

Young Global Leaders In 2007, World Economic Forum founder Klaus Schwab MC/MPA 1967 started a program that brings together exceptional young leaders from around the globe to tackle some of the world's most challenging problems. Since 2008, the program each year has identified 125 exceptional individuals under the age of 40. Today it includes more than 900 young leaders, many of them Kennedy School alumni.

33 HKS Young Global Leaders

2008

- Wilmot Allen MPA 2000
- Nesreen Barwari MC/MPA 1999
- Peter Bisanz MC/MPA 2009
- Mehmet Daimaguler MC/MPA 2005
- Jared Genser MPP 1998
- Kate Hampton MPP 2000
- C. V. Madhukar MC/MPA 2004
- Taku Otsuka MPP 2005

2009

- Shahzad Bhatti MC/MPA 2006
- Bozidar Djelic MPA 1991
- Felix Maradiaga Blandon MC/MPA 2006
- John McArthur MPP 1998
- Marie So MPA/ID 2006
- Werner Wutscher MC/MPA 2005

2010

- Marlene Malahoo Forte MC/MPA 2009
- Ricken Patel MPP 2001
- Michelle Rhee MPP 1997

2011

- Rye Barcott MPA 2009
- Stephen Frost MPP/UP 2004
- Eric Cacou MC/MPA 2011
- Jeremy Heimans MPP 2003
- Andrew Lee MPP 1996
- Mohammed Shaffi Mather MC/MPA 2008
- Naheed Nenshi MPP 1998

2012

- Sam Gregory MPP 2000
- Adarsh Kumar MPP 2000
- Cina Lawson MPP 2001

2013

- Jesmane Boggenpoel MC/MPA 2012
- Nishan Degnarain MPA/ID 2006
- Marcela Escobarí MPP 2001
- Ronald Mendoza MPA/ID 2001
- Tunku Ali Redhaudin Tuanku Muhriz MC/MPA 2011
- Nima Tshering MPA/ID 2012

If we've missed anyone, please let us know and we will add the information online.

YGLs serving around the world



Helping Leaders Lead

They possess diverse skills and talents as entrepreneurs, artists, heads of state, teachers, and social activists, yet the Young Global Leaders (YGLs, as they are known) all share a curiosity and passion for identifying problems and finding solutions. To help sharpen their leadership skills, the Kennedy School offers a three-day training session:

Global Leadership and Public Policy for the 21st century. Founded by the former Kennedy School dean Joseph Nye, Jr., and the director of the Center for Public Leadership, David Gergen; led by Iris Bohnet, faculty chair; and underwritten by David Rubenstein, the program has since its inception hosted more than half of all YGL participants.

Program facts

489	→	YGL participants
72	→	YGL participants each session
8	→	sessions
3	→	days per session
70	→	faculty members
90	→	countries

SECTORS	
278	→ private sector
138	→ nonprofit
39	→ public sector
34	→ academic

ON THE WEB
<http://ken.sc/au13-legalized>
HKS POLICYCAST
 Listen to Mark Kleiman at hks.harvard.edu/PolicyCast

It's Legalized. Now What?



ALUMNI After marijuana entered mainstream use, in the 1960s, the United States experimented with decriminalization and even with the idea of legalization. But for nearly two decades, the War on Drugs, which seemed to treat all drugs and all drug users with equal ferocity, kept that discussion on the fringes. Starting in the late 1990s, with public opinion changing again, some states began trying new policies, such as medicinal marijuana use and decriminalization of possession for small amounts. Following statewide ballots in November 2012, Washington and Colorado became the first states to approve legalization.

For a drug policy expert like Mark Kleiman MPP 1974, PHD 1985, it's an opportunity to finally grapple with something that was long just an abstract concept. "For years drug policy analysts were able to sit back and talk about how much better we could do it if we were in charge," says Kleiman, who was hired last year as Washington State's chief marijuana consultant. "Now we get to play it for real."

Despite his distaste for the name, Kleiman is often described in press reports as Washington's "pot czar." In reality, Kleiman, a professor of public policy at UCLA and one of the country's leading thinkers on crime policy, is leading a team of policy advisors (assembled by his consulting firm, BOTEC Analysis) that is helping Washington negotiate the unprecedented process of drug legalization.

"It's a regulated market made up of people committing federal felonies surrounded by states with black markets," Kleiman deadpans. Then there are the existing illicit and medical marijuana markets within Washington. Toss in questions of taxation and revenue, the licensing of producers and sellers, public health, and crime and enforcement, and the complexity of the problems becomes apparent.

How much to tax marijuana so that it's not so cheap that use skyrockets and not so expensive that consumers are pushed back to the black market? How to label it so that consumers will know what they are buying? Do you regulate advertising, or allow it at all? License just a few large producers, or open the market up to anyone?

As Washington wrestles with these and other questions (regulations will be in place by December 1, 2013, when the

state will begin issuing licenses), the rest of the country—and for that matter, the world—will be watching carefully. With more states considering legalization, Washington's path could be one others follow.

Kleiman will be following the experiment closely too. His own views on marijuana policy, which he first laid out in his Kennedy School doctoral dissertation, are complex. Although he has pointed to the consequences of criminalizing the drug (millions of people have been arrested and sentenced to prison for its possession and sale, and illegal sales have helped funnel billions of dollars to criminal organizations), he continues to worry that commercial availability will lead to increased drug abuse.



Mark Kleiman

"For years drug policy analysts were able to sit back and talk about how much better we could do it if we were in charge. Now we get to play it for real."

If experiences with alcohol are any indication, it will be the heaviest users who provide the real profits for the new marijuana industry.

"The only way to sell an abusable product is to sell to people who abuse it," Kleiman says. But, he adds, if heavy drinkers switch to smoking cannabis instead, it might be a net plus for public health. ❖ RDO

FROM TOP: ISTOCK, TODD CHENEY



Strength Training

BY JULIETTE KAYYEM

POINT OF VIEW After the Boston Marathon bombings, there was a lot of talk about resiliency and the city's capacity to bounce back. "Boston Strong" is a motto about sympathy as well as inner strength. But it is a mistake to view resiliency—a buzzword, no doubt, but one that is used across all public policy circles, from economics to child welfare to the environment—as simply an attitude involving a stiff upper lip and a nice cup of tea.

Resiliency is a series of policies and programs, not just a zeitgeist. Unless we understand this basic fact, we will believe that life-and-death issues in disaster management and homeland security are just the luck of the draw. We will fail to nurture and fund systems we know can work. Teaching at a school of public policy, I hope to rescue resiliency from the view that it is nothing more than a mood ring.

Those policies include a significant transformation in emergency management planning since 9/11. After the terrorist attacks, the focus was almost exclusively on preventing a similar incident from occurring. But "never again" was unlikely to succeed fully in a nation as porous, vibrant, city-loving, commercially oriented, immigrant-welcoming, and religiously tolerant as ours. To become safer by profiling specific groups or expending limitless resources on our borders, as many outside security efforts suggest, would make us a much less enjoyable nation. We actually know how to make a marathon perfectly secure: Don't have a marathon.

That isn't an option, nor should it be. So over the years, homeland security efforts have focused on the understanding that things might go bad: stuff happens. Training programs that coordinate the resources of police officers, firefighters, public health workers, emergency managers, and the military practice split-second decision-making. The exercise this year for the

Boston Marathon was a simulated bomb detonation at the finish line. Boston was prepared because it had committed to preparation. Federal funding is reflected in this fact: Despite the sense that money is going to buy gizmos and expensive cars, more than half goes to training and exercises.

Within seconds of the bombings, trained responders had already closed the path, diverted runners to Commonwealth Avenue, and focused on family reunification. Getting people away from the danger zone and with their loved ones conveyed control and eased obvious fears. I was there, and I was struck by how calm—not dazed, but calm—the diversion was. It also allowed the area on Boylston Street to be isolated as a hospital triage and crime zone. Boston's amazing hospitals have long focused on surge capacity, coordinating the assignment of patients to appropriate facilities (including Children's Hospital). As the week progressed, and skeptics criticized the governor's stay-in-place rule, the reality is that it reflected an effort to engage communities in their own safety. At that moment, the "lockdown" (as it has been called, but was entirely voluntary in order to free up public safety resources) showed not that the terrorists had won but that Americans are more than willing to follow rules if their leaders speak to them as adults and ask.

None of this is luck. It is learned and practiced. Mistakes made today will be addressed so that next time—and there could be a next time—we get better. That is how a society learns.

Boston Strong, yes. But it took real work to get there. *Juliette Kayyem, a lecturer in public policy, has nearly 15 years experience in the counterterrorism and homeland security area.*

AP PHOTO/CHARLES KRUPA

BIG IDEAS

research samplings

Piggy Bank

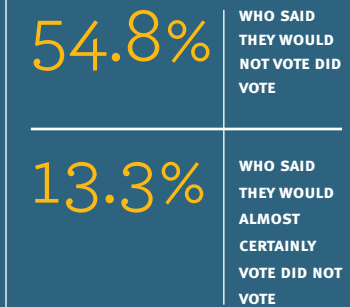
Automatic enrollment in plans and employee mandates are far more effective in spurring retirement saving rates than tax incentives, such as 401(k) plans. A study by **John Friedman** and three coauthors looked at 4.5 million Danes and found that 85 percent were passive savers.

85

Likely Voter

How likely is a likely voter to vote? Knowing the answer to that question is crucial to political campaigns and anyone studying voter behavior. But according to research by **Todd Rogers**, assistant professor of public policy, voters are surprisingly bad at predicting what they'll do on Election Day.

According to their analysis of a survey conducted during the 2008 presidential election in New Jersey:

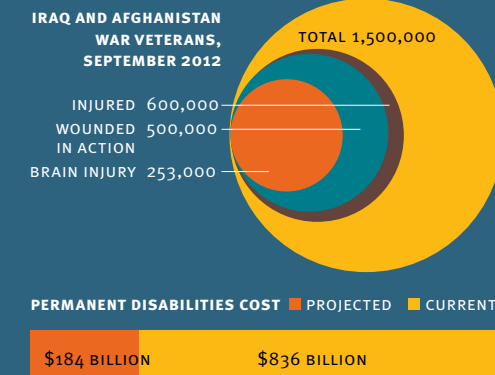


Why did so many of the voters studied inaccurately predict their voting behavior? The data discount two possible explanations: that voters are especially bad at predicting whether they'll vote when Election Day is far away, or that they tell pollsters they don't plan to vote simply to end the phone call.

Possible explanations include the influence of friends and peers, and confusing their disaffection for the political process with a lack of desire to vote.

Blood and Treasure

In *The Three Trillion Dollar War: The True Cost of the Iraq Conflict*, **Linda Bilmes** and the Nobel Prize-winning economist Joseph Stiglitz helped unveil the future costs of the conflict, including disability compensation to veterans. In her new paper, "The Financial Legacy of Iraq and Afghanistan: How Wartime Spending Decisions Will Constrain Future National Security Budgets," Bilmes, Moynihan Senior Lecturer in Public Policy, updates her past research, putting the new total at \$4 trillion, and focuses more closely on areas such as the ballooning costs of caring for the men and women who served in Iraq and Afghanistan.



Credit Score

Asim Khwaja, Sumitomo-FASID Professor of International Finance and Development, and colleagues studied peer-to-peer lending markets, like *Prosper.com*. They found that lenders in these markets, using standard creditworthiness information along with soft information (such as a picture and a written explanation of the borrower's reason for the loan application), can predict borrower default 45 percent more accurately than a credit score does.

45

"In the past, the poor had to work under the table to make ends meet.... Now, they can work and collect the EITC at H&R Block, like every other American..."

The EITC and Poor Families

The Earned Income Tax Credit is "one of the most successful social policies that's ever been invented," says **Kathryn Edin**, professor of public policy and management. It's credited with lifting more than 5.4 million people out of poverty each year. Edin's careful study of how families spend their tax credits shows how important it is in helping them reduce debt. But, Edin says, the bigger picture shows that the EITC makes people feel they "belong."

Check-Up

ON THE WEB
<http://ken.sc/au13-trial-run>

Q+A RESEARCH The economist and professor of public policy Amitabh Chandra, whose work focuses on health care reform and medical malpractice, has been instrumental in shaping the health care debate at both the federal and state levels. He talked to *HKS Magazine* about the effects of the Patient Protection and Affordable Care Act—or, as most of us know it, Obamacare—and where, as a nation, we go from here.



Amitabh Chandra

of cutting costs. You want to drive costs down through competition, engaged consumers, and value-based purchasing. The bill takes some important steps in learning how to pay for value, but these are baby steps relative to what we know. In some sense, it's the private payers—payers like Blue Cross Blue Shield—that have really been at the frontier of alternative ways to reimburse providers.

Q Is that where the government will next turn its attention?

I don't think there's going to be a lot of innovation coming out of Washington, in part because of the gridlock that you see there. But the view from the statehouse is far more optimistic. States will become the engines of innovation in health care in the years to come. Of course, there isn't much they can do to increase the value of the Medicare program, because it's a federal program. Recognizing this, I hope that the federal government will give more Medicare waivers to states so that they can experiment with the best way to improve this vital yet inefficient program.

Q Are there good examples of states that are innovators?

Massachusetts and Vermont are examples of two states that have already led without waiting for the federal government. Vermont's experiment with single-payer may not work elsewhere, but it may just do the trick in Vermont, and that is what is important. In 2006, Massachusetts led the nation in insuring the uninsured, and today it is leading in dealing with costs. The Massachusetts legislation is not perfect, but it's the first, most comprehensive piece of legislation that we've seen. The federal government will turn its attention to costs in a couple of years but will look once again to Massachusetts for answers. This is another revolution where Massachusetts will lead. ❖ SA

ALUMNI In 2011, four Kennedy School students and graduates formed a nonprofit company, IDinsight, around a powerful but disarmingly simple premise: Their best hopes for improving the lives of the world's poor people lay in improving the programs administered by agencies and organizations charged with helping this population. The company's original partners—Andrew Fraker MPA/ID 2012; Neil Buddy Shah MPA/ID 2012; Esther Wang

Professor Lant Pritchett's principle that good policy should be technically correct, politically supportable, and administratively feasible. "The whole Kennedy School education for me, and probably for the others as well, was in learning how to tie these three elements together to bring about social change," says Shah.

That is one of IDinsight's guiding principles. The company works on-site with its clients—typically government agencies or

Trial Run

The scientific method used as a powerful tool for policymakers



MPA 2010; and Paul Wang MPA/ID 2011—had participated in international development projects in Asia and Africa, yet they recognized the shortcomings of those efforts. "We all realized that the organizations we partnered with had a lot of needs, and we could offer them valuable services," Fraker explains. In particular, he and his colleagues resolved "to bring the power of rigorous analysis to these development agencies" in order to make their operations more effective.

IDinsight's founders did not invent the notion of applying standard methodology from medical research, such as randomized controlled trials, in a world aid setting. In fact, Fraker, Shah, and Paul Wang had already tried out some of this methodology while working abroad through MIT's Jameel Poverty Action Lab (JPAL). But the scientific method was so rarely applied in international development that they sensed great potential. "We saw this could be a powerful tool for helping policymakers figure out what worked and what did not," Shah says.

The partners mastered the requisite econometric techniques at the Kennedy School, while acquiring something that Shah considers even more important—"an orientation towards thinking about the broader context in the places we were working." He cites

NGOs—designing field experiments that allow the partners to test concepts in the early stages, before they are implemented at great cost and on a large scale.

So far, IDinsight has helped improve government-run primary schools in Hyderabad, India, and is working to see that \$200 million-a-year government programs in Bihar, India's poorest state, actually deliver food to hungry children, as they are intended to. Ronald Abraham MPA/ID 2011, who joined the company in 2012, oversees operations in India. Another Kennedy School graduate, Jeremy Fischer MPA/ID 2009, runs its office in Uganda, where malaria treatment programs are now being tested. Health and livelihood projects are under way in Kenya, and a push is being made to improve sanitation in Cambodia by increasing the availability of hygienic latrines.

IDinsight currently has 20 people working in those four countries. "It's incredibly fulfilling to grow this company from an idea at the Kennedy School," Shah reflects. "We're building the organization to do what I've always wanted to do," Fraker adds. "I feel like we're on the right path, and I can't imagine doing anything else." ❖ SN

ON THE WEB
<http://ken.sc/au13-chandra>

MARTHA STEWART

DAN PAGE/ISPO

Ask What You Can Do Imagine What We Can Do Together

Harvard Kennedy School
charts a vision for its future

The Kennedy School’s mission could not be more straightforward or more profound: to make the world a better place. The school aspires to train exceptional public leaders and generate the ideas that help solve the most pressing public problems. It is a mission that is both audacious and idealistic, and that every student, faculty, and staff member readily embraces.

The language of public leadership is claimed by many educational institutions nowadays, but this has always been the soul of HKS. Over its history, the Kennedy School drew up a blueprint for how a school of public policy should organize and operate. It invented new ways to train public leaders. It has populated the world of public service with rigorously trained innovators. Its researchers have given life to a vision, imagined by the school’s founders, of academics engaging with the real world: from reducing the threat of nuclear war and terror to pioneering welfare reform, from seeking efficient and politically viable environmental controls to reshaping the way governments respond to genocide, from pointing leaders toward soft power to crafting potential ideas for advancing economic development in emerging nations.

These are great achievements, but not ones to rest on.

Follow the news on any given day, and the complex public problems of our time come into full view: terrorism, climate change, inequality and economic development, international tensions, political gridlock, and fiscal crises. These problems linger and grow with huge and profound implications for people across the planet and even generations yet unborn.

“The Kennedy School actually thinks it’s our job to fix these problems,” says Dean David Ellwood. “That’s who we are, that’s what we’re about. Doing so will require taking our mission to a still higher level — educating even more effective public leaders and generating still more innovative ideas.”

The capital campaign will allow the school to make transformative changes and build additional resources to continue to address this ever growing set of public challenges. The multi-year initiative will build the Kennedy School’s capacity to:

- reach the very best leaders;
- transform the educational experience;
- generate powerful ideas; and
- create a campus that amplifies our mission.

What follows is a first look at the broad focus of the campaign.

“Harvard Kennedy School is well positioned to help inspire and equip the next generation of public leaders and to bring together scholars and policymakers to tackle critical world problems. But to realize this potential, we need to bring the best future leaders to campus, develop new ways to train them, and give them the tools to solve global challenges. And we need to establish a new kind of collaborative and innovative space to generate creative and interdisciplinary solutions. Together, these initiatives will make a difference in taking us to the next stage of solving the world’s most pressing problems.”

∴ DAVID ELLWOOD

Reaching the Very Best Leaders

Bindu Ananth MPA/ID 2007 is helping bring financial services to India's rural areas with IFMR Trust and is also working with Professor Rohini Pande to determine the best ways to do that.



PRIORITY Preparing public leaders to address increasingly complex problems demands better teaching and better learning. That is why the Kennedy School has always stressed learning from practice as well as theory. “We want to train students to become extremely good at making things happen,” Ellwood says, “and therefore they have to be trained in a more active learning style.”

From developing the case method and inserting rigorous analytics into public policy classes, and, more recently, integrating experiential learning that moves students between the classroom and the field, the school has created a virtuous cycle of learning and impact. For example, Kennedy School students in an applied budgeting class helped improve the way public services are delivered in Somerville, Massachusetts. Building on this success, this model of connecting with cities has been implemented in other cities, including Boston, and has seen demand from major metropolitan areas in the United States and overseas.

Through an increased focus on multi-disciplinary and experiential learning, flexible classrooms, and connection and contribution through technology, the school will continue

to prepare students with the skills they need to succeed in public service. For example, foreshadowing the growing availability of lecture and course materials online, the Kennedy School will participate in edX, the online learning initiative launched by Harvard and MIT, for the first time this fall.

The Kennedy School plans to pursue creation of a Social Entrepreneurship Lab, which will provide intellectual and financial resources to graduating students who seek to build social enterprises, helping to catalyze their efforts and contribute new knowledge to this growing field. With the help of programs like this elsewhere at Harvard, such as the iLab, Kennedy School students have flourished, launching organizations and initiatives like Instiglio, which is bringing a new public service funding technique advanced by Professor Jeffrey Liebman to developing countries as well as the United States, and Vaxxess Technologies, which uses silk harvested in underdeveloped areas to store and deliver vaccines.

The Strengthen Learning and Teaching Excellence (SLATE) program, developed several years ago, provides rigorous evaluation of these new forms of teaching and training.



TEACHING EVOLUTION Experiential learning helps students move between the classroom and the field. HKS students worked with the city of Boston on its Hubway bike-sharing program.

PRIORITY A generation ago, the Kennedy School succeeded in putting public policy on a par with medicine, business, and law by providing professional training for individuals interested in public service. And as the line between the public and private sectors began to blur, the school responded by training students not only in policy analysis but also in ways to lead and reimagine solutions to public problems.

The roster of HKS alumni is impressive — from heads of state and international organizations to social entrepreneurs, from leading civil servants to human rights campaigners — and the school must continue to attract and train the very best leaders, through both its degree and executive education programs.

An obstacle for many students, both to attending and to making career choices, is the cost of education. Although the financial aid

available has doubled during David Ellwood's tenure as dean, from \$11 million to \$22 million, a key priority of the campaign is to raise funds that will strategically support students, including those from the poorest countries and those who choose to pursue careers in public service.

The Kennedy School will also expand its executive education program, which connects 3,000 senior public leaders, like former U.S. Representative Gabrielle Giffords; General Nikolai Makarov, chief of the general staff of the Armed Forces of Russia; and Li Yuanchou, recently named vice president of China, with HKS faculty each year. A forum to exchange ideas and experiences that can directly influence policy and scholarship, the executive education program is expected to grow by an additional 1,000 attendees annually as part of the campaign.

The school will also continue to strengthen joint programs with Harvard Business School and Harvard Law School, and will examine the possibility of teaching undergraduates in collaboration with Harvard College.



PATH TO LEADERSHIP “I grew up in war and saw the United Nations help my country to recover and rebuild,” says UN Secretary-General Ban Ki-moon MC/MPA 1985.

\$22
MILLION

STUDENT SUPPORT Financial aid has doubled from \$11 million to \$22 million since 2005.

Transforming the Educational Experience

The school brings together students from a variety of backgrounds and fields, creating fresh perspectives on public problems. Following Hurricane Katrina, students helped the community of Broadmoor rebuild the New Orleans neighborhood.



MARTHA STEWART

SCOTT SALTZMAN

TRANSFORMATIONAL IDEAS

Emissions trading programs were pioneered to address issues such as acid rain and ozone layer depletion.



SAFER WORLD

The destruction of thousands of nuclear weapons has played a huge role in preventing proliferation.



PRIORITY The Kennedy School has always been an incubator for powerful intellectual ideas with real-world application. The Nunn-Lugar legislation, which helped contain Soviet nuclear weapons following the collapse of the Soviet Union; the idea of community policing, which revolutionized the way police departments operate in the United States; the use of market forces to achieve environmental goals—these powerful innovations are a few among the many developed by HKS faculty and researchers.

“The Kennedy School will focus on a combination of new ideas that will require not just a new professor at the margin but a collection of people who are interacting and crossing disciplinary and scholarly boundaries,” Ellwood says.

For example, today, research into behavioral economics by Kennedy School and Harvard University faculty is helping to change the way countries approach everything, including such fundamental endeavors as saving for retirement, voting, and hiring. Development economists are helping to draw complex maps of countries’ economies and conducting randomized controlled studies to determine the best way to

help finance entrepreneurs. And the school’s cutting-edge study of work in leadership is influencing everything from community organizing to crisis response. These advances have come from a community of scholars and practitioners working across disciplines to bridge the worlds of academia and real-world application.

Leveraging this legacy, the school will emphasize three major research initiatives: “Making Democracy Work” will develop thoughtful, practical solutions to the difficulties democracies face, focusing on issues ranging from transparency to engagement. “Creating Shared, Sustainable Prosperity” will tackle challenges driven by rapid economic development, such as income disparities within and between countries. “Harnessing the Forces Reshaping Our World” will address issues raised by an increasingly multipolar world marked by rapidly shifting patterns of power.

This work will require additions to the faculty as well as new opportunities and spaces to convene and engage. The school will also leverage its convening power to bring together practitioners and scholars to discuss emerging ideas and test potential solutions.

Creating a Campus that Amplifies Our Mission

HKS students created the social enterprise Instiglio to take social impact bonds to developing countries. The Harvard iLab gave them space from which to develop and launch their project.



THIS IS A CRITICAL MOMENT IN THE WORLD.

Some fight for democracy, while others wonder if it is capable of generating the leadership our nations demand. It is a time when exciting advances are transforming the planet, but innovation is far too rare in government and policy. It is a moment when social entrepreneurship offers a strategy for combining business efficiency with social understanding, but the scale of global challenges seems to be growing exponentially. To paraphrase John F. Kennedy in his original inaugural address, some 50 years ago: A few generations are given the opportunity and responsibility to lead at a time of particular peril. Harvard Kennedy School takes inspiration from his response:

“I do not shrink from this responsibility—I welcome it. I do not believe that any of us would exchange places with any other people or any other generation. The energy, the faith, the devotion which we bring to this endeavor will light our country and all who serve it—and the glow from that fire can truly light the world.”

Generating Powerful Ideas

Despite improved public management, advancing technology, and capable leaders, many worry that the institutions of democracy are troubled. HKS, with its multidisciplinary approach and convening power, is uniquely suited to bring greater understanding and practical solutions to this area.

PRIORITY To foster active, engaged learning and support real collaboration, HKS must expand and modernize its campus.

