

HARVARD
KENNEDY
SCHOOL

magazine

SPRING 2009

GOING, GOING, GREEN!
PLANNING FOR CHANGE
DIPLOMATIC MEASURES
THE POWER OF DIALOGUE
WASHINGTON CALLS
HKS IN DC



Root Cause

A foundation for
growth and recovery

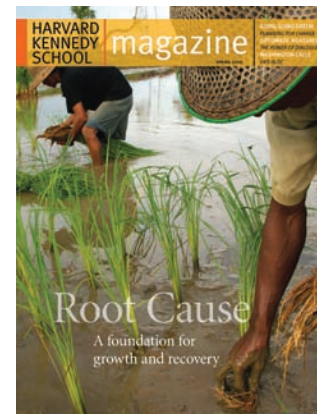


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LEFT TO RIGHT: LEVI STOLOVE; CHRIS PYLE; JIM ORCA; PAGE 30: MARTHA STEWART (TOP AND BOTTOM RIGHT), STEPHANIE MITCHELL/HARVARD NEWS OFFICE (BOTTOM LEFT); LEAH FASTEN



On the cover: Rice planting in the Irrawaddy Delta in the wake of cyclone Nargis
Photograph: Piers Benatar

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EXECUTIVE SUMMARY

Dear reader,

As the world looks for leadership in solving the myriad of challenges facing us today—from the global economic crisis to climate change—we are once again reminded of the critical role the Harvard Kennedy School plays in shaping the debate and training those dedicated to serving the public. Our mission has never been more urgent or vital.

It is gratifying to see that despite the significant earnings gap between those working in the private and public sectors, the majority of our students—approximately 60 percent—go on to careers in public service. In these challenging times when public servants are needed more than ever, we are committed to doing all we can to support and inspire these dedicated individuals.

I am pleased to report that since becoming dean, I have doubled our financial aid to students. Despite these difficult economic times for the school, I am committed to continuing this level of support and to finding new sources of revenue to expand our financial aid program.

We also continue to strive to offer the best possible training for our students. Our experiential courses, which offer on-the-job experience; our annual policy analysis exercise (PAE); and our numerous internship and fellowship programs, all provide students with critical hands-on training.

And through the Institute of Politics (IOP), our students are continuously exposed to a diverse group of political leaders and public servants from around the world, from the IOP fellows who hold weekly study groups to the major world leaders appearing in the school's Forum.

Finally, in the last year our Office of Career Advancement (OCA) has greatly expanded its services in providing career information. In one new initiative, OCA has engaged faculty to help students match their public service interests with potential job opportunities.

The alumni and faculty you will read about in the following pages are wonderful examples of the public servants we train. Alumni Jim Taylor and Debbie Aung Din Taylor, both MC/MPA 1990, through their entrepreneurial work in Burma, helped restore order after Cyclone Nargis devastated much of the country last year.

Wafaa El-Sadr MC/MPA 1996, a physician who last year received a MacArthur Foundation fellowship, is another alumnus making a difference in the world. El-Sadr's innovative approach to treating HIV/AIDS patients, both here and in Sub-Saharan Africa, during the last three decades has changed the way the disease and its victims are approached.

You will also read about our faculty and alumni who have been asked to serve in the new administration. We are very proud of those from our community who will be working in Washington.



This is a special moment—a now or never moment—in the history of the Kennedy School. According to a recent youth survey conducted by the IOP the majority of youth polled now believe politics and public service are worthy professions, a significant change in outlook from previous surveys conducted during the last several decades.

In the words of IOP Director Bill Purcell, “The hearts and the minds of young people are back.”

In these difficult times, when talented public servants are so desperately needed and our youth are demonstrating a renewed energy and enthusiasm for public service, we want to be sure to provide the best possible training and support for these future leaders.

We welcome your thoughts and suggestions.