“You will be able to get a lecture on the web,” Ellwood says. “What you won’t be able to get are the person-to-person, small group, direct interactions where you learn the most. We don’t yet have the architecture or the technology for that.”

Increasingly, in both the private and academic sectors, working in silos is less desirable. Long, thin hallways with offices on either side impede the sharing of new ideas. Lecture halls, with students seated in inflexible rows, create barriers to collaborative learning.

The Kennedy School seeks to supplement today’s traditional classrooms and offices with flexible common spaces, or “skunk works,” where students and faculty can interact, chance encounters will spark new ideas, and collaborative work can be clustered as new projects emerge.

To overcome what one observer has described as its “hyper-utilization,” HKS also plans to more fully take advantage of its power to convene by expanding its capacity to host conferences, which today often take place in rented space at nearby facilities. It also plans to update classrooms, office space, and the Forum.

If the Kennedy School is to deliver on its mission to educate exceptional public leaders and generate public policy ideas for the 21ST century, the school must grow and update its campus.



ROBERTO SCHMIDT/APP/GETTY IMAGES

RICHARD HOWARD



IN HIS own words

The weekend before Election Day 2012, White House speechwriter Cody Keenan MPP 2008 accompanied President Obama to a campaign event at a high school gym in Mentor, Ohio. He stood to the right of the stage with senior Obama aides David Axelrod and David Plouffe. At the other side of the stage, volunteers held placards that spelled out O-H-I-O and O-B-A-M-A. The man who introduced the president to the audience was Kevin Potter, whose eight-year-old daughter Erin has leukemia. Keenan listened as Potter recounted how the cost of his daughter's treatment had been about to wipe out the family's finances until the passage of the Affordable Care Act prevented their insurance carrier from dropping their coverage. There was hardly a dry eye in the room. "That was a pretty incredible moment," Keenan says. A few days later on election night in Chicago, Keenan and his colleague Jon Favreau traveled with the president from the hotel to the victory party at McCormick Place, helping him weave that story into the acceptance speech watched by millions.

BY MATT KOHUT MC/MPA 2003

ILLUSTRATION BY MARK SMITH

ON THE WEB
<http://ken.sc/au13-his-words>

Telling stories like the Potters' is one of the best parts of the job for Keenan. A member of Obama's speechwriting team for the past six years, he gets energized by meeting people whose lives have been improved by policies he has helped the president promote. "Those are the times when you really see how special it is to work here," he says.

Keenan, who was promoted to chief speechwriter in February 2013, is the ultimate behind-the-scenes guy, and he likes it that way. Veteran Washington staffers know that the first rule of any Capitol Hill or White House job is to stay out of the photo and out of the story. Nearly a decade ago Keenan was a mailroom intern in Senator Ted Kennedy's office; having worked his way up from the bottom of the staffer totem pole, he avoids the limelight and the credit as a matter of both habit and temperament. He is

Keenan on speechwriting

- ❖ "Approach a speech as if you were making an argument to a friend of yours. You're not going to do a huge long windup. You're just going to say, 'Look, here's the problem, here's the solution to it.' If you can think about it like that, it's actually much easier to sit down and write.
- ❖ "Other than being able to write well, the most important thing for a speechwriter to have is a sense of empathy. I haven't lived everyone's experiences, but I've still got to do my best to write in a way that speaks to them. And I draw from people I know or meet. Friends who lost their jobs in the recession and knew the deep anger or self-doubt that came with that. Friends who served in Iraq or Afghanistan and believe in the mission and want us to do right by their families and fellow service members. Friends who are gay and just want to be treated the same as everyone else under the law. Your writing always ends up being better if you can channel some real emotion into it—and oftentimes, emotion comes from understanding.
- ❖ "Find a candidate you believe in, or someone who's already elected who you believe in, and see if they need a little help. Or join a fledgling campaign with someone who sees the world the way you do and believes in the things that you do, because your work will be much more fulfilling that way.
- ❖ "And just write, write, write."

at home in a windowless West Wing office that has one wall dedicated to Kennedy memorabilia, another to Chicago sports (he has a football signed by the '85 Chicago Bears during a White House visit), and a third to an American flag made of reclaimed wood. Most days he's at his desk by 7:45 AM and is lucky to leave by 7 PM. When the going gets tough, as it does a few times a year, he spends the night on the office couch.

For a speechwriter tasked with giving voice to the president's thoughts, a love of anonymity is almost a job requirement. "The truth is that everything that comes out of the president's mouth is eventually his," Keenan says, making clear that there's no room for pride of ownership in the speechwriting shop. "Our job is to sit down and write what the president would write if he had unlimited time to do it. It's not to get our own viewpoint across or make our own arguments. If he wasn't busy running the country, if he could sit down for a couple of days, what would he write?"

If this sounds like an exercise in mind reading, sometimes it can be. The exact level of the president's involvement in the process varies from speech to speech, depending on everything from the issue to the turnaround time. "It's important to get his download on the front end," Keenan says. "I'll just sit there furiously typing while he talks, and usually he'll just kind of lay out a structure that's really easy to put some meat on. He's a very logical, linear thinker." Keenan and his team will then develop a draft, and in most cases the president will mark it up with edits. Occasionally the speechwriters are wide of the mark. "Sometimes you'll get it back with his pen all over it—or a 'See me,' just like in school," Keenan jokes. "That is never good."

One thing Keenan learned early on was that Obama did not want old-fashioned oratory or snappy one-liners from the speechwriting team: "He is not a big fan of the pithy sound bite." Keenan's straightforward approach to his craft reflects his boss's philosophy. "He's always believed that the American people are smarter than Washington gives them credit for, and if you just talk to them on the level, they'll get it," Keenan says. "Don't try to put too glossy a sheen on anything. You talk to them where they are. That's the best way to connect."

The challenge of finding the right words for the president is magnified by Obama's own considerable abilities with a pen—he is, after all, a former *Harvard Law Review* editor who published his memoir *Dreams from My Father* a decade before emerging on the national stage as a political figure. "I'm not sure people know how involved he is with his own speeches," Keenan says. "I think most people probably have a sense of it, but he really is in there from start to finish, especially on the bigger ones. He just pours himself into it." Before Obama spoke about the mass shootings in Tucson and Newtown, Keenan received several handwritten pages on yellow legal paper from the president. "Rather than just edits,

there were whole sections he wanted to add. With the ones that are very, very personal, it has to come from him."

Speechwriting wasn't on Keenan's radar when he got his start in politics as a mailroom intern. Senator Kennedy's office did not have a dedicated speechwriter—a longtime legislative director acted as editor in chief. Keenan wrote a couple of pieces that caught the senator's attention, which led to a handful of assignments during his three and a half years in the office. "It was maybe six speeches total," Keenan recalls. In the fall of 2006, he left Washington and headed to the Kennedy School, fully intending to return to the senator's office after graduation.

In the spring of his first year as an MPP student, Keenan connected with Stephanie Cutter, a fellow veteran of Senator Kennedy's office, when she was on campus to deliver a talk at the Institute of Politics. While they were catching up over a beer, Cutter suggested that Keenan volunteer with the Obama campaign, which at the time had two overworked speechwriters in need of an intern. Keenan hadn't considered the possibility before, but he was open to it. Cutter knew Obama's first speechwriter, Jon Favreau, from John Kerry's 2004 presidential campaign, and she made the connection for Keenan.

On the drive from Boston to Obama's campaign headquarters in Chicago, Keenan listened to audio versions of Obama's books *Dreams from My Father* and *The Audacity of Hope* to help get his new boss's voice into his head. After reaching Chicago, he spent a sleepless night watching all Obama's speeches online. This crash course was just the beginning of a gradual process of becoming familiar with Obama's voice. "It's only by virtue of watching him deliver speeches, getting his edits and seeing how he thinks, and listening to him speak when you're talking to him," Keenan says. "Eventually, you start to hear it in your own head while you're writing. It just takes time, like anything else."

At summer's end, Keenan had to decide whether to return to the Kennedy School in the fall or stay with the campaign. On the one hand, he had wholly dedicated himself to the candidate. "Here's a guy who was fresh and different, and I actually believed—and I still do believe—in what he was selling," he says. "And I wanted to help him sell it." On the other hand, the junior senator from Illinois still looked like a long-shot candidate, and Keenan had already made a significant investment in his education. He reluctantly packed his bags and headed back to Cambridge, hoping he hadn't made the mistake of a lifetime.

Then Obama's campaign took America by surprise. Much to his relief, Keenan's colleagues on the speechwriting team wanted him back as soon as he finished school. He returned to work just days after graduation and has been there since. "This is technically my first speechwriting job," he quips. "It's like the gentleman jockey who wins the Derby."

President Barack Obama with Cody Keenan, his director of speechwriting, in the Oval Office, April 17, 2013, working on a statement Obama was set to give in the Rose Garden following the Senate's failure to pass a proposal expanding background checks on firearms sales.



If there is an undercurrent running through Keenan's experience working for both Senator Kennedy and President Obama, it is a commitment to health care reform. "That was something that Ted Kennedy worked on for decades, and just having worked for him, it was something I was passionate about," he says. Keenan identifies the passage of the Affordable Care Act by Congress as the high point of his time at the White House. "We had two years of terrible fighting and we lost the House [in the 2010 midterm elections] because of it, but all that was worth it in that moment."

He knows from meeting families like the Potters that the law has made a difference in their lives. Often people facing insurmountable medical bills will write to the president when they have nowhere else to turn. Keenan has the opportunity to respond to some of these letters, asking permission for the president to share these deeply personal stories with the rest of the world. "The best are when the letters say 'I know no one will ever read this letter,' and you just give them a call and say 'I read your letter.'" ❖
Matt Kohut MC/MPA 2003 is a partner at KNP Communications, in Washington, DC.

CREDIT WORTHY

Once the brightest idea in development economics, microcredit is under attack. But Rohini Pande, a co-founder of Evidence for Policy Design at Harvard Kennedy School, is looking for ways to make this sector fulfill its original promise to the world's poorest women.

BY VESTAL MCINTYRE



RAFIQ MAJBOOL/ASSOCIATED PRESS

IN

A HOUSEHOLD in a Kolkata slum, the afternoon sunlight streams in through gaps in the corrugated aluminum walls. Ten women sit in a circle on the rug, chatting, laughing, sharing recipes, punctuating their conversation with gentle

adjustments to their brightly colored saris. This is the beginning of their weekly microloan repayment meeting.

Field representatives from the microfinance institution roll up and lean their bicycles in the doorway. The room becomes quiet as, one by one, the women dole out their 200-rupee loan installments on the rug. Once the field representatives have collected the bills and coins and headed off to the next house on their circuit, the room again fills with gossip and laughter.

The astonishing success of microfinance—financial services, including very small loans, made available to the poor—over the past three decades has depended largely on this feature of the loan contract: group repayment. The predominantly female clientele help—or pressure—one another to make installments. It is the group, not the individual, that is responsible for the loan, and no one wants to be empty-handed when her turn arrives.

In lieu of collateral, shared responsibility has resulted in repayment rates nearing 100 percent, allowing microfinance to reach the very poorest people who previously had no access to banking. From small beginnings in South Asia in the 1970s, microfinance spread rapidly across the developing world, eventually reaching more than 150 million borrowers. In 2006 Muhammad Yunus and Grameen Bank, the original microfinance providers in Bangladesh, won the Nobel Peace Prize. The Nobel committee's citation read, "Micro-credit has proved to be an important liberating force in societies where women in particular have to struggle against repressive social and economic conditions."

What was good for the borrower seemed good for the lender: In 2010, the microfinance institutions Compartimentos in Mexico and SKS in India went public with lucrative first offerings. Microfinance was not only charitable but also profitable and perhaps sustainable. Or so the story went.

Recently, however, microfinance has come under attack. Its once-lauded repayment methods have been criticized as coercive and based on humiliating women in their communities—to the point of allegedly causing a rash of suicides in India in 2010. Studies in India, Mexico, and the Philippines showed that microloans rarely led to business formation and failed to deliver the promised social impacts, such as poverty reduction and improvements in health and education. The most recent numbers show a first-ever dip in the number of borrowers. And although Muhammad Yunus continues to win international prizes for his work, the government of Bangladesh has removed him from his position at Grameen Bank.

Critics have been quick to offer reasons for the failures: Perhaps credit wasn't the crucial gap after all, and resources should be directed elsewhere—toward training, for example, or encouraging the poor to invest in insurance or savings. Perhaps there just isn't demand for all these microbusinesses—a community can support only so many little shops. Or maybe ancient stereotypes about "business sense" are correct, and it was a mistake to target women.

So, is microfinance charitable or coercive? A win-win for lenders and the poor, or a losing prospect for those with very little to lose?

Rohini Pande, Mohammed Kamal Professor of Public Policy at the Kennedy School and an authority on the subject, refuses to take a black-and-white view of microfinance. She summarizes with characteristic concision: "What we've learned is, there is no free lunch."

Through a suite of studies exploring the nuances of microfinance in India, Pande has found that the sector may be worth fixing—perhaps through government subsidies and under government supervision—in part because it offers poor women an unexpected nonmonetary return.

PANDE'S OFFICE in the Kennedy School's Rubenstein Building doesn't fit the image of an ivory tower retreat. There are no rows of leather-bound volumes. The desk is pushed back, making room for a round table in the center of the room. This table sees a lot of use during Pande's day, as she brings in colleagues and students for impromptu meetings.

Although the office shows a few attempts at decorating—a single houseplant, vintage posters for foreign films featuring pistol-brandishing femmes fatales—Pande is very much the mobile scholar. She visits her native India frequently to monitor the studies she has going there, and she presents at conferences around the world. Having attended both Oxford—as a Rhodes

scholar—and the London School of Economics, Pande has deep roots in London and spends part of her year there.

This floor of the Rubenstein Building is the headquarters of Evidence for Policy Design, or EPoD, the research initiative within the Center for International Development that Pande founded with fellow Kennedy School professor Asim I. Khwaja in 2008. Comprising eight HKS faculty members, six additional researchers, along with administrators and research fellows, EPoD is part of a revolution in the social sciences that for the past few decades has brought the rigorous research methods of medicine and the hard sciences into economics and government. In particular, EPoD applies these methods to the design of policy, not only theoretically, in classes at Harvard, but in practice, through partnerships with governments, NGOs, and policymakers in developing countries. EPoD is also the hub for an array of large-scale studies on policy design (see sidebar), including those on microfinance that Pande coauthored with Erica Field, of Duke University.

Pande explains that an early strain of her work dealt with public banks in rural India. "There was a large push by the government for 'social banking,' where they opened branches in unbanked areas," she says. "We showed that it had pretty strong effects reducing poverty, but they were unsustainable. Default rates were 40 percent. It was against that setting of nationalized banking for the poor—which really hadn't worked in most countries—that people have moved toward thinking about microfinance."

Pande speaks with a mild, self-deprecating smile, as if she can't quite believe you're that interested in what she's saying. Her words come in rapid bursts, and as you listen, you realize that this rhythm is less the result of shyness than an attempt to check the rapid expansion of her ideas. Pande has been in and out of the classroom for 14 years; she is well accustomed to having to slow herself down for her listeners.

In the mid-2000s Pande was teaching at Yale and Field was there as a visiting scholar. "We started talking about microfinance, and Erica had been thinking about repayment flexibility," Pande says. "That's how we started working on it."

Field explains, "Even before we did impact evaluations to see if microfinance was working, and the extent to which it was working, we had some ideas about how the design of microfinance could be improved to have a bigger impact. That's exactly the kind of question the Centre for Micro Finance in India was interested in investigating, so we teamed up with them and started a series of field experiments."

One of those studies, written by Pande and Field with Natalia Rigol and John Papp, and forthcoming in the *American Economic Review*, is titled "Does the Classic Microfinance Model Discourage Entrepreneurship Among the Poor?"—or "the grace period study" for short. Working with a microfinance provider in West Bengal and using the same blind randomization methods as in clinical trials, the team separated borrowers into two groups. They gave



Rohini Pande

the first a standard microfinance contract, which required repayment installments to start immediately, and the second a contract that featured a two-month grace period before the first installment. They thought the grace period might allow clients to invest in more-profitable activities that take more time—for example, buying a sewing machine and fabric to make saris, rather than buying readymade garments from a wholesaler. They surveyed clients at the time of the loans and revisited them three years later to check on their businesses.

Their findings were striking: Clients who received the grace period invested 6 percent more in their businesses and were twice as likely to start new ones. Three years later, their weekly business profits were 41 percent greater and monthly household income 19.5 percent greater, and they reported roughly 80 percent more business capital. There was a drawback, however: Grace period clients were three times as likely to default.

This suggested that if microfinance was to achieve its aim of fostering entrepreneurship, it would have to take into account the real needs of small, fragile businesses, and deal with high default rates. But what about the other complaints against it—for example, that its repayment methods increase, rather than relieve, the psychological stress of the poor?

In another study, titled "Repayment Flexibility Can Reduce Financial Stress," published last year in the journal *PLOS ONE*, Pande and Field with coauthors Papp and Y. Jeanette Park

ON THE WEB
<http://ken.sc/au13-credit-worthy>

MARTHA STEWART

looked at how the frequency of payments affected borrowers' self-reported stress levels. In Kolkata, one group of microfinance clients made the standard weekly payments, while another made larger, monthly installments. This study used technology to capture subjects' thoughts in real time. Starting a few months after loan disbursement, team members interviewed clients regarding their state of mind every 48 hours via cell phones distributed specially for the study.

The surveys showed that clients who repaid monthly were 51 percent less likely to report feeling "worried, tense, or anxious" about repaying, were 54 percent more likely to report feeling confident about repaying, and reported spending less time thinking about their loans than did clients who repaid weekly. Additionally, monthly clients showed higher business investment and income, suggesting that the flexibility encouraged them to use their loans more profitably, which also ultimately reduced financial stress.

TAKEN TOGETHER, these studies suggest that microcredit's shortcomings might have to do with its standard contract—which can be adjusted—and also with expectations for its returns and impact. The changes it will take to make microfinance actually foster small businesses will probably raise interest rates. In fact, Pande's calculations based on the grace period study showed that covering increased default would raise annual interest rates from 22 percent to 33 percent—which would scare off many potential clients. "Or bring in a different kind of client," Pande adds. "One that is much riskier."

The other option is for governments or charitable organizations to subsidize microloans. But is microfinance worth having the rest of society pay for? The answer might be yes.

Pande and Field collaborated with Benjamin Feigenberg—then a research assistant at EPOD—to observe returns to microfinance that other studies fail to capture. Their paper, "The Economic Returns to Social Interaction," is forthcoming from *The Review of Economic Studies*.

The team randomly assigned clients of the West Bengali finance provider to repayment groups that met either weekly or monthly for

EPOD and the Policy Life Cycle

Evidence for Policy Design, or EPOD, is a research initiative based at CID that Rohini Pande cofounded in 2008. Its mission is to make government work better for the poor through its rigorous analysis. EPOD dips into policy at every point—diagnosing problems, proposing solutions, evaluating those solutions, and channeling the refined policy back through the process.

Diagnosing the Problem

To examine how environmental law affects people's health in India, the EPOD researcher and Kennedy School associate professor Rema Hanna and Michael Greenstone, of MIT, assembled the most comprehensive data set ever compiled on air and water pollution and infant mortality in a developing country. They found that regulations reduced air pollution but not water pollution, and had little success lowering infant mortality. Their detailed analysis suggested that to reduce emissions, bottom-up techniques such as market-based mechanisms might work better than traditional government edicts. They also saw that agencies, despite their best intentions, simply didn't have enough good information to go on when attempting to curb pollution.

Improving Information

EPOD researchers, with colleagues at MIT's Abdul Latif Jameel Poverty Action Lab and the Indian Ministry of Environment and Forests, are piloting the first emissions trading system, or ETS, in a developing country. Such a system—whereby the government puts a cap on total emissions and makes industries bid for how much they will pollute—was successful in bringing acid rain under control in the United States. To get the system under way in India, the team has spent a year working with technicians on a low-cost monitoring system, whereby devices (known as tribo-electric probes) installed in smokestacks

of small industrial units will be used to gauge particulate pollution from burning fossil fuels and give readings in real time to regulators—and possibly the public.

Identifying Solutions

EPOD's cofounder Asim Khwaja has spent years analyzing the importance of information in a different setting: education in Pakistan. His work has dispelled myths, proving that the system is not given over to radical religious seminaries and that report cards on school performance can help parents make better decisions and improve market competition among schools. Khwaja's research showed that small private schools, often based in people's homes and run by women, outperform government schools. Now his project has evolved to evaluate how financial support and teacher training can foster this promising sector.

Teaching the Methods

EPOD's pedagogical engagements run the gamut from in-country training seminars to Skype videoconferences, and from Harvard undergraduate "bootcamps" to teaching in Kennedy School master's and Executive Education programs. The data collection and analysis in Rohini Pande's projects on microfinance involved young researchers who went on to join PHD programs.

—VM

their first loan and monthly for their second loan. Two years after the end of the second loan period, they used a lottery-based game to elicit subjects' willingness to share winnings with those from their loan groups. They found that clients initially assigned to weekly groups continued to interact more often and have stronger networks long after the loan period. They were also three times as likely not to default on their second loan.

"We don't see evidence that the group meetings put pressure on people to repay," Pande says. "It's not pressure; they're helping each other repay." To make sure this was the case, Pande and her colleagues added a study arm in which clients met weekly but paid at only one meeting a month. They saw that frequent meetings had the same strong positive effects on social networks and repayment whether or not payments were made during them.

Not only did these findings constitute the first experimental evidence on the economic returns from social interaction, but they provided an alternative explanation to peer pressure for the success of the group lending model: the positive force of social networks.

Pande points out that these borrowers are women whose social supports are lost when they marry and move to their husbands' neighborhoods. Their interactions may be limited to husband, children, and mother-in-law. "Meeting in a group setting allowed them to get to know other women in the neighborhood," she says. "In the longer run, they were more willing to risk-share, shown by their willingness to help their peers participate in a lottery, but also as observed by the fact that these women were less likely to default on future loans."

So the most profitable part of the weekly meeting might be not those quiet moments as the women count their bills onto the pile—or gains made by their microbusinesses—but the gossip and the laughter. It depends on how you define "profit."

PANDE HAS NO DOUBT that microfinance, which she calls a "large, vibrant industry," will continue. "We all have a life with a lot of financial stress and a need for credit," she says. "This is no different in India or in the United States. The issue is how to figure out products for the poor that help them have a financial life and make good financial decisions." With Asim Khwaja, Pande will be offering a short course on this topic through a Kennedy School Executive Education program, titled "Rethinking Financial Inclusion." Their purpose is to bring the design insights from impact evaluations directly to the decision-makers who can implement them.

Pande's microfinance evaluations may soon loop back into policy in another setting. The Indian parliament is considering a bill that will overhaul the microfinance sector. Its members will be looking at grace periods, meeting frequency, and other ways to modify the standard contract.

Pande continues to collaborate with Field on new projects. Currently, they are working with the Kennedy School alumna Bindu Ananth MPA/ID 2007 and her organization, Kshetriva

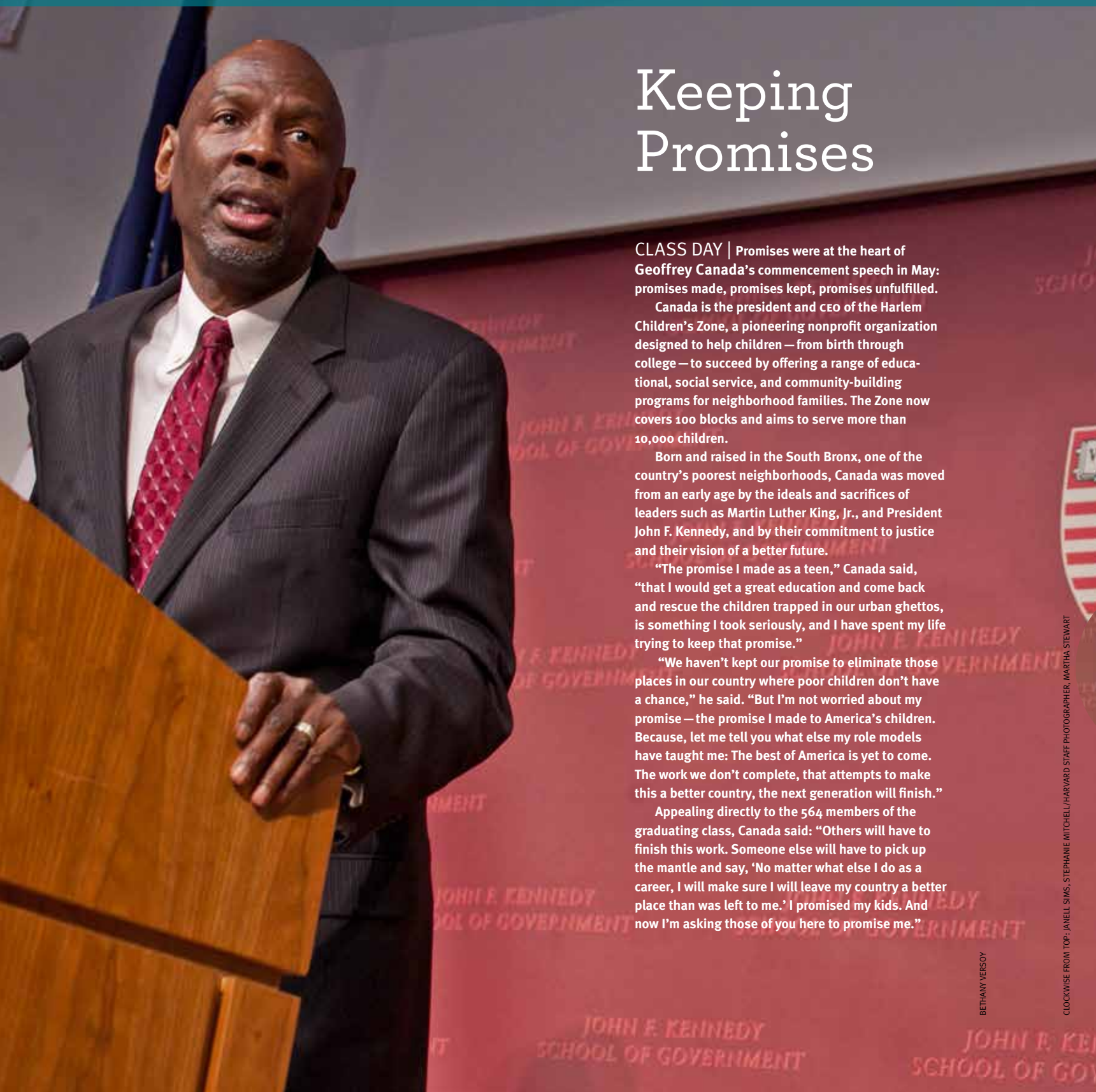
Gramin Financial Services (KGFS), to evaluate the rollout of banks in rural areas across southern India. Unlike the government banks that Pande studied at the beginning of her career, these branches are small, decentralized, and private, and will offer a range of financial services including savings accounts and insurance and also loans—but only after consultations with the clients to determine their true financial needs.

"Success for microfinance institutions means acquiring more and more clients," Ananth says. "That's completely different from what we're trying to do." KGFS tells its branches not to acquire more than 800 or 900 households per representative. "Your job is to do the best you can giving them financial services."

This evaluation conforms with EPOD's mission to feed the results of rigorous research into policy and then evaluate the modified policy. "Microfinance is a conservative sector—bankers don't like to lose money," Pande says. "Maybe the KGFS model is the way to go, coming up with a wider, more viable product, rather than subsidies. My personal sense is that it's going to be very hard to get bankers to agree to policy changes that mean they're going to lose money. It might be better to tell a household, 'I'll give you a grace period loan, and an insurance product to go alongside.'"

There's a gentle irony to be found here: In a sector created in large part by men for the benefit of women, it will be three women leading the large-scale experiment that may determine its future direction. It may be women who ultimately decide which types of profits are worth pursuing. Erica Field suspects that the best role for microfinance may be "improving the lives of the poor marginally, in terms of giving them more consumption-smoothing tools to make their lives more convenient and easier, and to get them through rough times. Whether it will help them make investments that will bring them out of poverty is an open question." ❖

Vestal McIntyre is a freelance writer based in London.



Keeping Promises

CLASS DAY | Promises were at the heart of Geoffrey Canada's commencement speech in May: promises made, promises kept, promises unfulfilled.

Canada is the president and CEO of the Harlem Children's Zone, a pioneering nonprofit organization designed to help children — from birth through college — to succeed by offering a range of educational, social service, and community-building programs for neighborhood families. The Zone now covers 100 blocks and aims to serve more than 10,000 children.

Born and raised in the South Bronx, one of the country's poorest neighborhoods, Canada was moved from an early age by the ideals and sacrifices of leaders such as Martin Luther King, Jr., and President John F. Kennedy, and by their commitment to justice and their vision of a better future.

"The promise I made as a teen," Canada said, "that I would get a great education and come back and rescue the children trapped in our urban ghettos, is something I took seriously, and I have spent my life trying to keep that promise."

"We haven't kept our promise to eliminate those places in our country where poor children don't have a chance," he said. "But I'm not worried about my promise — the promise I made to America's children. Because, let me tell you what else my role models have taught me: The best of America is yet to come. The work we don't complete, that attempts to make this a better country, the next generation will finish."

Appealing directly to the 564 members of the graduating class, Canada said: "Others will have to finish this work. Someone else will have to pick up the mantle and say, 'No matter what else I do as a career, I will make sure I will leave my country a better place than was left to me.' I promised my kids. And now I'm asking those of you here to promise me."

BETHANY VEISDY

CLOCKWISE FROM TOP: JANEL SIMS, STEPHANIE MITCHELL/HARVARD STAFF PHOTOGRAPHER, MARTHA STEWART

THE BUZZ

"Deficit hawks are made, they're not born."

∴ **Greg Ip**, U.S. economics editor for *The Economist*, during a talk at a Shorenstein Center on Press, Politics and Public Policy event on deficit reduction

"There is still a message of hope — it's not as hopeless as you think."

∴ **Veerabhadran Ramanathan**, distinguished professor at Scripps Institution of Oceanography, speaking on the possibility of action on climate change during a Mossavar-Rahmani Center for Business and Government series on energy policy



Ed Davis

"The fog of war applies to situations like this."

∴ Boston Police Department Commissioner **Ed Davis**, describing the difficulty in knowing whether the information his department received in the aftermath of the Boston Marathon bombings was correct, at a Forum sponsored by the Institute of Politics

"The entire discussion is on their terms."

∴ **Dana Bash**, chief congressional correspondent for CNN, about how the Tea Party has succeeded in framing the debate in Congress with its focus on the deficit and taxes, at a Shorenstein Center on Press, Politics and Public Policy event



Dana Bash

"This was the extreme 1.0 world."

∴ **Ricardo Hausmann**, professor of the practice of economic development, jokingly characterizing the passé nature of the Millennium Goals panel at Davos during a debrief on the event

"We're throwing away tons of money into a technology fix when the process itself is broken."

∴ **Linda Bilmes**, Moynihan Senior Lecturer in Public Policy, on processing medical claims by Iraq and Afghanistan war veterans, at an event sponsored by the Belfer Center and the Center for Public Leadership



Chris Hughes

"The atomic unit of content has shifted, from that branded package of stuff that was the edition of the paper or the edition of the magazine, to the story."

∴ **Richard Gingras**, Google's head of news and social products, at a discussion on the evolution of media sponsored by the Shorenstein Center on Press, Politics and Public Policy

"Calling people out is different than calling people names."

∴ Facebook cofounder and publisher of *The New Republic* **Chris Hughes** about the publication's desire not to alienate those on the other side of an issue, at a discussion sponsored by the Shorenstein Center on Press, Politics and Public Policy

ON THE WEB
<http://ken.sc-au13-bully-pulpit>



Eric Cantor

FORUM | One at a Time “One of my priorities this Congress is to move heaven and earth to fix our education system,” said U.S. Representative and House Majority Leader **Eric Cantor** during a Forum in March. Cantor, a Virginia Republican, called on colleges and universities to be more transparent about costs and outcomes. He said that before students agree to attend a school and incur debt doing so, universities should tell them and their parents which majors are likeliest to lead to jobs and how much those jobs would pay. Asked how he would fix the system, Cantor, a supporter of charter schools and scholarships, said, “We have to do it one student at a time.”



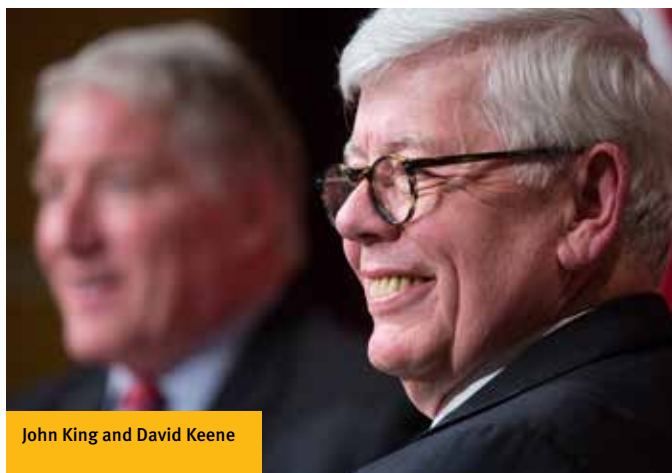
Macky Sall

FORUM | Goodness Blooming Senegal is ready to be an “African Tiger,” said President **Macky Sall** during a Forum in March. But, although Africa is ready to be the “continent of the future”—young and full of resources—three major issues need to be addressed: social justice, health care, and, above all, governance. He said his country has shown progress on that last front, and cited the peaceful transition following elections in 2012 as an example. Sall asked the young Senegalese students and professionals in attendance to “go back and save your country,” despite the temptations of staying in a rich country like the United States. “Let your goodness blossom,” he said.



Mary Jo Bane, Michele Pierre-Louis, and Sean Penn

FORUM | Issue of Impunity “There is reason for hope,” the former Haitian prime minister **Michele Pierre-Louis** told the Forum in February, “but there is still much to be done.” Pierre-Louis, who was prime minister in 2008–2009, was part of a panel addressing the challenges faced by Haiti three years after the earthquake that killed more than 300,000 people and affected more than a third of the nation’s 9 million citizens. Other panelists were the actor and social activist **Sean Penn** and Army Lt. Gen. **P.K. Keen**. **Mary Jo Bane**, Thornton Bradshaw Professor of Public Policy and Management, moderated. Pierre-Louis’s list of national needs included security, qualified civil servants, and a working system of justice. “There is an issue of impunity in the country,” she said.



John King and David Keene

FORUM | Gun Rights More people are beaten to death each year than killed by long arms. The background-check system used to vet gun buyers is inefficient and lacks comprehensive criminal record or mental health data. Chicago, which has some of the nation’s strictest gun laws, ranks 89TH among localities in prosecuting gun crime. These were some of the arguments that **David Keene**, the president of the National Rifle Association, made at a Forum in February on gun rights. In short, Keene’s arguments ran, current laws would work if they were enforced. His answer to the question of why any American would need to own a military-style rifle was simple: “They enjoy them.”

FROM TOP: MARTHA STEWART, MARTHA STEWART, TOM FITZSIMMONS, TOM FITZSIMMONS

It’s Not Just Business

Just Business Multinational Corporations and Human Rights John Gerard Ruggie

It started with a seemingly intractable divide. On one side stood human rights advocates who contended that multinational companies should have the same obligations under international law as states—a necessary mandate, they said, in the face of the widespread harm caused by business practices. On the other side stood the business community, arguing against the imposition of any binding obligations and what it described as “the privatization of human rights.”

Ruggie tells the story of how he was able to bridge this divide, after his appointment in 2005 as the United Nations’ special representative on the issue of human rights and transnational corporations and other business enterprises, which he undertook while serving as the Berthold Beitz Professor in Human Rights and International Affairs. Six years later, his work resulted in the landmark Guiding Principles on Business and Human Rights (also known as the Ruggie Rules). Supported by all stakeholders, the principles hold that the state will protect against human rights abuses by third parties; that business shall not infringe on rights and will address adverse impacts that stem from its actions; and that victims will have greater access to redress.

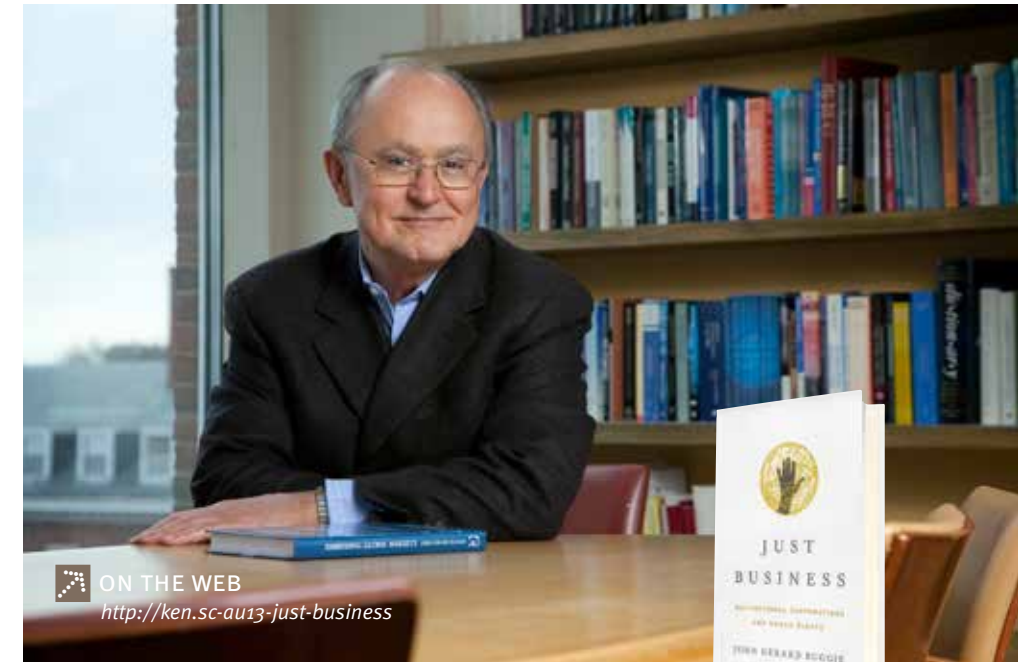
“Creating a more just business in relation to human rights involves finding ways to make respecting rights an integral part of business—that is, just making it standard business practice,” Ruggie writes.

That goal appeared daunting in the face of infamous corporate practices. Ruggie recounts such instances as worker mistreatment in factories in developing countries that produced Nike footwear, the Union Carbide chemical disaster in India, environmental damage created by the Shell Petroleum operation in Nigeria, and Yahoo’s decision to cooperate with the Chinese government in revealing the identity of a pro-democracy activist. According to Ruggie, these cases showed that globalized companies could affect a gamut of human rights—particularly in countries with weak governance, which accentuates the importance of defining corporate responsibility separate from the practices of the host state.

In his UN role, he assessed attempts to protect human rights in the context of business, including international law standards, a UN-produced document outlining norms of responsibility for

corporations, the treaty route, and voluntary initiatives. Although he noted gains—those, for example, that arose from voluntary corporate social responsibility efforts—he found each individual approach wanting, and instead determined that “a new regulatory dynamic was required under which public and private governance systems...each come to add distinct value, compensate for one another’s weaknesses, and play mutually reinforcing roles.”

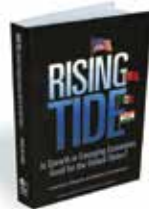
The guiding principles adhere to this concept of “polycentric governance” by creating legally binding rules and judicial remedies



while empowering companies to be their own regulators, explains Ruggie. They establish a similar set of standards and expectations for multinationals and also a greater role for affected individuals and communities in determining whether companies have safeguards in place to manage human-rights risks, he writes.

Ruggie also outlines his strategic path to gaining endorsement for his principles, including bringing new players to the table and testing core proposals to ensure that they are practically applicable. The process may provide lessons for how future initiatives will be accepted. In the meantime, he notes, the implementation phase of the guiding principles has recently begun. While acknowledging that he can’t predict how transformative the effort may be, he points to the fact that national and international standard-setting bodies have adopted core elements of his principles, lending hope that his work could contribute to “a socially sustainable globalization.” LR

MARTHA STEWART



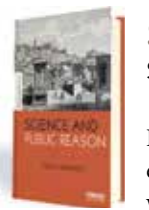
Rising Tide
Is Growth in Emerging Economies
Good for the United States?
Lawrence Edwards and Robert Lawrence

For many Americans, the answer to the question posed in the subtitle is no. That opinion is driven by concern that U.S. companies will send jobs overseas to take advantage of cheaper foreign labor. Some economists also contend that the growth of emerging markets diminishes U.S. living standards.

But the extensive research of Edwards and Lawrence, the Williams Professor of Trade and Investment, reveals a different picture. By surveying literature and analyzing evidence, they determine that “the association between employment growth and import growth has been strikingly positive” and that “trade has actually boosted U.S. employment in downturns.”

The authors acknowledge that some imports have been disruptive and that international competition has hurt individual workers and communities, but they contend that trade does not cause the brunt of worker displacement. And they argue that trade has improved consumers’ purchasing power and incomes.

After examining issues related to trade, competitiveness, and inequality, they conclude by addressing the implications for policies such as boosting exports in order to create jobs. Adjusting to foreign economic growth does present challenges for the United States, they write, but in the aggregate their answer to the question posed in their subtitle is a resounding yes.



Science and Public Reason
Sheila Jasanoff

In a dozen essays written over 25 years, Jasanoff examines how governing institutions actually act when they claim to be reasoning in the public interest.

“Reasoning comprises the institutional practices, discourses, techniques and instruments through which modern governments claim legitimacy in an era of limitless risks—physical, political and moral,” she writes.

The Pforzheimer Professor of Science and Technology Studies, Jasanoff also draws on her background in law (she is a Harvard Law graduate who practiced as an environmental attorney) in presenting case studies on subjects ranging from breast implant litigation to DNA evidence in the O.J. Simpson murder trial. She also covers multinational regulation for biotechnology, collective learning in the wake of disasters such as the Bhopal industrial accident, the global rise of environmental awareness, and other issues.

The essays demonstrate that “assertions of truth and rationality in legal and administrative decision making are often less watertight than they purport to be.” Thus, it is important, Jasanoff contends, to question what those in power do when they apparently act on the basis of reason.

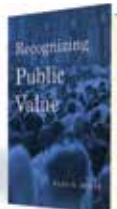


Lee Kuan Yew
The Grand Master’s Insights on China,
the United States, and the World
Interviews and Selections by Graham Allison and
Robert Blackwill, with Ali Wayne

Cited by world leaders for his wisdom and influence, Lee Kuan Yew offers his views on international affairs in a volume that presents excerpts from his public and media appearances as well as from interviews with Blackwill and Allison, the Dillon Professor of Government and the director of the Belfer Center. The authors describe Yew as a unique statesman who over five decades of leadership turned a poor and corruption-ridden Singapore into a modern, wealthy nation.

“In international affairs,” they write, “no individual has been more eagerly sought out, more regularly consulted, and more carefully listened to by a generation of American, Chinese, and other world leaders than the ‘sage of Singapore.’”

The book focuses on Yew’s views of the current political climate and challenges faced by the United States in the coming decades. As the authors acknowledge, many of Yew’s opinions “have an edge”; he eschews the caution often shown by politicians. For example, he says, “Multiculturalism will destroy America,” and bluntly answers no to a query about whether China will ever become a democracy. People may not like everything Yew has to say, Allison and Blackwill write, but they will find it illuminating.



Recognizing Public Value
Mark Moore

For a follow-up to his earlier work, *Creating Public Value*, Moore turns to a question left unresolved by that nearly 10-year-old book: How does one define what constitutes public value?

The answer may depend on what one values, which could be anything from saving money to achieving desired social outcomes. And who decides: the recipients of public services or those on whose behalf the government acts?

In his new book, the Hauser Professor of Nonprofit Organizations proposes a “public value scorecard” for government agencies, which would measure performance on the basis of a public sector equivalent of financial results in addition to considering an organization’s standing with stakeholders and its ability to achieve desired outcomes. Implementing such a scorecard could enhance government accountability and innovation, and “may help bring us all closer to understanding the purposes we want to accomplish together, and how we might be able to push the frontier of what seems possible in our pursuit of a good and just society.”

Moore uses the scorecard to consider real cases of public management, such as the effort to incorporate private sector principles into the New York City Police Department. He also details the ways public agencies should use performance measures and offers an “analytic framework” that can help public managers understand and improve the value of what they do. ❖ LR

36
classnotes

39, 49, 54
from the field



KENT DAVTON

1964

Abraham Lowenthal MPA is doing a project jointly with **Sergio Bitar**, MC/MPA 1971, interviewing former presidents and prime ministers who have played leading roles in transitions from autocratic toward democratic governance, intended to transmit “Lessons Learned from Leaders” to those in today’s circumstances who are trying to carry out or promote such transitions. “We have interviewed Presidents Aylwin and Lagos from Chile, Cardoso of Brazil, Gonzalez of Spain, deKlerk and Mbeki of South Africa, Rawlings and Kufour of Ghana, Habibie of Indonesia, Ramos of the Philippines, and are about to interview Zedillo of Mexico. Great learning experience!!”



1965

Gerald Wright MPA spent the 2012–2013 academic year as visiting professor of Canadian studies at Kwansai Gakuin University, in Nishinomiya, Japan, which is located between Kobe and Osaka.

1966

Jonathan Howes MPA has just completed *The Dynamic Decade: Creating the Sustainable Campus for the University of North Carolina at Chapel Hill 2001–2011*. He and coauthor David Godschalk chronicle the planning and development of millions of square feet of residential, classroom, office, laboratory, and hospital space on the campus of the nation’s oldest public university. The book is available from the UNC Press.



Charlie Stevenson just wrote *America’s Foreign Policy Toolkit: Key Institutions and Processes*, published by CQ Press.

1967

Jack Wofford IOP, former IOP associate director, received an award (“Hero of the Revolution”) in December 2012 from the Boston Society of Architects on the 40th anniversary of the decision by Governor Francis Sargent not to build the Southwest Expressway in Boston. Jack directed the restudy of controversial expressways and transit lines that led to the governor’s decision. The award, also given to Governor Michael Dukakis and other officials, reads: “In appreciation of your visionary contributions to the decisions and actions that rejected highways, embraced urbanism, and transformed Boston and the Commonwealth forever.” Jack is a mediator and arbitrator in Cambridge.



1968

Michael Arnoff HKS wrote and produced *Nuestra Esperanza (Our Hope)*, a Spanish-language DVD on farm worker safety, for the Utah Labor Commission (37 minutes long, with English subtitles). “It’s part of a series of

Spanish-language DVDs on topics of interest to Latinos living in the United States. Issues include immigration law, rights and obligations when interacting with law enforcement, getting along with neighbors, workplace safety in construction and factories, and preventive health. I completed one year at the Kennedy School, and left with the intention to return, but changed my mind. It was a tumultuous time — assassinations, height of the Vietnam War, and so on.”

Charles Mann MPA writes, “Since 2001, filmmaker colleagues and I have been mentoring HKS students in development communications, especially the use of a video camera in the field to craft stories about international development issues. These sessions at HKS have been supplemented by our production of several teaching films — the Development Communications Workshop Collection, available at *DER.org*.”

1970

Brian Marson MPA is president of the Public Service Excellence Institute and advises Southeast Asian governments, the OECD, and the Asian Productivity Organization on public service reform and service transformation. He is also cofounder and senior fellow of the Institute for Citizen Centered Service in Toronto. Brian teaches public management to government executives at the Philippine Development Academy and is coauthor of *The New Public Organization, From Research to Results*, and a *Guide to One Stop Service Delivery*. His research linking employee engagement, service outcomes, and public trust has received international acclaim. In 2010 he received the National Quality Institute Lifetime Achievement Award.

Charlie Stevenson PHD just wrote *America’s Foreign Policy Toolkit: Key Institutions and Processes*, published by CQ Press. He continues to teach at Johns Hopkins University’s Paul H. Nitze School of Advanced International Studies (SAIS).

1971

William Myers MC/MPA retired from the United Nations. He is an associate in the University of California, Davis’s department of human ecology. Recent books include *Child Protection in Development* (Routledge 2012) and *Right and Wrongs of Children’s Work* (Rutgers 2010). He is currently initiating work on children as point of non-violence and peace.

1972

Frank Popper MPA teaches land-use planning at Rutgers and, with wife Deborah Popper, Princeton. “We continue our research on

the American West, the Great Plains, American regionalism, and shrinking cities. We are on the board of the National Center for Frontier Communities, and I chair the board of the Great Plains Restoration Council. Our children are fast-developing writers, Joanna as a journalist, Nicholas as a historian.”

1974 | 40TH reunion

Eddie Sporn MCP, after 10 years as administrative director of the Manhattan District Attorney’s Office and 15 years in a similar capacity at D.E. Shaw, a hedge fund, writes, “I am spending 2013 rebooting in West Stockbridge, Massachusetts, in the Berkshires. I’ll be overseeing the renovation of our home, doing some traveling, and trying to get all the stuff that my family has accumulated over the years organized.”

Flash Wiley MPP/ID writes, “This is a short note to let you know that I am a recipient (along with my wife, Benaree, HBS 1972) of the Community Advocacy Award from Eastern Bank. The award “celebrates the professional and civic contributions of exceptional people who make eastern Massachusetts a better place to live and work through their efforts and inspiration to others to contribute positively to their communities.”

1975

Kathy Frazer Winsted MPA is teaching business and marketing at Pace University in Pleasantville, New York. “Married to Bill Winsted, three wonderful kids — Frazer, 23; Melanie, 22; and Abigail, 20.”

Stephen Salyer MC/MPA writes, “Been out of touch with HKS for a while. Remarried and left Public Radio International in late 2005 to head the Salzburg Global Seminar — a policy center in the middle of Europe. Founded by three Harvard students after World War II, Salzburg now has fellows in 160 countries across the world. The focus is on soft power wielded by rising young leaders. Emphases include governance, sustainable health, and media’s role in democratic change. Take a look at *SalzburgGlobal.org*.”

Philip L. Spector MPP/ID, after eight years as executive vice president, business development and general counsel of Intelsat, the world’s largest communications satellite company, has moved to a position on the Intelsat board of directors and will be considering other opportunities. He was formerly the managing partner of the Washington office of the global law firm Paul, Weiss, Rifkind, Wharton Garrison.

Micho Spring MC/MPA continues to enjoy his work at Weber Shandwick, leading their global corporate practice at a time of constant

change and transformation. “And am enormously proud that both my daughter and son are serving in government. My daughter, Silvia, is a Foreign Service officer in Beijing, and my son, William, is a legislative director for Congressman Ed Markey.”

1976

David Bray HKSEE writes, “On March 20, the principal deputy director of national intelligence, Stephanie O’Sullivan, presented the National Intelligence Meritorious Unit Citation Award, on behalf of the National Commission for the Review of the Research and Development Programs of the U.S. Intelligence Community, to the IC staff members supporting the bipartisan congressional commission. Members of the interagency staff received Meritorious Unit Citations, and I, as executive director for the commission, was awarded a National Intelligence Exceptional Achievement Award in recognition of my ‘outstanding service.’”