Dean David T. Ellwood
April 2009

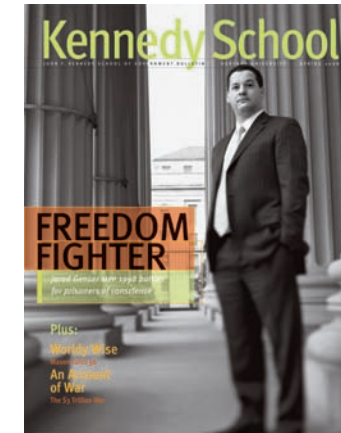
KENT DAYTON

THE END RESULTS

Freedom Fighter Jared Genser's human rights work, profiled in our Spring 2008 issue, continues to make a difference. Genser MPP 1998 led a team of lawyers at his law firm, DLA Piper, last fall in preparing a report on human rights abuses in North Korea. “Failure to Protect: The Ongoing Challenge of North Korea” was commissioned by former Czech Republic President Václav Havel, former Norwegian Prime Minister Kjell Magne Bondevik, and Nobel Peace Prize Laureate Elie Wiesel.

Genser, who represents Aung San Suu Kyi, the world's only imprisoned Nobel Peace Prize laureate, also generated a letter, signed by 112 former presidents and prime ministers, calling on UN Secretary-General Ban Ki-moon MC/MPA 1984 to go to Burma to press for Suu Kyi's release.

And the nonprofit Genser created to represent prisoners of conscience around the world, Freedom Now, has also continued to grow. New cases have been taken up in Gambia, Peru, and Vietnam; full-time staff has been hired; and the



New cases have been taken up in Gambia, Peru, and Vietnam.

organization also received its first two foundation grants. The nonprofit also settled into new office space—donated by Yang Jian-li PHD 2001, whom Genser represented during his imprisonment in China, which lasted from 2002 to 2007.

An Account of War Linda Bilmes's ongoing research into the costs of the wars in Iraq and Afghanistan has had an impact on veterans of those conflicts.

Bilmes, whose book *The Three Trillion Dollar War: The True Cost of the Iraq Conflict* was featured in the Spring 2008 issue, worked with a team of neurologists and psychiatrists to estimate the long-term medical and economic consequences of traumatic brain injury (TBI), one of the signature injuries of the conflicts.

According to some estimates, as many as 320,000 U.S. troops suffered from TBI during their deployments. Some 15 percent of individuals with mild injuries will eventually suffer from serious cognitive deficits such as memory loss or neurological problems such as seizures. But mild brain injuries, according to research, cannot be detected by scans.



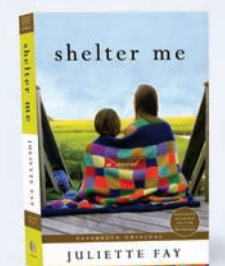
The findings contributed to the U.S. Department of Veterans Affairs raising maximum compensation....

The findings contributed to the U.S. Department of Veterans Affairs raising maximum compensation for the victims of mild traumatic brain

injury from 10 percent disability to 40 percent.

Bilmes also brought her expertise on veterans' issues to the Obama transition, working on the Veterans Affairs team.

Correction: Readers of the Winter 2009 issue's Classnotes section may have seen our feature of an alumni book, *Shelter Me*. The author is Juliette Fay MPP 1992 and not, as we mistakenly noted, Juliette Fay MC/MPA 1986. We regret the error and apologize for the confusion. Fay's debut novel, which follows the life of a woman dealing with the unexpected death of her husband, is published by Avon, an imprint of Harper Collins.



PUBLIC INTEREST

San Francisco First

ALUMNI David Chiu MPP 1995 was recently elected president of the San Francisco Board of Supervisors. Chiu, an attorney, was elected to the board in November as the district's first Chinese American representative and voted in at the board's inaugural meeting in January as its first Chinese American president. Chiu founded Grassroots Enterprise, a company that provides online communications technology to organizations and businesses, mostly for political causes.



Finance Head

APPOINTMENT Suzanne Cooper has been named interim CFO at the Harvard Kennedy School. She replaced **Stew Uretsky**, who left in December after more than eight years at the school. She will remain associate academic dean during this period.

Computer Outreach



ALUMNI While still a student at the Kennedy School, **Timothy Anderson** MC/MPA 2000 started Computer Exchange, a project connecting youth around the world to the Internet while keeping working computers out of landfills. Over the years, the project has grown in scope and impact and now reaches 67 countries. A recent shipment of computers to students in Port Victoria, Kenya, allowed two students to develop a science project, which they recently entered in the national science competition. Their project was judged fifth-best in all of Kenya.