1977

Jim Bruce MC/MPA continues to work as a site selection consultant for BFPC, LLC, in Atlanta. Last year was the firm’s best ever, which suggests that businesses are about to make major capital investments again and that vital aspect of the economy is improving. In his corporate role, Jim reports to a stellar executive and economic consultant, Lynn Bruce; and does so at home as well — they will celebrate their 33rd anniversary this year.

1978

Nancy Bearg MC/MPA remains engaged in conflict prevention and post-conflict peace-building and is looking for work opportunities on that in Washington, DC, or overseas. “Also, I coauthored *Reboot Your Life: Energize Your Career and Life by Taking a Break* (Beaufort Books 2011), and we are now writing a book for baby boomers on retirement. I still live in Washington.”

Mabel Bendiksen MPA writes, “I retired! I loved teaching and my MPA really helped in formulating systems to teach skills while fostering creative thought. I worked in government after graduation but realized that I loved working with people. In government, I seemed laden with reading government reports! In grad school, my last name was Pina. Due to life changes, Mabel Pina became the original Bendiksen.”

Henry Frank Carey MPP writes, “Greetings to all of you from Chip. I am a professor of political science at Georgia State University in Atlanta, specializing in comparative democratization and human rights. My wife, Faye, and



Nancy Bearg coauthored *Reboot Your Life: Energize Your Career and Life by Taking a Break* (Beaufort Books 2011).

“I’ve done a lot of politics over the years (Dukakis, Kerry, Patrick), but I think the new meds are working.”

— Jim Gomes MPP 1978

I have two kids, ages 17 and 14. Not sure if I will make it to HKS events, but would be delighted to see any of you.”

Russ Feldman MPP has relocated the offices of TBA Architects to Concord, Massachusetts, where they’ve rebuilt the third floor of a historic mill building. He’s completing his fourth year as chair of the board of trustees of the Boston Architectural College, and remains on the board of directors of the Massachusetts chapter of the American Institute of Architects and as a trustee of the Newton City Museum. Russ and his wife, Anne Kane, continue their happy marriage and their never ending work on their 170-year-old house.

Christopher Fisher MPP sends a quick recap of work-related life. “I spent over 20 happy years at Lazard in London. For the last 10 years I have enjoyed having more of a ‘plural’ life, the most important component of which is a small firm I helped to form and develop with some old Lazard colleagues — Penfida — which is in the business of providing corporate finance advice and support to pension fund trustees, essentially helping them deal with their position as major creditors of their sponsoring companies. I do this about half of my time at present, and in the other half I currently serve as chairman of the governing body of Reading University, chairman of the board of Bank of Ireland UK, and a non-executive director of Segro, a FTSE 200 property company — photos and a bio can be found on the various websites! I’m also involved with the Kennedy Memorial Trust, in whose debt I will always be for having funded me through Harvard, particularly with significant anniversaries ahead. More important on the personal front, my wife, Carole, and I have two grown-up daughters, both recently married, and we have just had our first grandchild. We tend to divide our time between London and Wiltshire. Happy to say I have managed to keep in reasonably regular contact with **John Walsh** MPP, **John Lundeen** MPP, and **Joe Taylor** MPP. The threshold of my 60th birthday looms later this year!”

Jim Gomes MPP writes, “I’m a man of little wealth but considerable taste. I’ve been around Boston town for many years. You don’t need to guess my name, but here’s a quick update: Still married to the wonderful **Rose Udics** MPA 1989 (37 years last June). Two kids: Jonathan, 23, who graduated from Clark with a degree in management in December 2012, is looking for a job, and is back populating our nest in Arlington; Elizabeth, 19, who is a sophomore at Clark and a varsity soccer player. Rose works for the town of Burlington in human services. I direct the Mosakowski Institute for Public Enterprise at Clark, where we bring desperately needed, use-inspired research to starving masses of ignorant but well-intentioned policy practitioners. I’ve done a lot of politics over the years (Dukakis,

Kerry, Patrick), but I think the new meds are working. Many thanks to Joe for his work as a community organizer. That’s a skill that can take you a long way.”

Brooke Holmes MPA remembers, “That year, 1977–78, was a great experience for me and my family. My kids (then ages five and six) still recall the blizzard of 1978 and their first experience with six feet of snow, while I remember trying to get back home in Belmont by the last bus from Harvard Square. I was a mid-career Foreign Service guy from the State Department who was coming from prior assignments in Athens and the Bahamas — plenty of sunshine but precious little winter weather. After HKS, I returned to Washington for a couple of desk jobs, then on to Canada, Nigeria, the Dominican Republic, back to Washington, and finally retirement in 2000. Still suffering from wanderlust, my wife joined the Foreign Service in 2001 for assignments in Ecuador, Syria, and Washington before her retirement in 2010. Since retirement, I have worked as a consultant to the State Department on international science and technology matters and as an inspector with the inspector general’s office. Our daughter (Brown and Georgetown Law) lives in Kampala, Uganda, and works for the Wildlife Conservation Society. Our son (Rensselaer Polytechnic and Columbia/London Business School) manages a veterans services organization he created, called Warrior Gateway, and is based in San Francisco. My wife and I live in Chevy Chase, Maryland. Thanks to **Bill Wolfe** for alerting me to the reunion. Shout-outs to **Susan Gordon** MC/MPA with whom I worked in the State Department at the time of the Kyoto Protocol negotiations in 1997–98, and retired Ambassador **Frances Cook** MC/MPA, a Foreign Service colleague. I wasn’t able to make the reunion but sure wish I could have. Hard to believe it was so long ago... but then again, I said the same thing a couple of years ago at my 50th college reunion! And to **Joe Campbell** MPP, thanks for being the ‘instigator.’”

Barbara Lukaszewicz MC/MPA is now a textile artist after retirement as an executive with the Canadian federal government. “I specialize in traditional rug hooking, which preserves the work of Canadian artists for future generations in textile form. Attended the last 1978 reunion and was the only one who attended. Would love to hear from old friends. I am also on the board of the Harvard Alumni Association and visit the university three times a year for meetings. Married 30 years with two grown children. Living in Ottawa, Ontario.”

John “Skip” McKoy MRCP was elected chairperson of the DC Public Charter School Board at its monthly meeting February 25. Skip, who has served on the board since 2008, most recently as the vice-chair, suc-

ceeds Brian Jones, who is completing his sixth year of board service. He has extensive experience working on issues affecting DC youth, in both the public and private sectors. He is director of programmatic initiatives at Fight for Children, a nonprofit organization dedicated to increasing the number of children who enter school ready to learn and the number of urban youth in Washington, DC, who are prepared for post-secondary education and careers. He managed community development projects along the Anacostia River as executive vice president of the Anacostia Waterfront Corporation. He has also served in several executive capacities at Lockheed Martin IMS and DC Agenda, and as director of the District's City Planning Department.

Selamat Munap MPA reports that her novel, *The Wild Men of the East*, was published by Raider Publishing International in June 2009.

Tana Pessa MPA is living in Rockport, Massachusetts, and is the proud mother of the wonderful singer/songwriter Chris Edley, III. "I'm still an executive coach, consulting primarily with life sciences and law firms. Ten years ago, wanting to do more than help individual executives, I incorporated elements of my coaching methodology into a 28-day behavior change program called MetaMentor. Wrote a book on meditation and compassion practices with my Tibetan teacher, and the Dalai Lama wrote a short foreword. Working on turning MetaMentor and guided meditations from the book into phone apps. So, still spilling over with ideas and not acting my age quite yet!"

Mary Spillane MPA writes, "Thirty-five years in a few words... I've lived in London for 32 years, having married a classmate, a Brit (alas, now divorced). Upon leaving the Kennedy School, did a stint as a special assistant to Jimmy Carter in his final year, then with Ronald Reagan before moving to the UNHCR in Geneva. Could translate none of my experience into a proper job in London during the early Thatcher years so became an accidental entrepreneur (fashion and image business). Did rather well—operations in 27 countries—wrote some books, and sold it in 1998. Off the back of the success of my books, became a personal branding and business development consultant, then studied psychology and became a leadership/executive coach. Was a partner in an executive search firm for four years; last five years on my own. Work in big global companies, financial and professional services; special interest in helping women become CEOs. Teach at business schools (Cambridge, Imperial, Cass, Hult), writing a few more books (one on swan-song careers), and have an anti-aging and vitality business on the side."

John Walsh MPP went from KSG to a job at the Office of Management and Budget, where he met and married his wife, Kate, within two years of graduation. "We celebrated our 33rd



Grace Flores-Hughes reports that her memoir, *A Tale of Survival* won two awards.

Submit a classnote. Write hksalum@hks.harvard.edu, with subject line "classnotes."

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

anniversary in April, all but five years of it in Baltimore, Maryland (Go, Ravens!). We have two daughters and two sons, ranging in age from 23 to 31, who are scattered across the globe from San Francisco in the west to Durban, South Africa, in the east. One is in New Orleans trying to make it in the film industry, and one is temporarily at home between jobs (we hope!), so we are not finished just yet. But all are well and life is good. On the career front, I spent 20-plus years in government, and a dozen years running the Group of Thirty, a small think tank—all in DC before retiring from the government last year. I spent the last seven years at the Office of the Comptroller of the Currency, grappling with the financial crisis and its aftermath, and was honored to be asked by Secretary Geithner to serve as acting comptroller for nearly two years through last April. I am now working for McKinsey & Company, helping financial institutions try to understand what the hell happened during the financial crisis and the Dodd-Frank Act that followed. Kate runs the National Council on Teacher Quality, which works to improve the quality of instruction in public schools around the country. So we remain in the workforce and pretty busy for now, but there is a slower pace out there somewhere—and trips to South Africa and California to keep in contact with our scattered brood."

1979 | 35TH reunion

Nancy Rutledge Connery MC/MPA served as committee member and contributor for the recent National Academies study "Underground Engineering for Sustainable Urban Development."

Alice Levine MCRP published *Memories of McClatchy Library* in 2012. It tells the stories of those who love the historic Ella K. McClatchy Library in Sacramento, California. In addition to her editorial role, Alice contributed two pieces to this anthology. The book is a model of how nonprofit groups can chronicle their history in an entertaining way.

M. Elizabeth (Betty) Swope MC/MPA writes, "After retiring from the Foreign Service, I continue to work part-time at the State Department. Husband Patrick Kennedy continues as undersecretary for management. When we can, we try to get away to our farm in Cumberland County, Virginia. The farm was part of a land grant from King George II in 1735. Some members of the 1979 MPA class meet regularly for lunch."

Benjamin Tyree MC/MPA was named managing editor of the bimonthly magazine *Defense AT&L* at the Pentagon's Defense Acquisition University and also has become senior editor of the DAU Press. His former DAU

editorial responsibilities included the university's catalog and other publications. Prior to joining government service in 2011, Benjamin was a longtime Washington journalist and newspaper editor.

1980

Michael Bromwich MPP was asked in 2010 by President Barack Obama and Interior Secretary Ken Salazar to become the country's top offshore drilling regulator in the wake of the Gulf oil spill. "A great challenge, a great adventure, and in the end a great experience. I left of my own free will at the end of 2011 after reorganizing the agency and eliminating structural conflicts of interest. I re-entered the private sector last spring wearing two hats—I founded my own consulting firm (The Bromwich Group, bromwichgroup.com) and am a partner in the law firm of Goodwin Procter LLP.

Grace Flores-Hughes MC/MPA reports that her memoir, *A Tale of Survival*, was awarded an honorable mention at the 2012 New England Book Festival and 2012 Los Angeles Book Festival.

1981

Edward Edelson MC/MPA helped produce the documentary *Home of the Brave: When Southbury Said NO! to the Nazis*, in which he is featured. Twenty-five Nazi training camps were established throughout the United States in the 1930s but only Southbury, Connecticut, said no. The documentary explores what happened in 1937 in Southbury, where Ed is currently the first selectman (mayor). The documentary premiered on the 75TH anniversary the town's passage of a unanimous resolution against the Nazis. The documentary was accepted at the Boston International Film Festival last April, and a showing was held at the U.S. Capitol in May.

Jon Elam MC/MPA celebrated his 71ST birthday by treating himself to attending a JFK Jr. Forum on clean cookstoves in Cambodia. "This is one of the critical issues of the time. Very interesting."

Eduardo Feller HKSEE retired in 2008 after 36 years at the U.S. National Science Foundation. "In the years after I continued serving as an advisor to the National Academy of Sciences and City University of New York on issues related to international environmental and applied systems analysis. I still reside in the Washington metropolitan area."

Robert Frisbee MC/MPA writes, "Greetings, classmates. After 30 years as a serial entrepreneur, starting and running companies mostly in the electronics space, I have switched to the nonprofit space. I am the CEO (a stretch of a title for an organization with ten

people) for the Green Electronics Council. It is a great cause, has global impact, and I am loving it. My wife, Denise, and I continue to ski and whitewater canoe. Our two kids have grown up but stay in touch. We love to hear from classmates."

James McGuinness MC/MPA recently returned to the bench following a long recovery from a motorcycle accident. "Life is good."

Gerald Stoughton MCRP, as the director of financial analysis at the Port Authority of New York and New Jersey, has been advancing two major projects (the Goethals Bridge and LaGuardia Airport Central Terminal Building) under public-private-partnership financing structures. It's the first time his agency has used this approach. His wife, **Robin Judson** MCRP 1979, is an executive recruiter in Manhattan. Their two children are now out of the house. Their daughter, Kate, graduated from Harvard Business School in 2012. Their son, Andrew, is not (yet) Harvard affiliated. He is at Columbia.

1982

Valerie Bell MPA writes, "During the last 18 years (in which we have lived in St. Louis), I have concentrated mostly on the 'public administration' side of my MPA/JD. I have devoted all of my professional time as a volunteer, chairing and serving on boards and initiatives focused on education, diversity, and not-for-profit administration and management. My current pursuit is as chair of the board and CEO of the St. Louis Public Schools Foundation, an intermediary between the SLPS (recently provisionally re-accredited) and the St. Louis donor community. We are greatly revising our model. Any wisdom from HKS colleagues would be much appreciated!"

Joseph Buonaiuto MC/MPA is a poet (see *Nostravia Poetry Journal*) living serenely in one of those gated, golf-coursed, over-55 lunatic asylums in southern California. He recently published an epic work, *Mr. McLuhan & Me: An Internet Age Narrative and Baby Boom Memoir*, an illuminated manuscript available in color on Kindle for the ridiculously modest price of \$2.99. He is currently working on a screenplay based on the DSM-IV.

Elizabeth Cheteney MCRP was recently appointed commissioner of planning for the city of White Plains, New York.

Dan Constant MCRP writes, "Greetings to all my friends in the other (MCRP) category! My, how time flies! Quick update: Married, B21 G19 (both in college). Living in Manhattan Beach. Working at Wells Fargo Commercial Lending. Best to all!"

Lou DeBour MC/MPA writes, "It has been 32 years since I graduated from the Kennedy School. I continue to have fond memories of



From the Ground Up



ED BARKER MPA 2000

Reconnecting people to the food they eat and where it's grown.

There are a couple of reasons Ed Barker MPA 2000 became executive director of Land's Sake Farm, set on 40 acres about 10 miles outside Boston in Weston, Massachusetts. Philosophically, the organization is involved in the sort of education and community engagement to which Barker had devoted much of his professional life, at places such as Earthwatch and the Chewonki Foundation.

His health is another reason. Around the time the Land's Sake job came up, in 2012, Barker discovered that he was sensitive to gluten and therefore had to start paying close attention to what he ate. It wasn't a big leap to thinking about where and how the food that he ate—that we all eat—was grown. Land's Sake was a perfect extension of that concern.

Less than a mile from 1-90's eight lanes of jammed blacktop, Land's Sake grows nearly 100 tons of vegetables and fruits each year, most of it distributed locally through farm shares. It also donates about five tons to hunger relief organizations, and it teaches children and adults about everything from compost to beekeeping.

"Food has historically been something that we are innately connected to and for millennia the food we ate was food that we grew," Barker says. "The importance of farms like ours is that we reconnect people to the place that their food comes from. In the process we help them understand both the issues around the food we eat and the issues that are specific to that place." ❖ RDO

TOP TO BOTTOM: ISTOCK; COURTESY OF GRACE FLORES-HUGHES

JESSICA SCRANTON

THIRTY YEAR

May reunions give alumni the chance to reconnect with classmates and faculty members and with the intellectual life of the Kennedy School. They also give a chance to share a bite and a memory. Members of the class of 1983 get a prime spot to lord over it all at the Forum.



the school, together with the friends that were made—any of whom I continue to maintain contact with, and many with whom I have lost contact over the years. I do, however, visit the updated campus from time to time. Robert Reich, Michael Dukakis, and Walter Broadnax were just a few of the great teachers I was lucky to have at HKS and retain a relationship with over the years. Look forward to visiting soon.”

Karl Seidman MPP has a new book out this spring, *Coming Home to New Orleans: Neighborhood Rebuilding After Katrina*, which documents grassroots rebuilding efforts in six New Orleans neighborhoods and draws implications for post-disaster city recovery and federal policy. The book is an outgrowth of six years of work in New Orleans with his MIT planning classes, including collaborations with HKS’s team in the Broadmoor neighborhood.

Peter Woodrow MC/MPA is now executive director of CDA, a nonprofit organization that conducts collaborative learning processes for international actors in conflict zones, based in Cambridge, Massachusetts.

1983

Ferdous Begum MC/MPA recently established an NGO called Active Ageing in Dhaka, Bangladesh. “We will be working for the ageing population, especially older women and widows of all ages. We need International support. I am working as the CEO of this orga-

nization. I have been appointed as a member of the assessment committee of EDU, which is an intergovernmental organization.”

Barry Freedman MC/MPA began a new position in 2012 as grants manager for Ranken Jordan, a pediatric specialty hospital in St. Louis that treats children with medically complex conditions in a unique, state-of-the-art facility and with a unique model of care. “It’s a truly remarkable place that takes some of the sickest kids in our society, gets them up and out of bed, and allows them to be kids having fun. Eventually they’re able to go home with their families rather than be relegated to a long-term-care institution. For more information, visit rankenjordan.org.”

Kay Collett Goss HKSEE has written a new congressional biography, *Mr. Chairman: The Life and Legacy of Wilbur D. Mills*. Mills studied constitutional law at Harvard Law School and served longer than any other member of Congress on the U.S. House Ways and Means Committee.

Tom Herman HKSEE served as transition director for Senator Angus King (Independent–Maine).

Jim Lahay MC/MPA celebrated his 24TH anniversary at Stifel, an investment banking firm headquartered in St. Louis, Missouri. “I am a senior vice president working in public finance. My focus is public incentives for private developments. I have fond memories of the Kennedy School of Government. It was a great experience.”



Kay Collett Goss has written a congressional biography, *Mr. Chairman: The Life and Legacy of Wilbur D. Mills*.

Nam Pham MPA, after two years in Vietnam trying to set up a banking operation for a U.S. bank, returned to Boston and became CEO in 2011 of the Vietnamese American Initiative for Development, Inc. (Viet-AID). Viet-AID is a nonprofit whose mission is to build a strong and contributing Vietnamese American community in the Boston area, and a vibrant Fields Corner neighborhood. “Viet-AID has built the only Vietnamese community center from the ground up and more than 120 housing units. If you are between 18 months and 80 years old there is something for you at the center, including bilingual preschool, teen leadership initiatives, adult day care programs, ESL classes, Vietnamese culture and language study, home buyer workshops and small business technical assistance, ballroom dancing, Ping-Pong club, and even Boy Scouts. Viet-AID is only a subway ride from HKS on the Red Line, near Fields Corner station. Remember, Fields Corner is not just a stop but a destination!”

1984 | 30TH reunion

Ed Dietel HKSEE authored the completely revised 15TH edition of *Designing an Effective Records Retention Compliance Program* (West/Thomson Reuters), 2012–2013.

Jody Feerst Litvak MPP writes, “Things have come full circle. I was a guest lecturer at HKS in November for Professor Alan Altshuler’s ‘Urban Politics, Planning & Development’ class. What a thrill! I continue to be a part of the transportation transformation of Los Angeles and loved sharing that story. Walking into Littauer 150, I recalled classes I actually had in that room (P110!!). Also had a great meeting with the school’s California Caucus. Was in and out of town so fast that I was unable to connect with Boston-area friends. My apologies. Do you all believe it’s nearly time for our 30TH reunion?”

Effie Malley MC/MPA is excited to be the new executive director of Screening for Mental Health, a national nonprofit in Wellesley. She hopes to see her classmates at next year’s 30TH reunion.

Charles Mercer Jr. MPA, a partner at Nelson Mullins Riley & Scarborough, received (for the second time) the Order of the Long Leaf Pine, the highest civilian honor granted by a North Carolina governor. The honor was bestowed on him in December 2012 by outgoing Governor Beverly Perdue. The Order is presented to individuals who have a proven record of extraordinary service to the state. Contributions to their communities, extra effort in their careers, and many years of service to their organizations are some of the selection criteria. Active in community matters for more than 40 years, Charles has served on several

boards and commissions and currently serves on the University of North Carolina Board of Governors. He is a former member of the Duke University Divinity School Board of Visitors. He also has served on the NC State Banking Commission and the NC Local Government Commission, and he served as chairman of the NC Property Tax Commission. In 2002, former NC Governor Michael Easley appointed Charles to the Commission to Modernize State Finances. He has represented plaintiffs and defendants in a wide range of civil litigation matters, primarily handling cases for corporate clients. He represents corporations and individuals in state and local tax cases before administrative boards, commissions, and courts. He also advises clients in the areas of government relations and economic development. Established in 1897, Nelson Mullins has more than 470 attorneys and government relations professionals with offices in the District of Columbia, Florida, Georgia, Massachusetts, North Carolina, South Carolina, Tennessee, and West Virginia.

Arthur Namu MC/MPA has just been appointed by the President of Kenya as chairman of the State Corporations Advisory Committee for a term of three years. This is a key institution charged with an oversight role on the management of state corporations in Kenya.

Joseph Olchefske MPP and **Judy Bunnell** MPP recently celebrated their 27TH wedding anniversary and became empty nesters when their daughter India left DC for the University of Chicago.

1985

Lindsey Arison MC/MPA, founder and director of the Institute for Sea-Disposed Chemical Weapons (www.isdcw.org), published a breakthrough environmental-science treatise titled *The Sea Disposal of Chemical Weapons*, now available in print and Kindle on Amazon. Between 1946 and 1990, on the order of 754,975 tons (over 1.5 billion pounds) of chemical weapons were disposed of in European waters alone. At least 21 European nations are now potentially at risk because of the expected toxic effect on marine life and the food chain.

Maria Nuria De Cesaris MPA/ID is involved in politics, trying to change things in her country. “Meanwhile, cooking for my little company *Cocina Urbana*: Bologna and Napoli pasta sauces, antipasto, peperonatta, and many other delicious things.”

Tom Gardner MC/MPA took a group of students to Vietnam and Cambodia in June 2012, examining the effects of Agent Orange. He was promoted to full professor at Westfield State University, where **Evan Dobelle** MC/



Michael Pocalyko’s book, *The Navigator*, was published in June.

MPA 1984 is president. Son, a high school junior, is looking at colleges and playing soccer. Daughter is at the State Department.

Alison Hughes MC/MPA writes, “The University of Arizona is the first of our state universities at which a woman was appointed president. As chair of the local Women’s Commission, I have organized 36 women’s organizations for an epic reception to celebrate this turning point. Over 300 women are attending. It is a crucial statement about women’s attitudes toward the appointment of a woman to head a major academic institution in our state.”

Michael Pocalyko MC/MPA writes that his novel *The Navigator*, a literary financial thriller, was published in June by Forge Books, Macmillan Publishers. “It’s a big-ideas book where Wall Street comes to Washington. The plot strokes themes like PTSD and its next-generation effects. Financial regulation. Clandestine intelligence operations. Fathers and sons. Banks too big to fail. Insider tech deals. Political ambition. How the past is never really the past, even if it’s not your own past. And for all of us from HKS, there is a key passage—a valediction—about Richard Neustadt.”

1986

David Brown MPP has coauthored a new book, *I Am Your Neighbor—Voices from a Chicago Food Pantry*. As a board member of Common Pantry, Chicago’s longest continually operating food pantry, David worked with Roger Wright to allow pantry clients to share their own stories in a book that the *Chicago Sun-Times* says “would make Studs Terkel proud.” All net sales proceeds go to benefit Common Pantry (commonpantry.org), and the book is available for sale at amazon.com, where it was a best seller in Urban Sociology new releases.

Marie Chevier MPP, PHD 1991 is a professor of public policy at Rutgers University–Camden and chair of the department of public policy and administration. Husband **Paul Jargowsky** MPP, PHD 1991 is founding director of the Center for Urban Research & Education at RU Camden and also a professor. Marie’s book, *Arms Control Policy*, came out last August. Marie and Paul live in Philadelphia and are always up for visitors!

James Doane MC/MPA is now consulting with Imagine It CDMA Trade Show in Atlanta. Jim packed away his passport and is now fully retired from foreign-affairs consulting. He is enjoying retirement in Rehoboth Beach, Delaware, and plays golf frequently.

James Faier MPP writes, “You ask if I have written a book, sailed an ocean, had a baby, or been elected. I continue to be a husband to my wife and a father to my three children and

I continue to practice patent and trademark law to put bread on the table. I am grateful to God that I am able to do those things.”

1987

Meg Bowman-Hicks MPP writes, “Frank and I are still happily living in Costa Rica. Glad to have our old friend **Mary Barton** MPP and family visiting. Also saw **Kim Flores** MPP and her lovely daughter this year. Someday we’ll get up to a reunion. Meanwhile, there’s Facebook.”

Nadine Hack MC/MPA opened the stock market at SIX Swiss Exchange with a group of Corporate Women Directors International.

Steve Sleigh MC/MPA became fund director for IAM National Pension and Benefit Trust Funds, returning to his roots in the Machinist Union. The pension is the fifth-largest multi-employer fund in the United States.

1988

Rosario Calderon MC/MPA is in Hanoi with USAID/Vietnam managing climate change programs on clean energy, sustainable landscape, and adaptation. “I have the privilege of working with Minister **Cao Duc Phat** MPA 1995 of the Ministry of Agriculture and Rural Development. Minister Phat, a visionary leader, cares not only about economic growth and food security and safety, but also about building the resiliency of people living around the Mekong and Red River Deltas, who are very vulnerable to climate change. Vietnam is a beautiful country, with wonderful people and great food! Come and visit me.”

Taher Farahat MC/MPA writes, “Dear all, it has been a long time, full of action, challenges, and postings. I am now the assistant foreign minister of Egypt for the Americas, married with two kids. Since graduation, I have served in our embassies in Vienna, Brasilia, Tokyo, Shanghai, and Kuwait, the last two postings as a consul general in Shanghai and ambassador to Kuwait. It has been very hectic, but exciting. I would love to hear from you!”

Edward Goldstein MPP and Melanie Flammenbaum are the new parents of Russell Elliott, born October 3, 2012. Edward is the senior writer and editor at the Aerospace Industries Association and is an adjunct faculty member at American University and Georgetown University.

Bob Levy MC/MPA was elected to a third four-year term as a Plantation City (Florida) councilman in March. “I received 70 percent of the vote and was selected by my colleagues to be city council president. On March 18, I was especially honored to be selected for the Broward County Senior Hall of Fame. I was one of eight inductees in a ceremony held in May.”



TOP TO BOTTOM: MARTHA STEWART; ISTOCK; COURTESY OF KAY COLLETT GOSS

TOP TO BOTTOM: COURTESY OF MICHAEL POCALYKO; ISTOCK; ISTOCK

1989 | 25TH reunion

Ole Gunnar Austvik MC/MPA was appointed a professor of energy economics and management at BI Norwegian Business School starting in August 2013. This includes the role of associate dean for the Executive Master of Energy Management Program held together with Institut Français du Pétrole, Paris, and UC Berkeley, San Francisco. “I will be on leave from Lillehammer University College. I was also appointed senior research fellow at the Norwegian Institute of International Affairs (NUIP) in January. My research will concentrate on political economy, European integration, and energy.”

Susan Froetschel MC/MPA writes that her mystery novel, *Fear of Beauty*, was published by Seventh Street Books/Prometheus in January. Set in rural Afghanistan, the book is about a woman desperate to learn how to read after the death of her son. *Fear of Beauty* is a story of friends who do the unthinkable and bitter opponents who find common interests. Visit at froetschel.com.

Jody Heymann MPP, PHD 1992, dean of the UCLA Jonathan and Karin Fielding School of Public Health, has a new book, *Children's Chances: How Countries Can Move from Surviving to Thriving*, written with Kristen McNeill. It urges a shift from focusing on survival to targeting children's full and healthy development. Drawing on comparative data on policies in 190 countries designed to combat poverty, discrimination, child labor, illiteracy, and child marriage, the authors tell what works to ensure equal opportunities for all children.

Gerald Regier MC/MPA writes, “International travel (18 trips) and consulting has been my life the past three years — along with working on my PHD in public policy and public administration. One quarter to go and then a dissertation! Just completed my fifth trip to Kenya in the past nine months, and last week spoke on transformative leadership at a government conference for 150 candidates for governor. I have been consulting with the Transition Authority of Kenya as it implements the new constitution that calls for a devolved system of government to 47 counties. Elections for the new governors were in March.”

1990

Rodney Ferguson MPP became Winrock International's president and CEO in April. Rodney succeeded Frank Tugwell, who is retiring after leading Winrock for more than 14 years. Rodney, previously a principal with Lipman Hearne, will be responsible for the strategic, programmatic, financial, and management operations of Winrock, which has



implemented projects in more than 70 countries and throughout the United States in its mission to empower the disadvantaged, increase economic opportunity, and sustain natural resources. Rodney will lead a global staff of over 1,100 with a continued commitment to sustainable development and innovation.

Chris Granda MPP was reelected to the select board of the town of Richmond, Vermont. “I ran unopposed, so the odds were probably in my favor. For my day job, I continue to work designing energy efficiency programs, and to help make the ‘Energiewende’ happen in the United States. Our eldest is 17, and starting to look at colleges. Yikes!”

Merritt Helferich MC/MPA continues consulting with education institutions for project evaluation. “We spend part of each year in southwestern New Mexico and the remainder in Fairbanks, Alaska. Last fall we made an eastern European capitals 550-mile bicycle trip from Prague to Vienna to Bratislava and finished the trip in Budapest. My daughter, Tryntje Helferich, had a book published in the spring by Harvard University Press. I'm on the boards of the Interior Alaska Land Trust and the Gila Valley Library, New Mexico. I also work with the Wellness Coalition, Silver City, New Mexico, for support of nonprofits.”

Debra Phillips MC/MPA, founder of Women on Fire®, published the second volume of her award-winning book series. *Women on Fire: 21 Inspiring Women Share Their Life Secrets (and Save You Years of Struggle!)* is available wherever books are sold. Women on Fire, one of the fastest-growing communities of powerful women, inspires and supports women's dreams and goals to create a better world.

Michael Santoro MPA, PHD 1997 is a coauthor of *Wall Street Values: Business Ethics and the Global Financial Crisis* (Cambridge University Press, 2013). “What are the economic and moral connections between Wall Street and the overall economy? The book chronicles the transformation of Wall Street's business model from serving clients to proprietary trading and how this shift undermined the ethical foundations of the financial industry. We advocate vigorous enforcement of the Dodd-Frank Act in the face of Wall Street's opposition. Effective government regulation isn't enough, however. Economic prosperity is sustainable only if Wall Street professionals themselves begin an urgently needed conversation about their values and business ethics.”

Pierre Spaninks HKSEE was one of the first independent journalists to participate in DNP Krant, the Dutch-language news app that got press coverage all over the world for adopting the idea of “the journalist as the brand” and letting readers subscribe to the work of

individual journalists. Pierre writes on a regular basis about entrepreneurs and entrepreneurship.

Scott Stucky HKSEE was elected to the executive committees of the Appellate Judges Conference and the Appellate Judges Education Institute of the American Bar Association. He is a judge of the United States Court of Appeals for the Armed Forces in Washington, DC.

1991

Deanna Bennett MC/MPA writes, “My new book, *Anna: Going to America*, is now available on amazon.com. It's the story of a 15-year-old Lithuanian girl who emigrates with her mother in 1914 to join her brothers and sisters in America. Help a starving writer and buy one!”

Michael Jacoby Brown MC/MPA has a new website, MichaelJacobyBrown.com, and an e-news site, The Organizers Edge, doing a variety of training and coaching, mostly for community development corporations. “Just celebrated my daughter's Bat Mitzvah.”

Ray Campbell MC/MPA stepped down as the executive director of the Massachusetts Health Data Consortium at the end of 2012 to start a consultancy focused on helping organizations use the power of data and analytics to improve performance. “I am fascinated by the data revolution and the implications it has for society, governance, and public policy.”

Arnie Fertig MC/MPA has been contributing each Tuesday to the *U.S. News & World Report* “On Careers” blog. “I've also been named a ‘career expert’ by *CareerRealism.com* in recognition of my work coaching people in the process of hunting for their next job. My site is jobhuntercoach.com.”

Arlene Kirsch MC/MPA is proud to report that she has been appointed as a member of the Cape Cod and Islands Commission on the Status of Women, a regional body of the Massachusetts Commission, whose mission is to provide a permanent, effective voice for women across Massachusetts. The commission stands for fundamental freedoms, basic human rights, and the full enjoyment of life for all women throughout their lives.

Deborah Prindle MC/MPA writes, “Greetings, everyone! Since January 2012, I have traveled to 15 different USAID missions in Latin America and the Caribbean, Eurasia, Southeast Asia, and Africa to teach their staff international development project design, serving as USAID's primary worldwide trainer in this subject, and advising on two project designs as case studies in each of those countries. It's been fun returning to places I have not seen in decades in some cases, and

getting to know some new countries, and very rewarding, though I feel like I have permanent jet lag!”

Gabriela Alurralde Smith MPA is president of Amanter Social Ventures (amanter.org) and cofounder of the Amanter Fund. She designed and launched scholarship and educational programs on topics ranging from health to empowering youth and leadership training. She is a founding investor and board member of Venture Philanthropy Partners and a member of the HKS Dean's Council and Georgetown's Board of Regents. Gabriela's professional background includes supervising education projects for the World Bank. She also received an MA and a BA in economics from UCLA. She is a photographer at heart (gabrielsmithgallery.com). She married Douglas Smith MBA 1979 and is the proud mother of a son and two daughters.

Jacquelyne Weatherspoon MC/MPA reports that her organization, Decisions In Democracy International, presented a workshop at the UN 57TH Session on the Commission on the Status of Women, “Winning Strategies for Preventing Violence Against Women Global and National Models,” in March in New York City.

1992

Khaleda Akhter MC/MPA writes, “My golden days at Harvard Kennedy School remind me of beautiful memories and wonderful friends all over the world. I worked for my government in the area of planning and development as a joint chief of the planning commission and am now working as a freelance consultant. My only son — M.S. Raunak, who received a PHD from UMass Amherst — is now working at Loyola University in Maryland. I visit the Kennedy School, Harvard Square, or the Harvard Coop whenever I am in the United States. I do not see many of my classmates' names in the directory. I do not know about many of my teachers.”

Ship Bright MC/MPA is presently in Prague on a Fulbright, teaching social entrepreneurship at Charles University and, University of Economics, Prague. “I'm thinking that teaching is a rather ‘fine gig’ and figuring out how to keep doing it!”

Mark Brimhall-Vargas MPP reports that lots has happened in the past year. “I have a new job as the deputy chief diversity officer at the University of Maryland and have coedited a book on diversity in higher education, *Occupying the Academy: Just How Important Is Diversity in Higher Education?* Drop me a line if you're in town.”

Angela Duran MPP and her husband, Lill Lewis, announce the birth of Noah James Lewis on December 23, 2012.



Sid Holmes premiered his play *the weight: a vietnam experience* in Philadelphia in January.



“I visit the Kennedy School, Harvard Square, or the Harvard Coop whenever I am in the United States”

— Khaleda Akhter MC/MPA 1992

Sid Holmes MC/MPA premiered his play, *the weight: a vietnam experience*, in Philadelphia in January. It is based on 60 hours of interviews with 11 Vietnam veterans. Sid developed *the weight* with the aim of its becoming incorporated nationwide into narrative therapy programs for veterans.

Francisco Marmolejo HKSEE joined the World Bank as its new lead higher education specialist and higher education coordinator, after 18 years as founding executive director of the Consortium for North American Higher Education Collaboration (CONAHEC).

Gail Murray MC/MPA writes, “Before starting my year at the Kennedy School, I attended a summer refresher math class with **Ami Ayalon** MC/MPA, who was a commander in the Israeli Navy. He is now one of six ex-Shin Bet leaders seen in the Oscar-nominated documentary *The Gatekeepers*. After leaving HKS, Ami was ultimately promoted to head this supersecret domestic counterterrorism agency in Israel. Naturally I was interested in this film featuring my former classmate. Ami gave very frank and thoughtful comments about the conflict between Israel and Palestine, in which he played a key role. I recommend the film, although it is also quite unsettling.”

Jamie Sadler HKSEE retired from federal service seven years ago in Honolulu and then consulted for two years. “Lots of landscaping, painting, and concrete work at the house, some sailing, some auto hobby work, three small sailboat restoration projects completed. We plan to relocate to Portland, Oregon, next year and settle on a few acres with a distant Mount Hood view and an old barn. Found a really big, really old snatch block last year — for the barn. Best wishes to SEF 1992 classmates!”

Joel Starr MC/MPA has been named counsel for foreign and military affairs to Senator James Inhofe, the new ranking member on the U.S. Senate Armed Services Committee.

1993

Faith Breen MC/MPA is still an online management professor teaching strategic and organizational management. “Recently became a member of The Sulgrave Club in Washington, DC, and am a former copresident of The Kenwood Garden Club. Am now working on establishing The Blue Star Memorial Program that honors servicemen and women for our Garden Club District.”

Mark Haas HKSEE was recently appointed vice president for finance and treasurer by President Lou Anna Simon at Michigan State University. Previously, he held the position of chief deputy treasurer for the state of Michigan.

Bob Norton HKSEE completed 16 years as an advocate for the Military Officers Association of America in March. Bob helped organize support for the new post-9/11 GI Bill that affords veterans free education and a housing allowance at any public college.

Arun Shirole HKSEE writes, “It has been 20 years since we were together at HKS, and, will be a good idea to reconnect, at least via email.”

1994 | 20TH reunion

Peter Boynton MC/MPA has returned to Massachusetts for a position as codirector of the Kostas Research Institute for Homeland Security at Northeastern University. The institute is furthering the concept of resilience as the framework for security, and includes lab space for cyber security, civil engineering, sensor, and other security-related research in the academic, industry, and government sectors. He was previously commissioner of emergency management and homeland security for the state of Connecticut, appointed by both Republican and Democratic governors, twice confirmed by the Connecticut General Assembly, and managed statewide responses to three presidential disaster declarations.

Nina Bruder MPP, after almost 10 years running Bikkurim, an incubator for new Jewish ideas, took a job working for the New Teacher Center as director of the Jewish New Teacher Project, which mentors beginning teachers in schools so that they perform better and stay in the teaching profession longer, thereby improving the quality of education their students receive. Nina lives in Riverdale, New York (in the Bronx), and is married. She and her husband have two elementary-school-age children.

Shaunti Feldhahn MPP writes, “After nine years, just published updated editions of my books *For Women Only* and *For Men Only* (which have hit two million sold, in 22 different languages — amazing.) These books help men and women understand the most important surprises about each other, and I hear continually that people buy them because they are analytical and research-based, not just my opinion. All those analysis classes at HKS paid off. Next book is studying the key habits of happily married couples. Fun project! Jeff and I, and our two kids, wish everyone well!”

Panos Konstantopoulos MC/MPA was appointed head of the secretariat of the Committee on the Internal Market and Consumer Protection of the European Parliament in January 2012. The committee is responsible for legislation in the areas of public procurement, professional qualifications, market access for goods and services, technical standards, and consumer protection. He has been

living in Brussels, Belgium, since 1995, and has been active in European public affairs since 1980.

Saul Levin MC/MPA was appointed as the interim director of the District of Columbia's Department of Health, where he manages \$260 million and 740 employees. His responsibilities include ensuring the safety and health of residents and visitors in Washington, DC, through his six administrations of addiction, prevention, and recovery; community health; center for policy and planning evaluation; HIV/AIDS, hepatitis, STD, and TB; health emergency preparedness and recovery; health regulations and licensing; and the office of the director.

Sergio Loya HKSEE recently became the first Hispanic elected to his homeowner's association in northern Virginia. A small feat but a giant step in community diversity.

Michael Moynihan MPA/ID, after getting a PHD at Princeton's Woodrow Wilson School, recently joined New York City's Economic Development Corporation as chief economist. "Getting a PHD at Princeton was rewarding, though I missed the evenings at Grendel's, studying in the Forum, and all the great times at HKS. Other than that, Jane and I are raising our three children, now reaching the teen years, and I am writing when I can and staying involved in the New York tech scene. Hope to catch up with other HKS or KSGers at the next reunion if not sooner."

1995

Joseph Cerami HKSEE has a new book: *Leadership and Policy Innovation—From Clinton to Bush, Countering the Proliferation of Weapons of Mass Destruction*. Joe is a senior lecturer and director of the Public Service Leadership Program at the Bush School of Government and Public Service at Texas A&M University. He retired from the Army War College in Carlisle Barracks, Pennsylvania, as chair of the Department of National Security and Strategy in 2001.

Andrea (Anglada) Day MPP is happily spending her days as a stay-at-home mom to her two young daughters, and leading a school parent committee. She is married to Jesse Day and they reside in south metro Denver. Prior to having children, Andrea worked as a policy and budget analyst for the governor's office in Colorado.

Elias Freig MC/MPA, a former federal congressman, integrated and coordinated a special task force at Mexico's Finance Ministry that made climate change, green growth, and sustainable development a regular core business at the ministry. His team developed a powerful quantifying tool (MEXCAF+M) to assess regional economic impacts of climate change mechanisms and policy. They contrib-

"Getting a PHD at Princeton was rewarding, though I missed the evenings at Grendel's."

— Michael Moynihan
MPA/ID 1994



Joseph Cerami has a new book *Leadership and Policy Innovation—From Clinton to Bush, Countering the Proliferation of Weapons of Mass Destruction*.



uted to the United Nations Climate Change Finance Report. His team (Dr. Theodore Panayotou and Dr. Federico Gallo) crafted a climate change financial architecture based on a portfolio of interacting instruments (CO2 price or tax, CDM, NAMAS, REDD+) that could generate approximately \$700 billion for the Green Climate Fund.

John Heidenrich MC/MPA, between consulting gigs in Washington, DC, has written two books whose themes stand at opposite extremes: *How to Prevent Genocide: A Guide for Policymakers, Scholars, and the Concerned Citizen* (2001), and *Tongue-Tied With Stomach Knots (An Enlightened Comedy)*, by (supposedly) Reginald Dipwipple, Secret Agent Extraordinaire (both available on *amazon.com*). For the latter, John loves living among politicians (he needs the material). His wife, Natasha, is less enamored of political jokes (they keep getting elected). Reggie Dipwipple has a blog at *SecretComedy.com*. John invites connections on LinkedIn and Facebook.

Meinolf Meyer MPA announces a job change. "I will leave management consulting after six years and go back to the Internet/online industries. As manager of Media Buying Solutions DACH for Google, I will look after sales and marketing for newly structured doubleclick products. Very exciting change!"

Jack Needleman PHD was elected to the Institute of Medicine (IOM). Election to the IOM is considered one of the highest honors in the fields of health and medicine. Jack is a professor of health policy and management at the UCLA Fielding School of Public Health, director of the HPM, PHD, and research masters programs, and associate director of the UCLA Patient Safety Institute. He previously was made an honorary Fellow of the American Academy of Nursing in recognition of his research on nurse staffing and hospital quality.

Rahul Sur MC/MPA is working as the chief of the Peacekeeping Evaluation Section, in the UN's Office of Internal Oversight Services. "It's an interesting and challenging job, and I'd like to connect with alums who are interested in international affairs, especially in New York City. My personal interests include writing, reading, painting, music, and walking in Central Park."

1996

Charles Darku MC/MPA has, since September 2009, been the CEO of the Ghana Grid Company. In this capacity, Charles is spearheading the development of Ghana's wholesale electricity market to allow for increased private sector participation in the electricity market. This will undoubtedly be among sub-Saharan Africa's leading efforts to introduce private capital in developing electricity infrastructure.

Eddie Duque MPP married his meant-to-be Elsa, from Mexico D.F., at historic Saints Peter and Paul Catholic Church in Wilmington, California. "The joyful reception was held in Long Beach, with flamenco guitarist Daveed, and Son Mayor playing hard salsa into the beautiful candlelit evening. The sangria and paella were fabulously delicious. A night of dreams!"

Vince Juaristi MPP was appointed by President Obama to the nine-member board of directors of Digital Promise, a new organization created by Congress to encourage the use of technology in classrooms to help teachers teach and children learn. After returning from a one-year appointment in Afghanistan, Vince launched his new company, Arbola, which provides technology and cybersecurity services to government agencies. After a highly successful first year in 2012, Arbola is one of the fastest-growing companies in America. The name Arbola comes from Gernikako Arbola, the tree of the Basque people, a nod to Vince's ancestry. Vince also completed a series of signing events for his highly successful book, *Back to Bizkaia*, the story of a trip that he and his father made to the Basque country of Spain, the birthplace of Vince's father, to visit family and explore the roots of their heritage after the reign of Franco. All proceeds from the book will go to the Juaristi Scholarship Fund, a foundation set up by Vince in 2005 to help kids go to college.

Takehiko Kusaba MC/MPA is living in Tokyo and working for NHK-Japan Broadcasting Corporation as director of international cooperation. "Having business trips often and hoping our classmates somewhere on this planet."

Patrick Mendis HKSEE has been appointed to the advisory board of the *Harvard International Review*. He was also selected for the Alumnus of Notable Achievement Award by the University of Minnesota. He serves on the HKS Alumni Board of Washington, DC. He was a visiting scholar at the China Foreign Affairs University (of the Ministry of Foreign Affairs) in Beijing in spring 2013.

James Nicholson MPP is an expert witness in the assessment of financial damages and related issues in the context of legal disputes (international arbitration). Based in Paris with FTI Consulting since 2007, he is now leading their 10-strong disputes team here and was recently promoted to senior managing director. "The firm is hiring and would be pleased to hear from HKS-ers interested in joining the team. Enjoying life in Paris with wife, Jennifer, and sons, Luke and Oscar, both born here. Always pleased to see old classmates. Don't hesitate to get in touch."

1997

Mark Dion HKSEE is serving a second term in the Maine House of Representatives. "I have been appointed House Chair of the Criminal Justice and Public Safety Committee. Prior to my election as a state representative, I served three terms as the sheriff of Cumberland County and I am now in private practice as a criminal defense attorney."

Yasukazu Fuse MC/MPA wrote his tenth book last December, and is now working on the eleventh. "Cheers!"

Amy Gray MPA is taking a break from DC in 2013, pursuing her 500-hour yoga teacher certification and seeking more nature out west. Continuing to cultivate skills as an active citizen in a democracy, including speaking out against corporate consolidation of the state and taking action.

Sergei Konoplyov MC/MPA received the National Order of Faithful Service from Romanian President Basescu for his contribution to the security and stability in the Black Sea region.

Nessa Richman MPP returned from Washington, DC, to her home state of Rhode Island with her family in June 2012. The boutique consulting firm she founded in 2002, Brightseed Strategies, continues to assist clients in government and non-profit sectors to create economically, environmentally, and socially sustainable food systems. Her current clients include the U.S. Department of Agriculture, the Wallace Center at Winrock International, Wholesome Wave, and the Rhode Island Agricultural Partnership.

Carrie Smith MPP writes, "After a three-year battle, my husband and I won a court appeal and were able to adopt our three foster children this past December. Our appeal win also puts into case law a big fix for Ohio policy that had been making foster-care adoption unnecessarily difficult. Since then, our three kids (Wisdom, 13, Josh, 12, and Haley, 8) have been keeping us hopping!"

1998

Sarah Boyce Borzilleri MC/MPA recently returned from a month-long journey with her family through Crimea and southern Russia, where she scouted wine regions and viewed platforms for the upcoming 2014 Winter Olympics in Sochi. "I am enjoying work in NYC and the Hamptons consulting in areas of Russian exchange, fundraising, and leadership recruitment and would enjoy hearing from classmates interested in the region or Russian ventures largely. I can be reached via email at sboyceb@optonline.net."



David Gray has written *Practicing Balance: How Congregations Can Promote Harmony in Work and Life*.



"To be so recognized by one's alma mater is most rewarding"

— Marge Medd
MPA 1999

Submit a classnote. Write hksalum@hks.harvard.edu, with subject line "classnotes."

ON THE WEB

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

David Gray MPA is head pastor of Bradley Hills Presbyterian Church in Bethesda, Maryland, and director of the Workforce and Family Program at the New American Foundation. His book, *Practicing Balance: How Congregations Can Promote Harmony in Work and Life*, tells Americans why they should take work-life imbalance seriously.

Jenny Korn MPP was invited as a panel presenter to speak on racism and YouTube at the South by Southwest (SXSW) Conference in Austin last March. "Feel free to contact me at www.facebook.com/JenKorn or on Twitter @JennyKorn."

Peregrine Russell-Hunter HKSEE serves as the deputy director of the Defense Office of Hearings & Appeals and served as the acting director from 2008 to 2009. He served on the Joint Security and Suitability Process Reform Team from June of 2007. There he worked with SMG classmate **Vincent Dennis** HKSEE. The team earned the DNI's Meritorious Unit Citation. He is an adjunct professor of law at the Georgetown University Law Center, where he teaches trial advocacy and civil litigation practice. He and his wife, Janet, have three children: Hannah, 15, Sarah, 12, and Malcolm, 9.

Marie-Christine Ryckaert MC/MPA is working in South Africa, in KwaZulu Natal's rural Umkhanyakude District. She costarted an NGO called Mpilehlehle (mpilonhle.org), which deals with adolescent health.

1999 | 15TH reunion

Amr Abdallah MC/MPA writes, "The year 2012 was very exciting and busy for me and my wife, Noura. I moved to DC and accepted a job with the International Foundation for Electoral Systems as part of the Middle East team. Also, I was blessed with having my second child, Farah. I am the proud father of two lovely girls, Farida and Farah. Living in DC is a rewarding experience. It is good to meet and catch up with a lot of old friends and make new ones in the DC area in 2013."