Rising Star

ALUMNI Jonathan Karush MPP 2007 was named a Rising Star by *Politics* magazine for his work for Liberty Concepts, a provider of Web sites and software to Democratic campaigns and progressive organizations. Karush founded the organization in 2000 while still an undergraduate. The award, given annually to selected Republicans and Democrats under 35, recognizes individuals who have made a significant impact in political consulting and advocacy.



Home Innovator

AWARDS Nicolas Retsinas, director of the Joint Center for Housing Studies, was recently honored by *Builder* magazine, the official publication of the National Association of Home Builders, as one of 30 top innovators in the home building industry in the past 30 years. The award recognizes building industry leaders who have shown a lifetime commitment to helping people in the communities in which they live.

ON THE WEB www.jchs.harvard.edu



Top Scholar

FACULTY A survey of international relations scholars found that former HKS Dean **Joseph Nye** was seen as the scholar whose work has had the greatest impact on U.S. foreign policy in the past 20 years. The survey was released in February by the Teaching, Research, and International Policy (TRIP) Project and the Institute for the Theory and Practice of International Relations at the College of William and Mary in Williamsburg, Virginia.

Helping Hand

STUDENTS Research into human trafficking received support recently with the creation of the **Sunny Dupree PAE Award**, established by **Kathryn Wasserman Davis**, on the occasion of her 100th birthday and in honor of human rights advocate Sunny Dupree. Davis's gift, through the Carr Center's Initiative to Stop Human Trafficking, will fund student research projects that look at human trafficking issues for the Policy Analysis Exercise (PAE). The PAE is a thesis-like project focusing on real problems for real clients that is required for all Master in Public Policy students.

Alumni :: WWW.HKS.HARVARD.EDU/ALUMNI

Campaign Guru

ON CAMPUS David Plouffe, one of the masterminds behind Barack Obama's presidential campaign, was a visiting fellow at the Institute of Politics in April. Plouffe met with students and participated in a public policy class.

ON THE WEB
www.iop.harvard.edu



Welcome

ALUMNI Paige Ennis MC/MPA 2010 became senior director for alumni relations at Harvard Kennedy School in February. (See page 36 for director's letter.) She was previously director of marketing, sales, alumni relations, and admissions in the school's Executive Education department.

“Ask the wrong question, and you get a useless answer.”

Wrong Question

STUDENTS Harvard Kennedy School students got a plug in February in the *New Statesman* by London's *Sunday Times* columnist Irwin Stelzer. In a column about the British and American economies, the American economist writes: “Students at Harvard's John F. Kennedy School of Government succeed as policy-

makers if they take away only one message: ‘Ask the wrong question, and you get a useless answer.’” The wrong question at the moment, says Stelzer, is whether we're in a recession or depression. That question, he says, will result in wasted “hours comparing our situation with the often-misremembered 1930s....”

Head Start

STUDENTS Students come to the Kennedy School to train for future careers helping find practical solutions to some of society's most difficult problems, but students in **Linda Bilmes's** budgeting class got a head start in making a difference. Two years ago students assessed the town of Hull's flood preparations in order to help the town qualify for a federal flood insurance program. The student project was a success and the recently awarded FEMA certification will produce substantial reductions in Hull homeowners' flood insurance bills.



Applications Up



STUDENTS Whether it's the economy or the “Obama effect,” applications to the school's two-year Master in Public Policy (MPP) program are up this year by **34 percent**—from 1,269 a year ago to 1,696 applications this year. The two-year Master in Public Administration program remained flat this year, while the Master in Public Administration program overall, which also includes the Mid-Career,

Mason, and International Development programs, rose 13 percent. “I like to attribute it more to the excitement about government now as a solution rather than a problem,” said Joseph McCarthy in a *Harvard Crimson* interview in early March. Another factor, say administrators, is the economic downturn, which predictably results in increased applications.

“I like to attribute it more to the excitement about government now as a solution rather than a problem.”