Hazel Edney MC/MPA writes, "I still love speaking! I spoke at MLK Day breakfast this year. I own a newswire (TriceEdneyWire.com), just credentialed by the Congressional Press Gallery. Received numerous journalist awards, including the Truth Award from the National Congress of Black Women in 2012, a Living Legend citation from Black America Web, and the Career Achievement Award from New America Media, where I was also the dinner keynote speaker. I am president of the Capital Press Club and I'm studying to become a licensed minister at Greater Mount Calvary Holy Church here in DC. Still working on my book and not married!"

Linda Freeman MC/MPA is an assistant professor in the School of Communication at East Carolina University in North Carolina. "Would love to hear from any of my classmates!"

David Hochschild MPP was appointed by Governor Brown to be a commissioner on the California Energy Commission, where he is focused on advancing renewable energy in the state. California is now installing some of the largest solar power projects in the world and is on its way to getting a third of its energy from renewable sources by 2020.

Erik Jorgensen MC/MPA has been elected in Maine House District 115 as a state representative from Portland.

Marge Medd MPA was honored to receive the Distinguished Achievement Award from Tufts University in May. The award was for a lifetime of service to the fields of education, health, economic development, the arts, and children's issues. Marge has served through a variety of appointed, elected, and volunteer positions, and her impact and influence have ranged from local to national in scope. "To be so recognized by one's alma mater is most rewarding," she writes.

Raghu Narain MPA and Isis (AB 1998) welcomed their first baby daughter, Aria Lily Narain, on January 25, 2012. Raghu, Isis, and Aria currently reside in Hong Kong and are happy to hear from classmates.

2000

Philo Alto MPA/MBA writes, "I would like to update the class in regards to a recent impact investing forum that my nonprofit organization Asia Community Ventures and The Rockefeller Foundation organized in Hong Kong last March. Over 400 participants from 15 countries shared their thoughts and experiences regarding the impact investing economy in East and Southeast Asia. An Impact Economy Innovations Fund (IEIF) grant challenge was simultaneously launched with details at asiacommunityventures.org/ieif. Please let me know via philo.alto@acvmail.org if you have any questions."

John Beatty MC/MPA still lives in Manhattan with his wife, Whitney. John is a senior trial associate at the firm of Kramer Dilloff Livingston & Moore, where he specializes in representing people injured in serious accidents and other negligence and medical malpractice cases. He aspires to own his own sustainable free-range farm someday, and spends every weekend looking for the right property. He would love to hear from HKS friends who are involved in farming. John and Whitney would enjoy hosting dinners and catching up with any HKS folks passing through New York City for business or pleasure.

ASK WHAT YOU CAN SHOW

The HKS talent show allows students to show a side of themselves that others rarely see. Brown Sugar (aka, left to right, Rahul Kalita MPA 2013, Nadir Vissanjy MPP 2014, Rahul Daswani MPP 2013, Emmanuel Sevrin MPP 2013, Devesh Sharma MPA 2014) show more than most during their mashup of Indian and Western dances.



Emil Krsteski HKSEE recently published the book *America Up-Close*, with chapters on American domestic and foreign policy during President Obama's first term. This is his fifth book on international politics and international relations. Emil is a journalist and PhD candidate in the field of international politics at the State University in Skopje, Macedonia. For the past two years he has lived and worked in New York City. You can also visit emilkrsteski.blogspot.com.

Marcel Lettre MPP has been working for Secretary of Defense Leon Panetta.

Rosemary Powers MC/MPA was promoted in January to deputy chief of staff for government affairs in the office of Massachusetts Governor Deval Patrick, after serving for two years as senior director of government affairs. In her role, Rosemary is responsible for devising and supporting the governor's legislative agenda. She is the point of contact in the governor's office for elected officials at the state and local levels while also overseeing the governor's DC office and federal interactions. Before joining the governor's office, she served as chief of staff at the MassDEP and as chief of staff to Senator Jack Hart.



2001

Frank Aum MPP has been working as a political appointee in the Pentagon since January 2010. "In October 2012, I began as the senior country director for Korea, focusing on North Korea issues. In my job, I work closely with two other classmates, Capt. **Craig Blakely** MC/MPA and Col. **Tony Cho** MC/MPA, who work in Joint Staff Northeast Asia Division."

Patricia DeGennaro MC/MPA was selected for a Franklin Fellowship at the State Department and joined USAID's Office of Civil Military Cooperation as a policy advisor.

Marcela Escobari MPP just marked her fifth anniversary as executive director at Harvard's Center for International Development. "The center continues to incubate great ideas on how to get countries out of poverty, and it has been fun to see it grow in the past few years. I was recently selected as a Young Global Leader for 2013 by WEF (see page 8), which is definitely stretching the definition of young, but I'm looking forward to traveling to Myanmar with this group in June. We're still in Boston with two young boys (Nico and Lucas) who keep us happily busy."

Mark Fedor MC/MPA is finishing his two-year tour as commanding officer of the Coast Guard cutter *Mohawk* in Key West, Florida. On a recent patrol, *Mohawk* interdicted five

smuggling vessels and seized 1,032 kilograms of cocaine and 600 pounds of marijuana. The crew also detained 13 drug smugglers who will face legal prosecution in either the United States or their home country. This summer, Mark will be promoted to captain (O-6) and assume duties as the chief of enforcement for the Seventh Coast Guard District in Miami. He'll be responsible for law enforcement activities throughout the Caribbean.

Cynthia Hogle MC/MPA is currently based at Ft. Leavenworth, Kansas, as a social scientist research analyst supporting military operations in Afghanistan. Having returned from a 10-month deployment to Afghanistan in March 2012, she writes and speaks on politics, public diplomacy, and civil-military relations. As a volunteer, Cynthia manages several projects to further Afghan women's rights and to benefit veterans of the Iraq and Afghanistan wars.

Melodie Jackson MC/MPA was recently appointed senior associate dean for Degree Programs and Student Affairs at HKS (see page 4).

Lynne Lyman MPA was hired in 2012 as the California state director for the Drug Policy Alliance (DPA), a national advocacy organization trying to end the war on drugs. "I am just thrilled, as in addition to doing amazing work,

DPA is the first organization where I have truly been able to exercise the policy and advocacy skills I honed at HKS."

Kathleen MacKenzie HKSEE is trying to increase wind-produced kilowatts in Ontario, Canada, by managing public affairs for a Toronto-based renewable energy developer.

Carlos Osorio MPP writes, "2012 was expedition year! Himalayas and Antarctica were training grounds for my 2014 Everest Expedition. 2013 will be the year of Kilimanjaro and Aconcagua. Became faculty associate at Harvard's Berkman Center for Internet and Society, and the start-up grew to become a teenager."

David Rice MC/MPA is a professor at New York University teaching international development and African geopolitics, and is writing about Africa for *Fortune Magazine*. He has also started a consulting firm called Development Equity Partners, which specializes in advising investors and businesses on investing in emerging markets. David spent the summer of 2013 teaching development economics at the University of Nairobi.

Margaret Stock MPA is an attorney based in Anchorage, Alaska, and a lieutenant colonel (retired) in the U.S. Army. Her book, *Immigration Law & the Military*, is a one-stop resource on military-related immigration issues.

Swarnim Wagle MPA/ID was awarded a PhD degree in 2012 by the Australian National University for the thesis "Essays in Policy Reforms in Trade, Investment and Taxation." "I moved back to the United States to take up a new job at the UNDP Human Development Report Office in New York. And I became a first-time father to a baby boy."

2002

Wayne Bell HKSEE was appointed by California Governor Jerry Brown as real estate commissioner for the state of California. As commissioner, Wayne is the chief officer of the California Department of Real Estate. He will oversee the licensing and regulation of approximately 415,000 real estate licensees and certain mortgage loan originators, and is responsible for a statewide staff. Wayne previously served as chief counsel and assistant commissioner for legal policy and recovery at the department, and has been actively engaged in collaborative and intergovernmental efforts to combat real estate and mortgage fraud.

A. Stephanie Brancaforte MPP is building up the Assistance Coordination Unit, which is the proto-governmental aid and recovery body for Syria. Previously, she was in New Zealand writing a novel, and before that a campaign



Keith Koenemann has written *First Son: The Biography of Richard M. Daley*.



Margaret Stock has a new book, *Immigration Law & the Military*.



director at the global campaigning organization Avaaz, where she largely focused on supporting the Arab Spring movements.

Charles Cox HKSEE has been appointed to the board of trustees of the Financial Accounting Foundation. The foundation is responsible for the oversight, administration, and finances of both the Financial Accounting Standards Board and its counterpart for state and local government, the Governmental Accounting Standards Board.

James Harvey HKSEE is lead author of *The Superintendent's Fieldbook* (Corwin Press, 2013), a blend of leadership theory and hands-on advice for school superintendents incorporating lessons from the Kennedy School and a study mission to Finland, France, and England that James led in 2012. James is a doctoral student at Seattle University, with a dissertation focused on linking fourth-grade reading benchmarks in the National Assessment of Educational Progress with comparable benchmarks on the Progress on International Reading Literacy survey, which involves several dozen nations.

Matthew Hennessy HKSEE writes, "Business continues to grow at Tremont Public Advisors, where I am managing director. We received some great news from *Campaign & Elections Magazine*, which named me as one of the top political consultants in the country for 2012. In January, the magazine included me in their "Influencers 500" list, which includes the most influential political strategists from across the country. Always fun to be recognized by your peers!"

Jeffrey Jones HKSEE published his first novel, *Heat*, in November 2011, based on the true story of a doctor who goes to the Low Country of South Carolina in the 1960s to cure indigents of diseases caused by malnutrition and parasites. His complex character is the focus of the novel.

Tunji Kalapo HKSEE attended the LID program while serving as secretary/policy advisor of Independent Policy Group, a non-governmental policy think tank of President Obasanjo, in partnership with development partners UNDP, Ford Foundation, Soros Foundation, and Africare. "Before then, I had pursued a successful career in corporate management for about 20 years, exiting in 1999 as divisional chief and head of human resources of Nigeria Coca-Cola Bottling Company. In 2003, I was appointed as an ambassador and served from 2004 to 2007 as high commissioner of Nigeria to Ghana. While serving in Ghana, I also attended HKSEE program NIS (in 2006), and these programs with my diplomatic assignment and subsequent training/development at Fletcher School of Law and Diplomacy (GMAP) have since redefined and redirected my post-ambassadorial career trajectory. I have been engaged in university

teaching at different Nigerian institutions since then as a practitioner/scholar, and I am presently an associate professor in international affairs at Afe Babalola University in AdoEkiti, Nigeria, a fast-growing and prestigious private university. My small book (120 pages) on Nigeria-Ghana relations and challenges and prospects, a product of my reflections and perspectives (with a foreword by former President Obasanjo), has just been published by Kraftbooks Nigeria. I feel proud of having attended Harvard Kennedy School Executive Education; it has greatly transformed my career, and I feel intellectually and professionally fulfilled."

Keith Koenemann MC/MPA has written *First Son: The Biography of Richard M. Daley*. The book chronicles the life of Daley, from his beginnings as an average kid in an Irish American neighborhood to his iron-fisted rule of Chicago for 22 years. The more than 100 exclusive interviews Keith conducted result in a gripping, up-close account of an American political legend.

Dal LaMagna MC/MPA, after selling Tweezerman, spent the past eight years as a peace activist and then a responsible capitalist activist. "I wrote *Raising Eyebrows: A Failed Entrepreneur Finally Gets It Right*. Check it out at RaisingEyebrows.com. I took over IceStone in Brooklyn, New York, which makes countertops out of recycled glass and cement. The company had lost \$22 million in eight years. I empowered the employees—giving them 10 percent of the company and embedding them in all levels of decision making. We got to breakeven last October, when Hurricane Sandy delivered five feet of water into the factory."

Shawn Malone MPP has accepted a position as deputy regional director for southern Africa with FH360, a development nonprofit advancing integrated, locally driven solutions in health, education, nutrition, environment, economic development, civil society, gender equality, youth, research, and technology.

Oscar Schiappa-Pietra MC/MPA advises The World Bank on social development and conflicts related to extractive industries in Peru. Oscar is CEO of AgroAndino SRL, a leading global producer of goldenberry (Physalis) under organic and fair trade standards, and representative of The Vine Trust, a Scottish charity operating two medical ships that provide free medical services to tens of thousands of indigenous peoples in Peru's Amazon basin.

Donna Tesiero MC/MPA has released the paperback edition of *The Choosing Time*. It is available at amazon.com and other major book retailers. *Kirkus Reviews* calls it "a smart, entertaining YA historical novel." For more information, visit the-choosing-time.com.

2003

John Bridges HKSEE was appointed president and CEO of the National Graduate School of Quality Management, an accredited institution governed by the New England Association of Schools and Colleges, Inc. John served as interim president and chief operating officer during 2012 and was appointed president during January 2013.

Carolyn Dresler MC/MPA recently started at the Center for Tobacco Products at the FDA as the associate director for medical and health sciences. “I came to HKS to redirect my career into the tobacco control policy area. Since then I’ve worked in the international and U.S. state level tobacco control positions. Now, I get to take part in the groundbreaking work at the federal level of regulating a legal product that kills 50 percent of the people who use it as designed. Also, following on my independent study project with Steve Marks, we have started the growing International Human Rights and Tobacco Control Network.”

Hasan Fitaihi MPP completed a fantasy novel. “I call it *Death of Satan*. It is being sold at amazon.com, Barnes & Noble, Foyel, Waterstone, and many other retailers. For a full list, Google my name ‘Hasan Fitaihi’ and ‘*Death of Satan*.’ It is being published by Raider International. I hope you have a good read and that you grace me with your comments.”

Maria Guerra-Mesa MC/MPA, after being minister of ICT for almost four years, has her own consulting firm, working in public policy, higher education, and communications issues. “Recently I have been working with former President of Colombia Alvaro Uribe as national coordinator of the programmatic agenda and workshops for the new political party. My husband, Jens, is the president of FEDEPALMA. My sons: Juan completed an MBA, Pedro finished veterinary medicine, and Carlos is studying economics and political science.”

Justus Ituli HKSEE is a hydro engineer (groundwater, geotechnical/foundation treatment). Justus retired from formal public service and is currently a consultant in his areas of expertise. He was recently appointed to a panel of experts in dam construction projects and is widely involved in public service, “in our newly devolved system of government seeking for ways to assist local communities to acquire clean and potable water: a means of addressing some areas of MDGs.”

Shyam Kannan MPP/UP is managing director of planning for Washington Metropolitan Area Transit Authority. He is working on the authority’s strategic plan, which sets priorities for the next ten years of the system as well as impacts the region’s growth and competitiveness for the next half century.



Matthew Kohut coauthored *Compelling People: The Hidden Qualities That Make Us Influential*.

“Now, I get to take part in... regulating a legal product that kills 50 percent of the people who use it as designed.”

— Carolyn Dresler MC/MPA 2003

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Matthew Kohut MC/MPA coauthored *Compelling People: The Hidden Qualities That Make Us Influential* with former Belfer Center communications director John Neffinger. He and Neffinger are partners with **Seth Pendleton** MC/MPA 2005 in KNP Communications, which is based in Washington, DC. (Read Matt’s profile of Cody Keenan on page 20.)

Michael Passante MPP and Sarak Ardestani were married on November 10, 2012, at Morais Vineyards in Bealeton, Virginia. Sarak is from northern Virginia and works for PriceWaterhouseCoopers as an internet technology consultant for the government. Michael is from New Jersey and works as legislative counsel to U.S. Senator Robert Menendez, helping run the Housing Subcommittee, writings laws, and giving policy advice on banking, housing, and insurance issues. “Please get in touch in the New Jersey or DC areas.”

Nathanael Smith MPA/ID published a book called *Principles of a Free Society* in 2010. It’s a rather sweeping political philosophy, but its main purpose is to make the case for open borders, grounded in human rights. “I think I really wanted to start a movement, without considering the odds of that very high. Since then I’ve become a contributor to the blog Open Borders, which tries to make the case to the world. Open borders is almost certainly the best way to alleviate world poverty.”

Frances Sun MC/MPA moved to Shanghai to be managing director of APCO Worldwide, a Washington-headquartered consulting firm focused on GR and new market entrance. “Please let me know if you come to Shanghai!”

Michelle Thornhill MC/MPA was recently named Wells Fargo’s senior vice president for strategy and integration management. In her new role, Michelle is responsible for providing strategic leadership consultation in support of Wells Fargo’s diversity and inclusion business goals and objectives. She brings more than 15 years of experience developing consumer initiatives for diverse audiences in the financial services and nonprofit sectors. A mother of two young boys, Michelle also serves as a cochair of the advisory board for New Leaders of Charlotte, North Carolina.

Dawn Marie Williams HKSEE and her husband, Greg, who recently retired from the Army have launched their new business venture — DVDQuik — providing DVD rental kiosks in Virginia. Also Dawn Marie started a new position with the U.S. Department of Agriculture as a program analyst with the Food and Nutrition Service.

Kevin Winge MC/MPA was named executive director of Project Open Hand in San Francisco in 2012. Project Open Hand is a pioneering nonprofit organization providing nutritious meals to people living with critical illness and seniors in the Bay Area. Kevin also cofounded

Acacia Global, an international nongovernmental organization that meets basic human needs and addresses social justice issues in sub-Saharan Africa.

2004 | 10TH reunion

MD Bodiozzaman HKSEE has written two books. “One is on learning spoken and written English and the other is on computer skills. Another book is in the final stages before publishing. I have been working on internal controls systems for government offices to monitor and control their budgets.”

Gerald Culliton HKSEE, director of the VA Hudson Valley Healthcare System in New York, received the Presidential Rank Award (Meritorious) at a ceremony in Washington, DC, recently. Gerald was recognized by the president and the secretary of the Department of Veterans Affairs for a sustained career of accomplishments in the Senior Executive Service. This award is presented to a small percent of senior executives. Gerald is among a cadre of elite leaders in the federal sector, noted for his efforts to improve care and services to veterans in New York/New Jersey and nationally.

Regis DeSilva MC/MPA became executive chair of Global Medical Knowledge, Inc., which is an all-volunteer group providing health care and medical education to under-resourced countries. “In our first year of operations we obtained a grant from the GE Foundation to provide maternal and child health in Honduras. GMK also participated in a conference organized by the Vanderbilt Institute for Global Health held in Botswana in November 2012. The intention is to help develop medical education for five new medical schools in Botswana, Namibia, Zambia, Lesotho, and Mozambique.”

David Eagles MPP completed his leave with the Romney Presidential Transition Team in Washington earlier in the year. He is the vice president for change management at Waste Management, the world’s largest waste and recycling services company. Prior to that, he was WM’s VP and business partner for finance, recycling, and energy services, and the VP of strategy and program management for Oakleaf Global Holdings. David has also served in leadership roles at the U.S. Treasury and as an advisor to the secretary of housing and urban development. David and Gabriela also recently became proud parents of a new baby boy!

Diana Hoover Samarasan MC/MPA is proud to share her organization’s first major publication: “One on Seven.”

Ryan Lambert MPP and Holly Bagzis were married on October 20, 2012, at Harvard’s Memorial Church in a ceremony officiated by



Personal Best



MARIANA ANDRADE MC/MPA 2010

Mariana Andrade MC/MPA 2010 spent much of her youth away from her native Brazil, because her father’s job required frequent international moves. But sports were a constant: “It’s always been a social integration tool that helped me fit in and make friends,” she says. “I also have a skin color that has put me in the minority in many places where I’ve lived. But sport overcomes that. There’s no place for discrimination. It’s about the game.”

The possibility that sports could play an even larger role in her life, however, wasn’t clear to Andrade until she arrived at the Kennedy School and got involved in a

There’s no place for discrimination. It’s about the game.

Pastor Jack Sara of Bethlehem Bible Church. In a year full of travel, in February they were engaged in Paris, immediately traveled to the Holy Land for a Christian ceremony, and after their Boston wedding honeymooned in Bora Bora. Their work as executives at Astanza Laser took them to 15 countries in business development activities for their tattoo removal laser manufacturing business.

Trudy Lewis HKSEE, since her participation in the Practice of Trade Policy, Economics Negotiations and Rules in 2005, gained MSc in international trade policy in 2008 and was promoted to senior trade specialist in 2009 in the Ministry of Trade in Trinidad and Tobago. “The course was helpful in confirming my interest in this career and served as a key

introduction to a U.S. perspective on international trade. I would love to know if many of my classmates are still in the trade profession.”

Sam Marks MPP is vice president at Deutsche Bank Americas Foundation, where he manages the group’s \$5 million community development grants budget and works with its Community Development Finance Group to manage its \$500 million portfolio of loans and investments in affordable housing and economic development throughout New York City and, at times, the United States and internationally as well.

Eloise Pasachoff MPA received the 2012 Steven S. Goldberg Award for Distinguished Scholarship in Education Law from the Education Law Association. She is currently an asso-

ciate professor of law at Georgetown University. She lives in DC with her husband, four-year-old son, and one-year-old daughter.

Now, as a member of the organizing committee for the Rio 2016 Olympic and Paralympic Games, Andrade is in a position to create social change herself by spearheading an education program, to launch next year, that targets school-age children. The program will leverage the country’s focus on the Games to promote sports as an educational tool and as an integral part of human development. “By weaving the values learned through sports into the fabric of their everyday lives, children will enhance their social skills and have greater respect and appreciation for differences,” says Andrade. “They will also greatly expand their horizons and be better equipped to face different challenges in their lives. The inspirational power of sports knows no limits.”

JH

COURTESY OF MATTHEW KOHUT

DAN BEHR

IT'S A BIRD, IT'S A PLANE

No, it's a mid-career MPA. John Lee MC/MPA walked with the rest of the class of 2013 on May 30. "Superman was not Superman on Krypton," Lee jokes. "He had to leave his little world to be able to better help others. I'll proudly remember my HKS heritage and hope to honor our DNA by continuing my career in diplomacy. Specifically, I'd like to help the lives of average North Koreans. I'd be fulfilling a life goal, but also preventing Harvard from rescinding my MPA for possibly embellishing application essays!"



Gregory Touhill HKSEE is retiring from the Air Force after a 30-year career. Now serving as the chief information officer for the United States Transportation Command, he has commanded at the wing, group, and squadron levels; served as a defense attaché; and been on three combat tours. Greg intends to transition to a career in the commercial sector where he can leverage his expertise in cybersecurity to defend America's business and critical infrastructure from cyber threats.

Gagik Yeghiazarian MC/MPA has, in the past two years, started *Cosmopolitan* in Armenia (now the best magazine in Armenia) and *Forbes Georgia* (most-read magazine in Georgia) and is about to launch *Forbes Armenia*. "These magazines, I believe, are changing Armenia and Georgia, helping people get new vision and live a better life. I have also joined a very talented team of developers to rival Skype, Viber, ooVoo, Tango, and Fring altogether with revolutionary proprietary technology — Zangi — Livecom operator that changes the way we communicate! Will be the first on FB and non-smartphones soon, with HD quality video and live voice! Excited!!"



"Unitive justice" is the subject of Sylvia Clute's book *Beyond Vengeance, Beyond Duality: A Call for a Compassionate Revolution*.

2005

Leonardo Beltran MPA/ID was appointed by the President of Mexico in December 2012 as deputy secretary for energy planning and transition at the Mexican Secretariat of Energy.

Beto Bolaños HKSEE is starting a new project: *SwissShop.mx*.

Brendan Boyle MPP was just sworn in to his third term as a member of the House of Representatives of Pennsylvania. This term he will serve on the House Appropriations Committee as well as the labor and insurance committees.

Sylvia Clute MPA presented a workshop in April at the American Bar Association's Dispute Resolution annual conference in Chicago, with J. Kim Wright and Pauline Tesler, on the major legal revolution that is under way. "The workshop, 'Reading the Tea Leaves: This Legal Revolution Has Begun,' updated lawyers and judges on the developing shift from a punitive system of law to one that is more restorative and healing, what I call 'unitive justice.' This legal revolution is the subject of my book, *Beyond Vengeance, Beyond Duality: A Call for a Compassionate Revolution*."

Bernie Henderson HKSEE, since retiring as senior deputy secretary of the Commonwealth of Virginia in January of 2010, has been serving as director for family and community

relations at Woody Funeral Home and Cremation Service in Richmond. "I authored the section 'The Governor and His Cabinet' in *Governing Virginia*, a college-level textbook published in 2012. I am currently teaching a course, 'Final Farewell to Our Presidents,' about the deaths and funerals of presidents of the United States, at the Osher Institute of the University of Richmond. I am also serving as vice president of the board of directors of Jewish Family Services of Richmond."

Richard Moore MC/MPA writes, "My experience at HKS continues to fuel my personal and professional life. I and another fellow created a company, ParaTech Global, that has patents around the world to stabilize and recycle red mud, a dangerously high pH alumina refinery waste responsible for the deaths of 10 people three years ago in Hungary. We are now in negotiations for contracts in three countries, to begin with, to process millions of tons of red mud into an out performance ingredient in ceramic/cement building products. Using our process eliminates this dangerous waste and transforms an alumina refinery into a fully sustainable enterprise."

Christopher Mora MPA was recently promoted to the rank of commander in the U.S. Navy JAG Corps and was named by *New Orleans City Business Magazine* to its annual list of the top 50 lawyers across the greater New Orleans region. In April 2013, he deployed to Afghanistan to serve as the NATO command's chief international and operational law advisor.

Varad Pande MPA/ID is advising Professor Abhijit Banerjee of MIT on the UN secretary general's panel on the Post-2015 Development Agenda (HLP), on which he sits. "This is a remarkable experience, not only because Prof. Banerjee himself is an iconic thought leader on development, but also because the panel brings together the most creative minds from around the world for charting the post-2015 agenda, while listening to the various stakeholders involved. It's a treat to hear the panelists, and motivating to be able to contribute, in a small way, to the shaping of the panel's agenda."

Patricia Paul HKSEE, an attorney, was a panel speaker on a panel, Women in Leadership, organized by the 2013 Skagit Human Rights Festival in Mount Vernon, Washington, in March.

Michele Weslander-Quaid HKSEE joined Google in April 2011, where she serves as the chief technology officer for their federal sector and as an innovation evangelist. Prior to Google, she spent nearly 20 years in the national security community, including nine years as a senior executive in the U.S. government. In addition to her duties at Google,

Michele serves on various boards and does STEM and leadership outreach for K-12 and universities.

Giles Whiting MPP has recently taken the position of chief of staff at TeleTech Holdings Inc., a global technology company focused on the customer experience. From consulting to operations and managed services, TeleTech employs 45,000 individuals across 90 countries to deliver superior customer experiences for the world's largest and most respected companies. Giles reports to TeleTech's chairman and CEO and works from the company's global headquarters in Denver.

2006

Ruben de Lara HKSEE writes, "I launched SHED as a campaign movement to help end poverty, underpinned by microfinance. SHED, the acronym for Serving Humanity through Empowerment and Development, was founded on three fundamental beliefs: Ending poverty is possible only in an environment where responsibility is shared across all sectors of society; knowing fully that microfinance alone is not enough, a holistic or an integrated approach is a must to end poverty; there must be a continuing transformation of the minds, hearts, and soul, of all according to gospel-driven universal values."

Ersin Esen MPP joined the United Nations Environment Program as the project manager of the Project for Ecosystem Services. The project is being implemented in Chile, South Africa, Trinidad and Tobago, and Vietnam. He was previously a development planning expert at Turkey's State Planning Organization.

Emily Felt MPA/ID is busy raising her daughters Hana, 5, and Louisa, 1, with husband Greg Corrin. Still located in Charlotte, North Carolina, and working now at Duke Energy as a leader in their renewable energy strategy group.

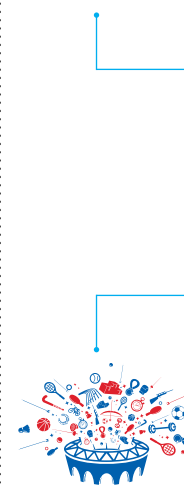
Robin Hamilton MC/MPA is the DC-based correspondent for the Tribune Television group. She recently won a Gracie Award with her news team for a locally produced documentary she hosted.

Chris Lyttle HKSEE, a Frank Knox Fellow, was elected as a member of the Northern Ireland Assembly for Belfast East in May 2011. You can follow his progress at chrislyttle.com and @Chris_Lyttle.

Christopher Maloney MPA/ID, after five years with McKinsey & Company working primarily on agriculture economic development projects across Africa, left the firm to become the new director for development policy at the Millennium Challenge Corporation (MCC). "In this role I manage the country selection and termination process and work with MCC leadership on a range of broader strategic questions."



Shannon O'Neil is the author of *Two Nations Indivisible: Mexico, the United States, and the Road Ahead*.



"Ending poverty is possible only in an environment where there is shared responsibility."

— Ruben de Lara HKSEE 2006

Derek Mercer MPP recently moved with his family to Amman, Jordan, where he works as a Foreign Service officer at the U.S. Embassy. Derek is married to Heather, and they have two boys: Eliot, three years, and Finlay, eight months.

Rodolfo Neirotti MC/MPA is the honorary director of and cofounder of the Heart Institute of Aracajú in the state of Sergipe in Brazil. He is also advising several centers of pediatric cardiovascular surgery in the developing world. Recently, as a guest speaker at the World Congress of Pediatric Cardiology and Cardiac Surgery in Cape Town, South Africa, gave a lecture in the plenary session: "Global Humanitarian Cardiac Care: Social, Economic and Political Considerations."

Shannon O'Neil PHD, senior fellow for Latin American studies at the Council on Foreign Relations, is the author of *Two Nations Indivisible: Mexico, the United States, and the Road Ahead*. "While thugs have been grabbing the headlines, Mexico has undergone an unprecedented and under-publicized political, economic, and social transformation," Shannon argues. "The United States is making a grave mistake by focusing on the politics of antagonism toward Mexico. Rather, we should wake up to the revolution of prosperity now unfolding there."

Kanwar Singh MPA/ID and Maneet joyfully welcomed their son Arjan on February 10.

Andrew Stober MPP received an Eisenhower Fellowship in 2012. The fellowship allowed him to take a month off from his work as chief of staff in Philadelphia's Office of Transportation and Utilities to meet with transportation and waste management leaders in Australia and Taiwan. During his travels he met up with **Lisa George** MPP in Sydney. 2013 got off to a good start, taking in the inaugural parade with PAE partner **Yiaway Yeh** MPP.

Hilda Zacarias MC/MPA was recently elected to serve as a college trustee for the Allan Hancock College District serving northern Santa Barbara County in California. Hilda, an alumna of Allan Hancock College, unseated a 12-year incumbent and will serve a four-year term.

2007

Brian Connors MPP has been working, since 2012, for the state of Michigan as China business development manager, creating jobs by attracting Chinese companies to the state and coordinating inter-governmental exchanges.

Jill Gentry Leandro MPP and her husband, Robb Leandro, welcomed their second child and daughter, Giselle, on October 12, 2012 in Raleigh, North Carolina, where the family resides. Jill continues to work at SAS Inc. in the field of education policy.

Sharaz Khan MC/MPA 2007 writes, "Two-rific twins and teaching — Ali and Azra are their names, and what blessings from above! Instructor at the University of Calgary and conditioning, persuading the students with Heifetz view of the world. Some are drinking the Kool-Aid!"

Kai-yan Lee MPP, after serving as the head of real estate industry at the World Economic Forum for almost three years, has bid farewell and assumed the role of chief U.S. representative for China Vanke, the world's biggest residential developer, to head its entry, operation, and expansion in the United States.

Samuel Lee MPP, Sechin, and their two-year-old son Lex welcomed the latest addition to the family in October 2012 — a baby boy named Logan. Sam is currently a part of the Open Data Initiative at the World Bank, specifically on a program that seeks to make financial data about the bank's activities more transparent, engaging, and reusable for development stakeholders (finances.worldbank.org).

Brian Selander HKSEE writes, "Kids and families need a place to watch sports without the beer ads, steroids, and scandals that make up most coverage. So I left my job as chief strategy officer for Governor Jack Markell to help launch The Whistle — a sports and entertainment network for the next generation of fans that includes Derek Jeter, Peyton Manning, Mia Hamm, and the NFL as investors."

Anupam Shome MPP has taken a position as the head of strategy and business development for Spark Networks — the parent to J-Date, Christian Mingle, and the Gospel Media Group. He is currently building a platform that will bring the best in technology to churches and temples to aid them as they serve the Lord. He is interested in acquisitions in the faith-based space and happy to talk at any time via LinkedIn.

Alen Taletovic HKSEE has served, since 2011, as minister for justice and administration in the government of Tuzla Canton, in Bosnia and Herzegovina. "Three weeks ago, I got a new baby."

Jaime Trejo MPP 2007 has worked in the nonprofit, public, and private sectors since graduation. Outside of work, he was recently elected treasurer of the board of directors for Mission Graduates, a nonprofit organization that increases the number of K-12 students in San Francisco's Mission District who are prepared for and complete a college education.

Lawrence Walmsley MPA and Sophie Thomashausen were married in a beautiful ceremony in the coastal town of Cascais, Portugal, on September 1, 2012. Sophie has recently moved to New York from London, where she worked as an infrastructure and energy lawyer at Allen & Overy LLP. She is currently a law

TOP TO BOTTOM: JOHN MOTTEEN; COURTESY OF SYLVIA CLUTE

TOP TO BOTTOM: COURTESY OF SHANNON O'NEIL; ISTOCK

fellow at the Public International Law and Policy Group, an organization providing free legal advice to states emerging from conflict. Lawrence is CEO and cofounder of Culture Fuels, Inc., an algae-to-fuel start-up with headquarters in New York and operations in Florida.

2008

Javier Arguello MC/MPA opened a Brain Excel center in Boston in April, which stemmed from the organization's experience and growth in the greater DC area. "Our centers identify exactly how each person learns by assessing the relative strength of their cognitive skills, which allows us to develop an individualized program to strengthen their skills through one-on-one training. We improve visual and auditory processing, memory, attention, critical reasoning, and other core skills for learning effectively. I look forward to expanding operations to other markets. Please drop me a line if you are interested in learning more or collaborating."

Barrett Berry MC/MPA launched a social entrepreneurial venture with a focus on economic and community development in Indiana named Empowered Living Development Corporation and a television program titled *Empowered Living with Barrett Berry*.

David Bibo MPP was promoted to senior director for preparedness policy on the staff of the White House National Security Council, where he has served since November 2011. He was also appointed to the Federal Senior Executive Service.

Ryan Buckley MPP writes, "My company now employs 11 and we raised another multimillion, dollar round of financing. *Scripted.com* keeps growing every quarter and I learn new things every day about selling, managing, and building products. Still have my eye on the prize—public office in California about 15 years from now. On the side, I also built *Grouplez.com*—a simple group emailing app. It might help you organize your lists, campaigns, committees... anything involving email. I'd love your feedback on both projects."

Keith Curry HKSEE 2008, 2011, a graduate of the HKS executive programs in Driving Government Performance (2008) and Mastering Negotiation (2011), has been reelected to a one-year term as mayor of Newport Beach, California. Keith previously served as mayor in 2010.

Antonia De Meo MC/MPA was appointed deputy representative of UNICEF in Sri Lanka, based in Colombo, in October 2012. Shifting from a humanitarian to a development focus, UNICEF in Sri Lanka seeks to reduce disparities, promote children's rights, and advocate for equitable services. "This is my seventh duty station in international development, and my first in South Asia."



"The democratization of the political system (in Myanmar) has been stupendous!"

— Yasmin Padamsee Forbes MC/MPA 2008

Charles de Segundo MPA writes, "Hi, all! The quick version: Moved to New York City after graduation. Married 2009 (to Courtney, whom I met at HBS). Honeymoon: Ecuador. Daughter, Adele, born 2012, in New York, just before the Olympics ended. Still have fond memories of the HKS trip to Lebanon in 2008. Working at PIMCO (an investment management firm), and have been there since leaving HKS."

Alex Gallo MPP just came up on his first anniversary working on the Hill. "I have been serving on the House Armed Services Committee, and my portfolio includes Middle East and Africa policy for the full committee. Also, Ann and I are expecting our second child in May—a girl!"

Cody Keenan MPP, following President Obama's reelection, was promoted in January to assistant to the president and director of speechwriting at the White House. (See the profile of Cody on page 20.)

Omar Khan MPA went back to join the government of Pakistan after graduation, and after serving the government for a couple of years, he is presently working as an advisor to the UK government's Department for International Development and is based in Islamabad, Pakistan. He enjoys traveling and trekking and lives with spouse Fariha and two young kids, Asad and Saad.

Jessica Lin Kimble MPP is still working in the energy sector of the World Bank group. She recently got married and gave birth to the couple's son, Tristan.

Matt McCourt MPA, joint degree with Kellogg MBA, and his wife, Alison, welcomed their first child. Charles Shafer McCourt is a happy and healthy boy living with Mom and Dad in the Charlestown neighborhood of Boston.

Margaux McDonald MPA is getting back in touch with her Canadian roots by working as the communications director of a political campaign north of the border. Despite the lure of those Canadian winters, Margaux still calls Boston home, and is also tackling the wondrous world of online education in her role at the Broad Institute/MIT in Cambridge.

Max Milz MPP moved to Beijing for three years to work as a manager for strategic projects at Siemens Ltd. China, the Chinese subsidiary of a major multinational active in power generation and transmission, medical equipment, and various infrastructure businesses.

Yasmin Padamsee Forbes MC/MPA writes, "Having worked in Myanmar since January 2009, I am fortunate to have witnessed momentous changes. The democratization of the political system has been stupendous! In 2009, the media was stifled and today—four years later—the media is one of the freest in Asia. Political exiles are now working alongside their former adversaries. People are flocking to Nay Pyi Taw (once the "jungle capital" but today the Marvelous Land of Oz!).

As the director on the HKS alumni board, I can connect you to the 18 HKS alumni. Let me know if you need information."

Joseph Pfeifer MC/MPA saw his article, "Crisis Leadership: The Art of Adapting to Extreme Events," published by HKS's Program on Crisis Leadership as a discussion paper. Joe combines academic research with first-hand experiential knowledge of managing major disasters (including 9/11 and Hurricane Sandy) and defines crisis leadership as the art of getting others to adapt to novelty.

Leonardo Radomile MC/MPA is currently giving lectures to Chinese hedge funds on the qualities of high-performance organizations and how to implement them. He is also exploring the intriguing possibility of a summer faculty appointment at Beijing University.

Tai Sunnanon MPP has been named president of the board for the United States Peace Corps Association.

Shehzad Tarique HKSEE has just relocated from the United States to Nepal as an IMF advisor to Rastra Bank (Central Bank). "Otherwise continue to play golf and enjoy working travel."

2009 | 5TH reunion

Martin Alintuck MC/MPA recently had a two-part series in the *Metro West News* (Massachusetts) on the challenges of helping his elderly and ill parents negotiate the health-care system and find appropriate care when facing chronic disease. Martin put his career on hold and moved back from China in 2011 to care for his parents.

Abdulrazzaq Al-Saiedi MC/MPA is joining the United Nations mission in Libya as a human rights/transitional justice officer. He will devise and implement strategies to help Libya deal with the legacy of human rights abuses. In addition, Razzaq has recently coauthored an International Center for Transitional Justice report titled "A Bitter Legacy: Lessons of De-Baathification in Iraq." The report details and analyzes the processes and political impact of the dissolution of Saddam Hussein's Baath Party.

John Armstead HKSEE was named the director of the land and chemicals division in the U.S. Environmental Protection Agency, Region 3, in Philadelphia.

Anthony Bostwick HKSEE has been assigned to the island of Eleuthera, Bahamas, as the area manager responsible for water infrastructure development and management. "I was in Uruguay, where I addressed UNESCO on groundwater conservation in April 2012. Anyone traveling to the Bahamas please feel free to contact me for any assistance."

ISTOCK

Gonzalo Fanjul MC/MPA reports that a number of alumni have just created the Spanish Alumni Association, which is led by our classmate **Antonio Núñez** MC/MPA. "We had a fantastic launch event on March 21, and we are eager to establish a solid link between the school and the Spanish society. I don't think we were ever in more desperate need for a credible, compassionate, visionary leadership for our public affairs."

Rade Glomazic HKSEE recently accepted a position at Finnish Consulting Group International (FCG) as managing director of their Serbia and Montenegro office. The new office is the company's fifth overseas and was established to service a growing demand for innovative consulting solutions in the Balkans.



Dean's Council

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Jane Hartley
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Kay Kapoor

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Latifa Kosta
George Kounelakis
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George W. Mallinckrodt
Lorenzo Mendoza HKSEE 2009
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Anthony P. Morris
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Sharmin Mossavar-Rahmani
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Christian L. Oberbeck
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Marvin E. Odum
Idan Ofer
Andrew S. Offit MC/MPA 2011
Nelson Ortiz MC/MPA 1983
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Derwin J. Pereira MC/MPA 2006
Thierry G. Porté
Jerome L. Rappaport MPA 1963
Ramzy Rasamny
David K. Richards
James E. Rogers Jr.
Greg A. Rosenbaum MPP 1977
Sean M. Rowland MC/MPA 1997
Joseph D. Roxe
David M. Rubenstein
Sean C. Rush MC/MPA 2007
Vincent J. Ryan
Mohammad Safadi
Paul Sagan

Kim Samuel-Johnson
Ralph L. Schlosstein
Mark Schwartz MPP 1979
Andrew M. Sieg MPP 1992
David M. Silfen
Steven J. Simmons
Gabriela A. Smith MPA 1991
Michael P. Spies MCR 1982
Gabriel Sunshine
Carl-Henric Svanberg
Christen Sveaas
Anthony Tamer
A. Alfred Taubman
Joseph B. Tompkins Jr. MPP 1975
Sidney Topol
Sir Donald Y. Tsang MC/MPA 1982
Agâh Uğur
Enzo Viscusi
Brooke N. Wade
Malcolm H. Wiener
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Women's Leadership Board

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Maureen Gaffney HKSEE 2002
Jean Minskoff Grant HKSEE 2003
Patricia S. Harris
Dana Hollinger
Renee LaBran
Neena Mehta
HKSEE 2002
Carol Perrin

Kimberlyn Leary MPA is continuing in her work as chief psychologist at the Cambridge Health Alliance and also teaching seminars on leadership and negotiation at Harvard College and through the Program on Negotiation.

Cristian Lucas-Mas MPA is glad to report that his Spanish law and consultancy firm LCH (*Ichlegal.com*) just opened its second office in Ibiza; the headquarters are located in Barcelona. "We manage foreign investments into Spain. If anyone visits, please contact me at cristian.lucas@ichlegal.com. See you soon in Spain!!!"

Amoretta Morris MPP recently joined the Annie E. Casey Foundation as the senior associate for family-centered community change. She is the former director of student attendance for DC Public Schools, where she led the district's truancy reduction efforts and oversaw supports for homeless students. She

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Binta Brown
Maxine Burton
Deborah G. Carstens
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Dato Fawziah A. Karim
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Valerie G. Keller
Sheila Klehm
Patricia O. Kouba
Toni H. Kramer
Roelfien A. Kuijpers
Jacqueline L. Landry
Dianne Laurance
Barbara F. Lee
Yanchun Li
Dr. Carol A. Locke
Ann W. Lovell

is excited to join many fellow HKS alumni who are also a part of the Casey community. She remains active in DC serving as a member of the DC Commission for Women and Black Benefactors, a local giving circle.

Joe Negron MC/MPA was recently reelected to the Florida Senate and serves as chairman of the Senate Appropriations Committee.

Antonio Nuñez MC/MPA has written a new book: *The New Public Manager: Leadership Keys for Public Management*. You can find information about the book—the public presentation on October 30, some media appearances, and, very important, how to buy—on the homepage: liderazogestionpublica.es.

Hassan Tetteh MC/MPA returned safely from a successful Afghanistan deployment tour with the U.S. Marines and is a visiting scholar at the Congressional Budget Office.

Visiting Committee

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Marta Tienda
Lan Xue



Change Is Coming

FROM THE FIELD VIOLET GONDA MC/MPA 2011

It may not be coming today or tomorrow, but change is coming.

Violet Gonda MC/MPA 2011 reports on Zimbabwe for Zimbabweans—only, she can't do it from Zimbabwe. Gonda has been banned from reentering her native country, so for years she has been reporting from abroad, doing her best to bring an independent voice to her countrymen.

The recent history of Zimbabwe has seen food shortages, hyperinflation, political violence, and more or less one-party rule. The government has smothered independent journalism, Gonda says, forcing journalists like herself into silence or exile. Gonda came to the Kennedy School after the 2008 elections, which, after terrible violence, led to a power-sharing unity government. Gonda believed her master's degree could help her prepare for the time when she would be allowed back home to a changed Zimbabwe. But hoped-for reforms did not materialize.

So Gonda continued her work from abroad. Until recently, Gonda was with SW Radio Africa in London, beaming news into the country—when the government wasn't able to jam the signal—on short wave radio. Then, in July, just weeks before the general election in Zimbabwe, she moved to South Africa to help set up 1ST TV with another Kennedy School alumnus, Andrew Chadwick MC/MPA 2006. The satellite operation, which is free and available to hundreds of thousands of Zimbabweans, was immediately met with threats from the government of President Robert Mugabe, which vowed to "cripple" the station. Undeterred, Gonda continues to try to bring about change through her journalism. "Change is coming," Gonda says. "It may not be coming today or tomorrow, but it is coming." ❖ RDO

"I work with an extremely talented team in the Health, Retirement, and Long-Term Analysis Division. Looking forward to our upcoming Kennedy mid-career class reunion in Iceland!"

2010

Kraynal Alfred MPP is the new project director for the Native American Political Leadership Program (NAPLP) at George Washington University. She is planning and coordinating the launch of NAPLP's Inspire Initiative, which is a multimedia campaign aimed at motivating indigenous high school students to finish their education and become more politically involved by bridging the intergenerational and informational gaps between NAPLP alumni, indigenous public professionals and advocates, and indigenous high school students.

Sohaib Athar MPP writes, "Since moving back to my native Pakistan after finishing the MPP degree, I have worked with the World Bank on urban development and disaster risk reduction projects. On the side, I am also doing policy analysis and research work for a political party in preparation for national elections in summer 2013. Terribly missing my Kennedy School friends and classmates!"

Barbara Best MC/MPA writes to inform her classmates of the tragic passing of **Marie-Ange Bunga** MC/MPA. Marie-Ange passed away in mid-June in Kinshasa, Democratic Republic of the Congo, apparently from cerebral malaria. "She started an NGO two years ago to promote the use of bamboo and eco-friendly materials in economic development. While a student, she started the Congo Initiative at Harvard to focus attention on the scramble for minerals in fueling conflict in the Congo. Her radiant smile and deep commitment to improving the well-being of people in her home country will never be forgotten. Her light shines on in the many lives that she touched."

James Breiding MC/MPA has written *Swiss Made—The Untold Story Behind Switzerland's Success*. "What is 'Swiss Made'? How did Switzerland become the most competitive country in the world? Why are Swiss politicians trusted, and does the government live within its means? Are these results sustainable? Should and could some of the elements of the Swiss model be replicated? The book has been acclaimed as a 'valuable read' by opinion leaders such as Martin Feldstein, Lee Kuan Yew, Larry Summers, Martin Taylor, Peter Voser, and Paul Volcker."

Manisha Dookhony MC/MPA writes, "Straddling across the Albertine rift. Most amazing moment was to participate in the Hirwa Gorilla family life in Volcanoes National Park. Privileged to meet our cousin chimpanzees in Nyungwe National Park. Still advising Rwandan government on investment and competitiveness policies. Organized two Harvard alum events. Lucky to have many

HKers here in Kigali! Tried my luck at water-skiing on holidays in Mauritius... failed miserably. Discovered a great passion for gardening—amazing what all can grow in a very small portion of fertile soil. My articles got published on a couple of papers including huffpost. Missing HKS."

Kenneth Fredette MPA was elected by his fellow Republican representatives to the Maine House as the Republican leader of the House. Ken was also selected to receive the Distinguished Alumni Award from the University of Maine, Machias in May of 2013.

Kaneisha Grayson MPA rediscovered her love of writing in her HKS course Arts of Communication with Marie Danziger. She went on to be the dating and relationships columnist for *The HARBUS* newspaper at Harvard Business School, and recently published her first book, *Be Your Own Boyfriend*. She used the crowdfunding platform Kickstarter to raise over \$11,000 in just a month to self-publish the book and sent free copies to 100 college women's and multicultural student centers. You can learn more about the book at beyourownbf.com.

Jasmin Johnson MPP and Micha Glaeser (FAS PHD candidate) were married on August 10 in Jasmin's native Kuala Lumpur, Malaysia. Jasmin started a new job as a corporate social responsibility manager at an Asian conglomerate based in Kuala Lumpur in March a year ago. "We look forward to celebrating with friends from HKS and Harvard at large!"

Steven King HKSEE and his wife, Carolyn, welcomed their first child, Emma, into the world. Steve is now assistant professor and U.S. Department of Homeland Security chair at the National Defense University's Dwight D. Eisenhower School for National Security and Resource Strategy in Washington, DC.

Alejandro Lozano HKSEE, since he took oath as a legislator a few months ago, has promoted 16 initiatives of law on transparency, education, economy, professionalism in the public service, and health, among other issues. Despite his interesting legislative work, it seems that Alejandro's main objective is to accomplish the reduction of Mexican public servants' elevated salaries. "How can it be possible that a Mexican legislator receives a higher salary than a European legislator?"

Phillip Patitsas MC/MPA, as of July 1, 2012, has been assigned as the presiding priest (Proistamenos) of the St. Katherine Greek Orthodox Church of Naples, Florida. Since then, Phillip and his wife, Presbyteria Maria, have been expanding and building up the ministries of the parish to share the love of Christ both locally and abroad. Phillip also serves as a board member of the Orthodox Christian Mission Center (OCMC), which exists to share the Gospel of Jesus Christ throughout the world.



Allison Shapira MC/MPA recently moved to Washington, DC, to expand her business, Global Public Speaking, which helps people find their voice through public speaking and presentation training. She's teaching at Georgetown University and working with government agencies, international organizations, and private companies around the world. Personally, she also released her first original album, *Coming Home*, which is available on iTunes and Spotify. She'd love to re-connect with HKS alumni and welcomes opportunities for collaboration!



Kaneisha Grayson recently published her first book, *Be Your Own Boyfriend*.



Marie-Ange Bunga MC/MPA 2010 passed away in June. "She savored every moment of her life at HKS," writes her friend Barbara Best MC/MPA, "and was always so passionate about her classes, her projects, her friendships, and her work in the Congo. She had a true 'joie de vivre' and a big, beaming smile that was contagious."

Esther Hsu Wang MPA writes, "Cofounded IDinsight (idinsight.org) with three HKS friends, and we've been enjoying the adventures of entrepreneurship in international development. **Paul Wang** MPA/ID 2011, **Andrew Fraker** MPA/ID 2011, **Buddy Shah** MPA/ID 2012, and I are covering the design and implementation of rigorous evaluations for NGOs, governments, and foundations in Cambodia, India, Uganda, and Zambia (where Paul and I live). Let me know if you stop through southern Africa!"