Visionary Physician

ALUMNI When Wafaa El-Sadr MC/MPA 1996 first heard about victims of AIDS, the disease had not yet been named. She remembers the precise moment. It was in 1982 in Cleveland at Case Western Reserve University School of Medicine, where she was finishing up a research fellowship in infectious diseases. Her mentor showed her a report from the Centers for Disease Control listing the deaths of five young men in New York City from pneumocystis pneumonia, a rare form of pneumonia not usually contracted by the young.

“He said,” El-Sadr recalls sitting in her office at the Mailman School of Public Health at Columbia University, where she is a professor of medicine and epidemiology, “you should read this because you’re going back to New York and this might be important.”

On her return to New York, El-Sadr, an Egyptian-born and -trained physician, began seeing increasing numbers of patients, mostly gay men, with the same condition, brought on by the disease eventually labeled HIV/AIDS (Human Immune Deficiency Virus/Acquired Immune Deficiency Syndrome). In just a few years, the number of new infec-

Using the same approach, she was able to increase the number of HIV-positive mothers who remained in care by working with her pediatric colleagues to create a mother-child clinic.

Soon she was bringing her family-focused approach to Sub-Saharan Africa as founding director of the International Center for AIDS Care and Treatment Program, which now supports programs in 14 countries in Sub-Saharan Africa and Asia. Refusing to accept the common wisdom that treatment in poverty-stricken countries is useless and that prevention is the only course, she showed that successful antiretroviral treatment and comprehensive prevention and care were possible by again focusing on the lives of the people affected by the disease.

By the mid-1990s, after more than a decade of nonstop work, El-Sadr felt she needed her skill set to catch up to her growing responsibilities.

“You grow in your position, and suddenly you’re supervising large numbers of people. You fall into it without really having much training in management and leadership,” she says.

El-Sadr enrolled at the Kennedy School where she was struck by the school’s methodology, in particular its case method and its group-focused approach. “I had to learn

to step back and accept that this was a different method,” she says. “It’s slower, on one hand, but it’s probably more effective in the end.”

Today she divides her time between the United States and Sub-Saharan Africa, following patients, and overseeing, designing, and evaluating programs in both locations.

While an estimated 22 million people are now living with HIV in Sub-Saharan Africa, El-Sadr points to a silver lining amongst the devastation. “As horrible as

this epidemic is, it has the potential to transform health systems in this part of the world,” she says. “There’s never been such focus and energy, and it’s because of the passion around HIV and around the people with HIV. It has forced people to look at things and want to change them.”

As for how the epidemic has affected her personally, El-Sadr, now 58, who last spring was awarded a MacArthur Fellowship, says her work with the disease has enriched her life beyond her imagination. “It has been a window into worlds I may never have known. I feel my life would have been much shallower.” ❖ SA

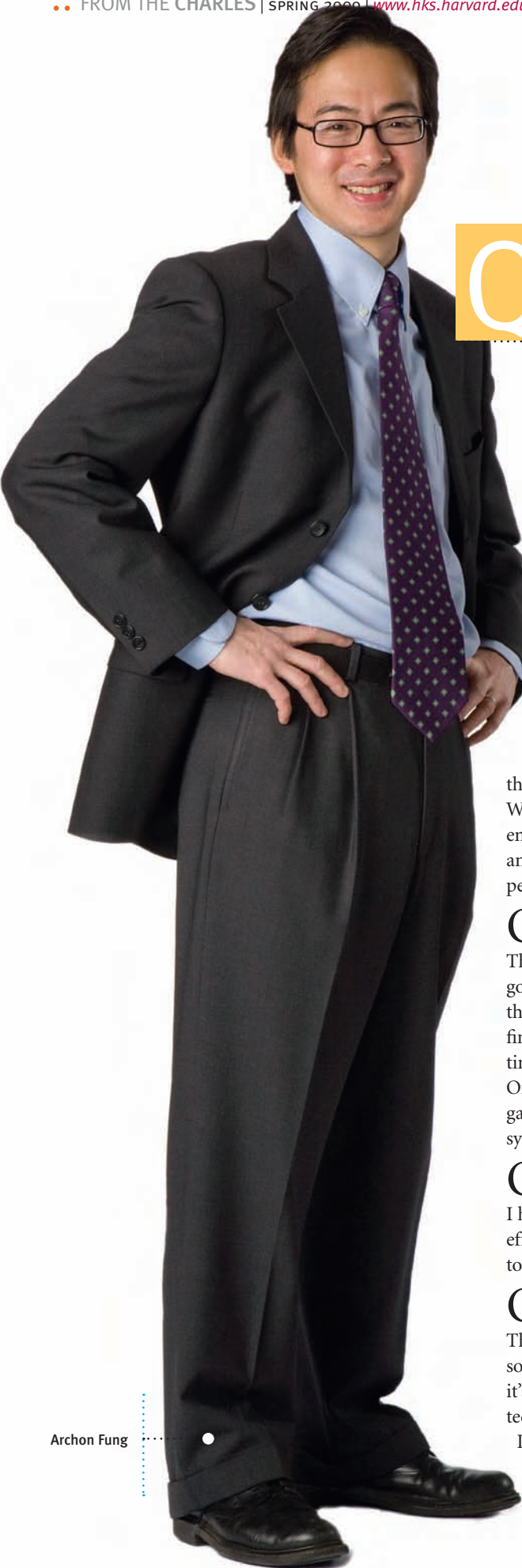
For the past quarter century, El-Sadr has developed consistently original and effective ways to help communities both in the United

States and abroad confront AIDS. As founding director of the International Center for AIDS Care and Treatment Program, she oversees HIV/AIDS programs in 14 countries,

which are currently providing care to more than half-a-million people. Last spring she was rewarded for her work with a prestigious MacArthur Fellowship.

tions in the United States climbed to 130,000 per year, affecting a widening spectrum of individuals. By the early 1990s, she was also seeing an increase in the number of cases of tuberculosis.

With what was to become a hallmark of her approach to care, El-Sadr helped bring the spread of TB under control by her patient-centered approach. Suspecting that patients were not completing the six-month treatment because they often lacked the strong family networks that help patients want to get well, she created a home-like atmosphere in the clinic, one where patients enjoyed coming. In one year, the completion rate rose from 11 percent in 1992 to 89 percent in 1993.



Democracy Refreshed

Q A

Archon Fung

RESEARCH Archon Fung, Ford Foundation Professor of Democracy and

Citizenship and codirector of the Taubman Center for State and Local Government's Transparency Policy Project, analyzes the effectiveness of U.S. and international transparency systems. During last fall's presidential election, he rolled out MyFairElection.com, which allowed citizens to report on their experiences at the polls.

Q How successful was MyFairElection.com as a start-up project?

MyFairElection.com brought a dynamic that people call "crowd sourcing" —think of individual ratings on Amazon.com or TripAdvisor— from the private sector to the public sector problem of access to polling places on election day, 2008. It is based on the idea that we can get a much better picture of the world if a lot of people can contribute their little piece of information about it. We had a couple thousand reports. This was an early experiment in this phenomenon. Even in this election there were several initiatives like this— Twitter the Vote and Video the Vote had a similar idea. In successive elections we'll see many more people doing versions of this.

Q What did your findings reveal?

There were a couple of interesting findings. Most of the people reporting had very good voting experiences. Eighty to eighty-five percent were very satisfied, rating their experiences four and five stars out of a five-star scale. Another interesting finding was that a substantial number of people reported having to wait a long time, but they didn't consider it a huge problem. They thought it was worth it. Oregon has a vote-by-mail system, and almost all of the Oregon voters reporting gave five-star ratings. They wanted to tell everyone else how good their voting system was.

Q What's next for this project?

I hope to convene a meeting between different organizations that had similar efforts so we can all compare notes and see what we want to do or what ought to be done in the next cycle because everyone did it in a slightly different way.

Q How does this project fit in with your overall research direction?