Rob Werner HKSEE writes, "I've been busy traveling to Albany, New York, and Washington, DC, working on campaign finance reform—there is hope in the wake of Citizens United! Work on the Concord, New Hampshire, City Council is going well, and I serve as chair of the Energy and Environment Committee. We are engaged in a major downtown redevelopment project, much needed to keep our Main Street healthy and vital. The New Hampshire Harvard Kennedy School Network is now officially part of the Harvard Club of New Hampshire, and we are looking forward to many events as the 2016 New Hampshire primary gets under way."

2011

Nadir Ahmad MPA was recently promoted to managing director at Cambridge Leadership Associates (CLA). CLA is the home of adaptive leadership, founded by HKS faculty members Ron Heifetz and Marty Linsky.

Shahab Ahmed HKSEE is announcing the arrival of baby daughter Daniya Aqiqa Ahmed, born January 18, 2013 in, Kirkland, Washington. "Mom and Dad are really sleep deprived but extremely overjoyed."

Jordan Brehove MPA was promoted to the rank of major in the U.S. Army Reserve last October. His reserve duty is service as an assistant professor of military science at Fordham University in New York. Jordan also continues to work in his full-time civilian job as a management consultant at Accenture.

Joseph Cari IOP was named to the board of directors and chairman of the advisory board of the World Policy Institute, an international think tank which publishes the *World Policy Journal*.

Nathaniel Davis MPA 2011 writes, "This year I was academically promoted to assistant professor of defense and strategic studies and served as the deputy director of the Defense and Strategic Studies Program at the United States Military Academy at West Point. This coming year I have been selected to attend the United States Army Command and General Staff College at Fort Leavenworth, Kansas. I am also continuing my PhD studies through King's College London."

Luis Elizondo-Thomson MC/MPA took over as executive director at Teach For America Houston in January 2013, leading one of the largest and most tenured regions in the country.

Jennifer Haugh MC/MPA was recently awarded a 2013 Harvard Kennedy School Rapaport Institute for Greater Boston fellowship.

Tomoko Hishinuma MC/MPA writes, "My husband, **Yuzuru Tsuyama** MPA 2011, and I got married last spring and we were blessed with a baby girl in Tokyo on January 3, 2013. We named her Hikari, which means utopia where the sun is shining and flowers are blooming."

Leilani Johnson MC/MPA is currently senior advisor for strategic partnerships at the United States Pacific Command (PACOM), where, on behalf of the U.S. government, she develops dynamic partnerships with the private and civil sectors that promote mutual understanding of security in Asia-Pacific, and builds partnership capacity between nations. Based in Honolulu, Leilani travels extensively to inspire leaders to strategically solve problems of regional security through cross-sector collaboration on the local, national, and international levels.

Jesse Lava MPP is director of Beyond Bars, a campaign to curb mass incarceration. "We produce videos and engage social media in advocating for a better approach to public safety that's more about rehabilitation and prevention."

Alexander McCoy MPA writes, "Since I graduated in 2011 with a dual degree from Wharton (MBA), I have been working with Citi in a global management program that has taken me from New York to South Africa and now Brazil. While based in Johannesburg, I spent 12 months working on transactions for multinational corporations and sovereign governments throughout the continent. Now in São Paulo, I am focused on capital markets origination across Latin America. The past two years have been a tremendous learning experience (language, culture, and local perspective) and have given me the opportunity to travel throughout developing Africa and Latin America."

Kent Mitchell MPP writes, "On February 9, 2013, my wife, Anastassia Zinke, and I welcomed into the world a beautiful baby girl, Sadie Sargent Zinke. We are both fortunate

to have PAID leave from work to focus on Sadie and have a renewed commitment to working toward a day when all new parents have the same opportunity. In the meantime, I continue to organize policy campaigns at the Pew Charitable Trusts and hope to work on a political campaign or two in the next several years. Really wish I'd taken Jarding's class!"

Obadias Ndaba HKSEE, a native of DR Congo and Rwanda, became president of World Youth Alliance. He was previously the head of the same organization in Africa, based in Nairobi, Kenya. Prior to joining World Youth Alliance in 2010, Obadias worked for KCB Bank and Inkingi Microfinance in Kigali, Rwanda. His interests include economics, development, and population issues. His articles on these issues have appeared in *Africa News*, *The Standard Kenya*, *AllAfrica*, and *Africa Review*, among many other publications. He speaks Kinyarwanda, Swahili, French, and English.

Scott Shapiro MC/MPA has relocated to Lexington, Kentucky, where he serves as senior advisor to Mayor Jim Gray (GSD Loeb Fellow 1996). "I just led the pension-reform initiative here, which puts the police and fire retirement system on sound footing and saves the city \$140 million over 30 years."

Tyler Thigpen MC/MPA and Joy Thigpen welcomed Irving Stone Thigpen into the world on February 19, 2013. Irving has two brothers, Linus, one, and Oswin, six, and one sister, River, eight.

Mark Tracy MC/MPA and Molly Tracy welcomed the birth of their second child, Jonah Fred Tracy, on January 25. Jonah is happy and healthy and being looked after by his big sister, Kate, who turns three in March.

Talaya Waller HKSEE recently received a promotion with the USDA Agricultural Marketing Service, Fruit & Vegetable Programs. "I'm looking forward to running with the bulls this July in Pamplona, Spain."

2012

Jeffrey Baron HKSEE, from Bermuda, was recently appointed senator and junior minister for two critical portfolios—public safety and legal affairs—by Bermuda's governor, His Excellency George Fergusson. Jeffrey attended the Leadership In Crises program as well as the Senior Executives in National Security at the Kennedy School and has already called upon many influential classmates—and lecturers—of both executive programs to discuss and debate policies, programs, and strategies for public safety, crime reduction, and crisis management.

Armando Barrera Barrios HKSEE is currently the dean of arts at The University of the Americas at Mexico City. The program he directs has been ranked the second best in the country and the best in private schools in Mexico.

Daniel Beaulieu MC/MPA was appointed head of the knowledge lab and associate director (Global Agenda Councils) at the World Economic Forum in Geneva. Visitors for future parties welcome.

Jay Bhatt MPA was appointed by Secretary Sebelius to the National Advisory Committee of the National Health Service Corps at the Department of Health and Human Services. In February 2013, he was honored with the American Medical Association Foundation Leadership Award presented in a ceremony in Washington, DC. Jay recently saw Mariana and Sebastian in the great city of Bogotá, Colombia.

Leland Cheung MPA writes, "I recently started my fourth year on the Cambridge City Council and have been spearheading initiatives including the creation of new co-working space for entrepreneurs in new buildings in Kendall Square and a historic joint meeting between the Boston and Cambridge City Councils on the issue of talent retention. I'm also gearing up for an exciting election later this year."

Thomas Conley MC/MPA has a new position as senior advisor at the U.S. Department of State. He is continuing his military service as an executive airlift pilot in the DC Air National Guard.

Eduardo Jany HKSEE was published in the prestigious Brazilian academic journal *FGV*. Ed's work on the employment of irregular warfare strategies for public safety in combating crime was well received and resulted in his lecturing on the topic at the Global Economic Symposium in Rio de Janeiro. Ed, a colonel, is now on reserve status commanding the anti-terrorism battalion, is director of law enforcement advisory services for Mutualink, Inc. consulting, and is assisting on public safety projects related to the upcoming World Cup and Olympics. He attended the HKSEE Senior Executive Fellows program in April.

Pablo Fernandez Lamela MPA writes, "Hi, all, this is just to let you know that in June 2012 I published a book in Mexico, titled *Introduction to International Administrative Law*. More recently, in March 2013 I started a new job at the Ministry of Science, Technology and Innovation in Buenos Aires, Argentina. Currently, I am also working on my doctoral thesis at the University of Buenos Aires."

Carl Manlan MC/MPA became a father a week after graduation, on May 31, 2012. He started a new job as a fund portfolio manager for Benin and a multi-country HIV/AIDS program at the Global Fund to Fight AIDS, Tuberculosis, and Malaria.

Christopher Olver MPP has accepted a position as the director of development at ROADS Charter High Schools in New York City.

Elisa Peter MC/MPA writes, "We had the pleasure to welcome Isabel to this world in August 2012. She was born in Boston. Shortly

"Hope to work on a political campaign or two in the next several years. Really wish I'd taken Jarding's class!"

— Kent Mitchell
MPP 2011



Submit a classnote. Write hksalum@hks.harvard.edu, with subject line "classnotes."

ON THE WEB

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

after her birth, we moved to London, where I was offered the position of senior policy advisor to The Elders (theelders.org), a group of 10 independent leaders who were brought together by Nelson Mandela to promote peace and human rights in the world. This is an exciting and challenging new role."

Nathalie Potvin HKSEE was appointed executive director of the GCC Board Directors Institute in Dubai.

R.S. Praveen MC/MPA writes, "After graduation, I wanted to step out of cozy cop zone for a while. Faced with many choices, I opted for education, thanks to the inspiring Professor Fernando Reimers (HGSE) and many at HKS who dipped their feet in education at some point in time. I am currently educating the damned in India—the untouchables—who are around 200 million. I am heading an institution that provides residential education to 160,000 children (grades 5–12) from the marginalized sections. Our organization has its presence in all the districts of the South Indian state Andhra Pradesh, with 291 schools. Please visit us at swrs.ap.gov.in."

Yinglan Tan HKSEE joined Sequoia Capital as a venture partner and started their Singapore office.

Maxeme Tuchman MPP/MBA has been named executive director of Teach For America Miami-Dade. A native Miamian, Maxeme will be responsible for overseeing daily regional operations, building community partnerships, and cultivating private, public, and foundation support. She comes to Teach For America after graduating with an MPP/MBA from Harvard. "I'm humbled and excited to have the opportunity to return to my hometown to work in partnership with students, families, educators, and business, faith, and civic leaders to help expand educational opportunities in our high-need schools."

Alberto Villalpando MPA switched jobs recently. "I am now at McKinsey & Company in Mexico City, serving clients in the public and social sectors with a focus on financial inclusion. I am training to kite surf across the English Channel this summer in preparation for a longer Cuba–Mexico journey."

Zhuoyan "Claire" Zhang MPP writes, "First week in South Africa! I just moved from Boston to Johannesburg for work. It's great that I could realize my passion about Africa with the support from my family, friends, and mentors. I'm now working with Frontier Advisory, a South African company, focusing on African economic development and China-Africa relationships. Let me know if you are coming to Joburg and looking forward to any size of get-together!"

In Memoriam

Marie-Ange Bunga MC/MPA 2010
Betsy Martin MC/MPA 1994

ISTOCK

KENT DANTON

Dignity and Tolerance

Q What brought you to the Kennedy School to study?

Before coming to the Kennedy School, I had been in charge of a national rural election initiative, where I encountered many administrative challenges. To push forward social reform, it is essential to have a comprehensive understanding of the rules of the outside world. I believe the Kennedy School is the best place in the world to gain new knowledge, especially management skills, in today's information era.

Q What do you use the most today from your Kennedy School education?

Social innovation and leadership are very important. "Making a difference" is not just a slogan but a call to change traditional rules and behaviors. When I served in the government, I reformed China's social relief policy, helping more than 800 million poor people get government support by establishing a minimum living standard. I also improved China's disaster relief system, which was tested during the Sichuan earthquake in 2008. I left the government in 2010 to establish the China Philanthropy Research Institute at Beijing Normal University. As a consulting organization, we work to set up a system of modern philanthropy. We have good cooperation with Dezhi Lu, for instance, who established the Spirit of Capital Research Center in our institute. This program aims to reshape the value of Chinese wealth. We also help him with an exchange program between U.S. and Chinese philanthropists.

Q What person or event from HKS had a significant impact on you?

Anthony Saich and David Ellwood were my professors when I studied here. Tony and I meet at least once each year to exchange ideas and experiences. We created the China–U.S. Strategic Philanthropy Platform, which aims to improve mutual understanding and cooperation in philanthropy. Dean Ellwood not only taught us about microeconomics, but also gave us a lot of consulting experiences in social policy. This knowledge is very useful to me now.

Q What did you bring back from Cambridge to Beijing?

Dignity and tolerance, which have improved my life, my team, and even my country. Everybody deserves respect in both large and small areas in life. Let me give you a funny example of how a small thing can have a big impact. Here at my university, many restrooms lack enough toilet paper. The fear was that it would be stolen. But in Cambridge, I saw that engineers had locked the paper up, allowing people to take only small amounts. Being in Cambridge taught me that problem-solving skills are key and that ordinary people deserve respect. This is why I got into the field of philanthropy.

Q Does the HKS community play a role in your life today?

Sure. In Beijing and also in China and even the world, this community has a strong heritage. When alumni meet and talk about being a Mason Fellow or living in Peabody Terrace, we share a common language. We can easily cooperate with each other and come up with new ideas. Even now, as I begin the endeavor of reshaping Chinese philanthropy, I often go back to HKS, trying to find resources to help. ❖ MM

Zhenyao Wang MC/MPA 2000 Mason Fellow



Lives ❖ Beijing, China

Profession ❖ Dean of Beijing Normal University of China's Philanthropy Research Institute and professor at the Beijing Normal University School of Social Development and Public Policy

A League of His Own



IT STARTED in a very 21st century way: David Rubenstein, cofounder and co-CEO of the Carlyle Group, the global asset management firm, and Lawrence Summers, the president of Harvard University, having a late-night conversation more than 10 years ago at Davos, the World Economic Forum's annual meeting of the world's top business, political, and thought leaders.

It was during that conversation that Summers first asked Rubenstein if he was interested in becoming involved with Harvard, and specifically with the Kennedy School.

But Rubenstein and the Kennedy School had been circling each other for decades. In a sense it started when a young David Rubenstein heard President John Kennedy's inauguration speech and was transfixed by his call to service. More concretely, it started in the Carter White House, where Rubenstein, a presidential advisor, was surrounded by colleagues with Kennedy School connections, such as Josh Gotbaum MPP 1976, Rick Neustadt, son of Kennedy School founding father Richard Neustadt, and Stuart Eizenstat, who would later teach at the school.

Thirty-five years later, and a decade after his initial talk with Summers, Rubenstein is chairing the Kennedy School's capital campaign, leading the way in helping the school secure the resources it needs to meet its ambitious goal of training exceptional public leaders and solving enormous public challenges and leading by example with a gift of \$25 million. It's all part of the philanthropic spirit of a man who has pledged to give away much

of his fortune, and who sees American higher education, and Harvard Kennedy School, as worthy investments.

Harvard, Davos, and private equity were probably not what someone growing up in a blue-collar Baltimore neighborhood in the 1950s would dare aspire to. Baltimore was then one of the most segregated cities in the country, and restrictive housing covenants kept its Jewish residents, including the Rubensteins, within closely defined boundaries. But even though Rubenstein's parents were humble—his father a postal worker, his mother a homemaker—they harbored grand ambitions for their son.

He received scholarships to attend Duke and the University of Chicago Law School, and then he was recruited by Paul, Weiss, Rifkind, Wharton, and Garrison, a New York law firm that employed Ted Sorensen, the speechwriter who helped author Kennedy's famous "Ask not..." speech. But government was never far from Rubenstein's mind. With the 1976 presidential election approaching, he left to manage Senator Birch Bayh's campaign, and was later recruited to work for Jimmy Carter's instead.

Following Carter's historic win, Rubenstein was, at 27, appointed the president's deputy assistant for domestic policy. One of his jobs was to help Carter line up his policies with his campaign pledges, a role that gave Rubenstein considerable clout.

But it was a clout that was short-lived, Rubenstein recalls. With defeat in the 1980 presidential election, it took months for the presidential aide to find a job. Phone calls went unreturned.

TOM FITZSIMMONS

MARTHA STEWART

ON THE WEB
<http://ken.sc/au13-league>

Eventually he found a position with a law firm, but he was restless and increasingly drawn to a new interest: entrepreneurship. He had heard that most successful entrepreneurs start their first business by age 37, and that deadline was approaching.

He persuaded a small group of businessmen to join him in founding Carlyle, a private equity firm specializing in businesses with ties to the federal government. It was a tough sell, but with \$5 million in capital they managed to launch in 1987. Today, Carlyle has more than 1,300 employees and approximately \$156 billion in assets under management.

Rubenstein said his commitment to philanthropy was spurred by a glance at the actuarial tables a decade ago. At 54, he realized he had probably already lived two thirds of his life, and he didn't want someone else to decide how to spend his money after he died.

While still keeping up an unforgiving schedule with Carlyle, traveling more than 250 days a year, he has immersed himself in his giving with typical energy, serving on dozens of

nonprofit boards, and contributing to multiple causes. He has also signed the Giving Pledge—a commitment by some of the world's wealthiest individuals, including Warren Buffett and Bill Gates, to donate the majority of their wealth to philanthropic causes.

"I got very lucky, and I want to give back to the country that made it possible for me to do this," Rubenstein says. He has focused on three broad areas: medical research, higher education, and what he calls "patriotic philanthropy." As part of the third, Rubenstein purchased the Magna Carta and loaned it permanently to the National Archives; paid for half the repairs to the Washington Monument following damage caused by the 2011 earthquake; and even funded the National Zoo's panda fertility research. He is also chairman of the John F. Kennedy Center for the Performing Arts and is the single largest donor to the John F. Kennedy Foundation.

His focus on higher education comes from a recognition of American universities' importance to the country and the world. "I believe that one of our great national treasures is our university system, and if it thrives, I think it helps the country," says Rubenstein, who sits not only on the Kennedy School's visiting committee but is also chairman of the board of Duke, sits on the board of trustees of the University of Chicago, and chairs Harvard's Global Advisory Council.

The Kennedy School rests atop that national treasure, he says, citing the school's convening power, its international student body,



Then Harvard President Lawrence Summers (left) and Kennedy School Dean David Ellwood (right) with David Rubenstein in 2004. "I believe the Kennedy School plays a unique role in American public policy," Rubenstein says.

its cutting-edge academic research, and its rich reservoir of faculty with experience in public service as well as academic expertise.

"I believe the Kennedy School plays a unique role in American public policy," he says. "Everywhere I go around the world, people have heard of the Kennedy School, people want to speak there, people want to go to school there, people want to learn what the Kennedy School is doing. The Kennedy School is just in a league by itself in that regard."

"What the capital campaign is designed to do is to create enough resources so that we can modernize the Kennedy School," says Rubenstein, who credits Dean David Ellwood for his management of the school and for persuading him to help plot the school's future course. "The buildings need to be updated," he adds. "We need more facilities. We will expand academic resources. And, most importantly, have scholarship money, so that anybody who gets in to the Kennedy School is not afraid to go because of cost."

"The really exceptional feature of David Rubenstein is the breadth of his interests and the depth of his commitments," Ellwood said. "In many ways, he is a combination of idealistic do-gooder and analytic pragmatist who is extraordinarily effective at making a difference. It is a real pleasure and honor to have him so involved with HKS."

Despite a lifetime in Washington and his interest in government and public policy, Rubenstein says a return to public service is unlikely for him. "When I worked in the White House, we managed to get inflation to 19 percent," he says with his trademark self-deprecating wit. "Since that time there's been no demand for me to go back to federal government. I'm always listening for the phone call, but I don't think there's going to be anybody asking me to go back." Instead, part of his legacy will be his extraordinary generosity.

"I think given where I am today, my age, and my outside responsibilities, I feel I could probably have as much impact on public policy by doing things on the outside through philanthropy and motivating others to make the world a better place." ❖



You Are Here

You are in 203 countries and territories. You are policy wonks and social activists. You are public servants and entrepreneurs. You are part of a community dedicated to the Kennedy School mission of public service with passion and commitment. You Are Here. As we

embark on the Campaign for Harvard Kennedy School with a new set of challenges and goals, help us tell the HKS story by telling us your story. Take a photo or shoot a short video of yourself holding this sign in a setting that helps convey the work you are doing now. Then send it to us, with a brief caption, to share your story with the world.

Zheng Hong MPA 2003

Founder and principal of the Dandelion School for children of migrant workers, with students at the school, in Beijing, China.

Ed Barker
MPA 2000
Executive director of Land's Sake Farm, in Weston, Massachusetts (see page 39).



Joseph Kopser
MPA 2002
CEO and founder of RideScout, an app that aggregates ground transportation options, in Austin, Texas.

Marcela Escobari
MPP 2001
Executive director of Harvard's Center for International Development, at the Kennedy School campus in Cambridge, Massachusetts (see page 8).



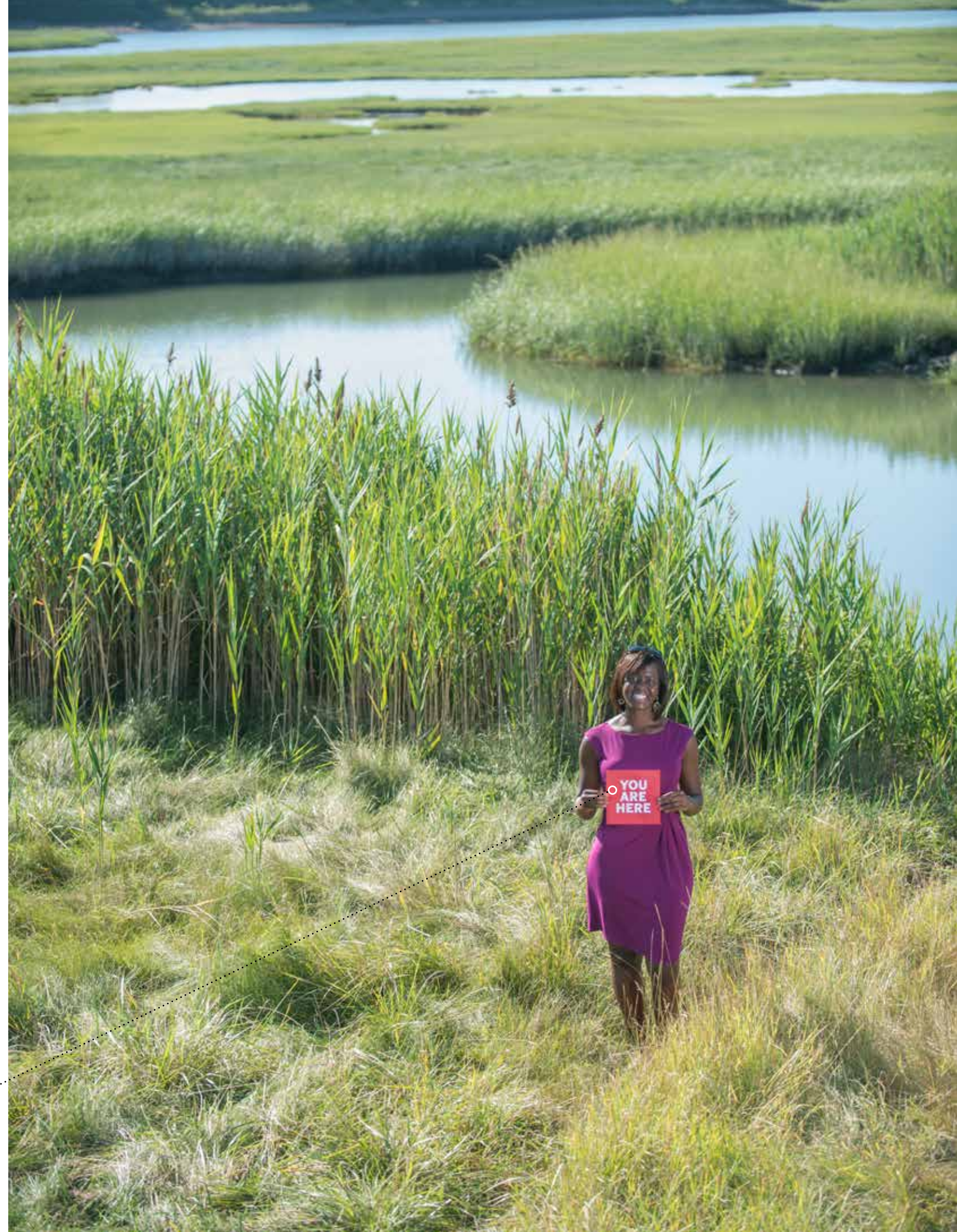
Mukhtar Abdi Ogle
MC/MPA 2013
(at left) Cofounder with Zaher Nahle MC/MPA 2013 of Ibrak Partners, which is bringing prosthetics to disabled children in Africa. At the Joy Town School for the Physically Handicapped, in Thika, Kenya.

Yordanos Eyoel MPP 2010
A senior portfolio analyst at New Profit Inc., a fund which supports social entrepreneurs, in Boston.



Ify Mora MPP 2009
Chief of staff at the Boston-based Barr Foundation, which supports efforts to fight climate change, at Belle Isle Marsh in East Boston.

TOP RIGHT: COURTESY OF ZHENG HONG; CENTER: COURTESY OF JOSEPH KOPSER; BOTTOM RIGHT: COURTESY OF MUKHTAR ABDI OGLE; ALL OTHER PHOTOS: RICHARD HOWARD



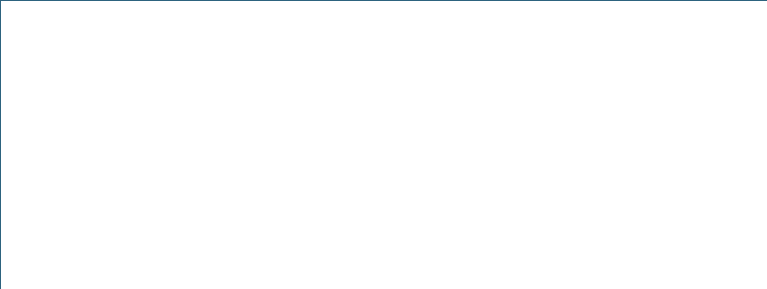


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