This project is part of a general class of solutions in which technology can make social problems and the effects of public policies more transparent. In this case it's the transparency of the election, but there are all sorts of ways that the use of technological platforms can make the world more transparent. For example, I think the use of crowd-sourcing technology will be extremely important in the economic stimulus package as it unfolds. SA

Archon Fung

Framing the Ask

RESEARCH Men are more likely to negotiate for higher pay than women, researchers have long found. And that has raised the question of whether women ought to emulate men, to become more assertive, more aggressive, if they want the same compensation.

But while negotiation is the way to a higher salary, women can also expose themselves to other risks by taking that route. Research shows that a woman's relationships within an institution would be damaged by her attempt to negotiate for higher compensation.

New research by Hannah Riley Bowles MPP 1994, associate professor of public policy, coauthored with Linda Babcock of Carnegie Mellon University, explores the use of relational accounts— explanations that simultaneously legitimize a woman's request and convey concern for organizational relationships—in overcoming that "compensation negotiation dilemma."

The narrative that accompanies a woman's negotiation for a higher salary, the research found, has a large effect on whether an evaluator would view that request positively or negatively.

"Attempting to negotiate for higher compensation is socially risky for women because it violates prescriptive sex stereotypes," Bowles and Babcock wrote.

"Competitively negotiating for greater resources for oneself contradicts the normative expectations for feminine behavior that

women—as members of the subordinate sex—should be other-oriented, caring, and deferential."

In a series of studies, Bowles and Babcock looked at whether any strategy would allow women to successfully negotiate for higher salaries without damaging future relations with colleagues.

The findings indicated that women must work to find a balance between validating their negotiating behavior and communicating their concern for organizational relationships. Women were viewed more positively if they used justifications or excuses for the negotiating behavior that reframed the negotiating behavior as legitimate while underscoring their concern for positive organizational relationships.

"What is of greatest value in these relational accounts is the principles underlying their effectiveness—that is, finding a way of explaining one's negotiating behavior as legitimate while communicating attention to organizational relationships," the authors wrote.

"To be effective, women will have to devise strategies that are authentic to their own personality and that fit the norms and culture of their organizational environment and the interpersonal context of the negotiation." RDO

Rep. Charles Murphy* MC/MPA 2002 (D-Burlington) Chair, House Ways and Means, former Vice Chair of Bonding, Capital Expenditures, and State Assets.

Rep. Barry Finegold* MC/MPA 2003 (D-Andover) Chair, Telecommunications, Utilities and Energy, former Vice Chair of Judiciary

Rep. Jay Kaufman HKSEE 2002 (D-Lexington) Chair, Revenue, former Chair of Public Service

Rep. Alice Wolf MC/MPA 1978, IOP 1994 (D-Cambridge) Chair, Elder Affairs, former Vice Chair of Public Health

Sen. Jack Hart* MC/MPA 2000 (D-South Boston), chair, Senate Committee on Bills in Third Reading and Senate Steering and Policy Committee

Rep. Peter Koutoujian* MC/MPA 2003 (D-Waltham) Chair, Financial Services, former Chair of Health Care

Rep. Marty Walz MC/MPA 2000 (D-Back Bay) Chair, Education, former Vice Chair of Ethics

Rep. Kevin Honan* MC/MPA 1999 (D-Allston/Brighton), reappointed House Chair, Joint Committee on Housing

Rep. Alice Peisch* MC/MPA 2009 (D-Wellesley), Vice Chair, Revenue

Rep. William Straus* MC/MPA 2007 (D-Mattapoiset) Chair, Environment, Natural Resources, former Vice Chair of Revenue

Footprint

Recognizing the Chair

The Harvard Kennedy School will be a strong presence in the Massachusetts State House with the recent appointment of several graduates of the Kennedy School's MC/MPA program as chairs of legislative committees, many of them first-time chairs tapped by Rep. Robert DeLeo (D-Winthrop), the new speaker of the Massachusetts House of Representatives.

* Attended HKS as Rappaport Urban Scholars

State and Local Celebrates 30 Years

As the Senior Executives in State and Local Government Executive Education program celebrates its 30th anniversary, it's a fitting time to reflect on the program's success in preparing leaders to make the most of their careers in public service. The program has had more than 2,500 participants from all 50 states and 20 countries, including both civil servants and elected officials from all branches and levels of state and local government. For some program alumni, their paths to service have continued at the federal level as members of the U.S. House of Representatives. The 111th Congress will add three more State and Local alumni to their ranks, bringing the current total to 10.

CHELLIE PINGREE S&L 1996 prevailed in a marathon campaign, including a six-way Democratic primary, in her successful bid to fill an open congressional seat in 2008 in Maine's 1st District. Over the course of both the primary and the general election, she participated in a mind-boggling 59 debates. Pingree like Debbie Halvorson (facing page), served as state senate majority leader, stepping down in 2000 due to term limits. She then ran for the U.S. Senate against incumbent Republican Susan Collins in 2002. "In some ways, that race was helpful preparation for running again. I learned a tremendous amount about raising money and building a campaign organization, and I built up my name recognition," she said about her loss to Collins. "I also probably got a thicker skin. Campaigns are tough, and it helps to have been through it before when a campaign gets tough."

After the 2002 Senate race, Pingree spent four years in Washington, serving as the president and CEO of Common Cause, a nonpartisan, nonprofit advocacy organization dedicated to promoting government accountability and citizen participation in the political process. When Maine's 1st District seat opened up due to the retirement of Representative Tom Allen, she realized that her best path to service might again be through electoral politics. "I could spend time in Washington lobbying members of Congress to do what I thought they should, or I could be the person who cast the vote herself, so I decided to give it a try."

Pingree came to the State and Local program in 1996. "More than anything, it's a good place to test out some ideas and ways of thinking in a safe environment. You're not doing it in the local press or trying it out in a committee in your home state. You're doing it with other people who are trying to stretch and think a little bit differently as well," she said. "It was an exceptionally good program. I really valued the experience, felt fortunate to do it, and have recommended it to many others along the way."



Chellie Pingree

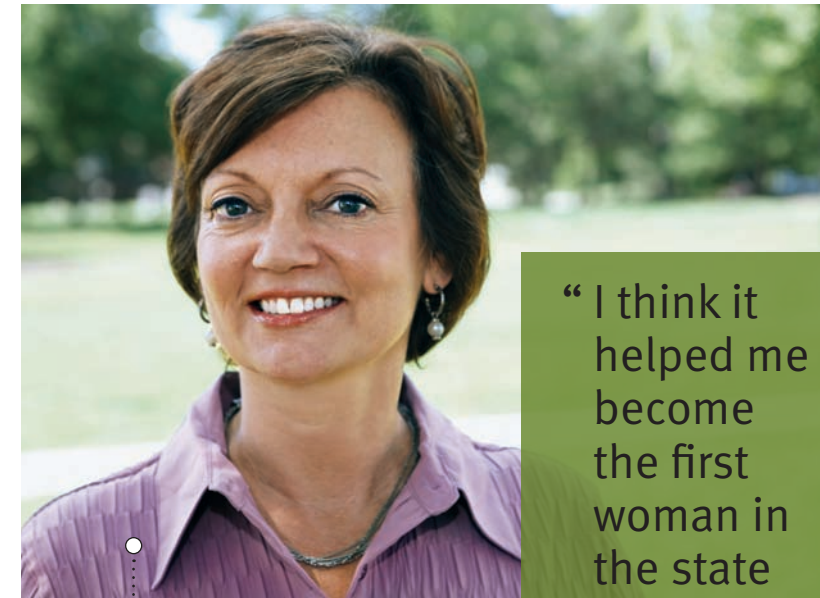
"More than anything, it's a good place to test out some ideas and ways of thinking in a safe environment."

Chellie Pingree

DEBBIE HALVORSON S&L 1999, a Democrat, won the 11th District in Illinois, a seat that had been held by a Republican for 14 years. The first woman to serve as state senate majority leader in Illinois, Halvorson was elected to the state senate in 1996, where she got to know fellow freshman Barack Obama. Her old colleague became a subject of great interest on the campaign trail in 2008. "I had a Republican tell me after the election that he voted for me because I could get anything we wanted done in the district," she said. "I laughed, of course. I told him I'll sure try."

Halvorson, who began her political career by running for town clerk, attended the State and Local program in 1999. "I know it sounds corny or clichéd, but it truly was life-changing," she said. After completing it, Halvorson, a single mother of three, was energized to return to school to complete her undergraduate education and then continue on for a master's degree. "It gave me that confidence that I could do anything. I think it helped me become the first woman in the state of Illinois to serve as majority leader."

She particularly valued the cross-section of participants in the program. "The civil servants and the elected officials really ended up learning from each other," she said, noting that there



Debbie Halvorson

is often a lack of understanding between the two. "People learned to get along and work together to do a good job for our constituents."

"I think it helped me become the first woman in the state of Illinois to serve as majority leader."

Debbie Halvorson

MIKE COFFMAN S&L 1995, a Republican, served as an elected official in both the executive and legislative branches of state government before winning an open seat in Colorado's 6th Congressional District. Coffman, the outgoing Colorado secretary of state, had previously held the offices of state treasurer, state senator, and state representative. "I was well known in the district," he said, explaining his success in a four-way primary and the general election.

Mike Coffman, second from left



"A lot of [the program] was based on decisionmaking from both a policymaking and an administrative perspective."

Mike Coffman

His record of public service began when he enlisted in the U.S. Army at age 17 and continued through decades of active and reserve duty. A veteran of the Army and the Marine Corps, Coffman resigned as state treasurer in 2005 to serve in Iraq. He completed a full tour of duty before returning to run for and serve as secretary of state.

While serving as a state senator in 1995, Coffman attended the State and Local program. "It was a really exciting program. A lot of it was based on decisionmaking from both a policymaking and an administrative perspective," he said. "Being with people who were relatively senior and on the move up was energizing. There was a real cross-section of participants." Since then, he has been part of an extensive network of Colorado State and Local program alumni. "There's a pretty significant alumni population of leaders in Colorado who have gone through the program," he said. MK

LEFT: COURTESY OF CHELLIE PINGREE; ABOVE RIGHT: COURTESY OF DEBBIE HALVORSON; BOTTOM RIGHT: COURTESY OF MIKE COFFMAN

BIG IDEAS

research samplings

“Once a risk is in people’s minds, their willingness to pay to avoid it will often be relatively impervious to significant changes in probability.”

∴ From “Overreaction to Fearsome Risks,” by Richard Zeckhauser, Ramsey Professor of Political Economy, and Cass Sunstein, Harvard Law School professor.

“Just because a government measure is given an environmental label does not necessarily mean that it is motivated primarily—or even at all—by bona fide environmental objectives. To see the point, one has only to look at the massive mistake of American subsidies of ethanol (and protection against competing bio-fuels imports from Brazil). If each country on its own imposes border adjustments for imports in whatever way suits national politics, they will be poorly targeted, discriminatory, and often covertly protectionist.”

∴ From “Environmental Effects of International Trade,” by Jeffrey Frankel, Harpel Professor of Capital Formation and Growth.

Cultural baggage

In Europe, where migrants make up almost 10 percent of the population, integration is a vital question. Particularly so in the case of Muslim migrants, who some observers see as creating their own societies separate from the mainstream. New research by Pippa Norris, lecturer in comparative politics at the Kennedy School, and Ronald Inglehart of the University of Michigan examined the social values of Muslim migrants living in Western societies and found them


“located roughly in the center of the cultural spectrum... between the publics living in Islamic and Western societies.” “This suggests that migrant populations living in Rotterdam, Bradford, and Berlin are in the process of adapting to Western cultures, while at the same time continuing to reflect the values learned through primary socialization in their original countries of origin,” the authors write.

How much we forget

In a study of Pakistani schoolchildren, Harvard Kennedy School Associate Professor of Public Policy Asim Ijaz Khwaja, together with colleagues, looked at how learning lingers. In “Here Today, Gone Tomorrow? Examining the Extent and Implications of Low Persistence in Child Learning,” they found that maintaining learning is challenging since only a fifth to a half of achievement persists between grades.

Putting a premium on where we earn

Comparing the wages earned by people inside and outside the United States with the same identical background (same country of birth, same education, same work experience), Lant Pritchett, professor of the practice of development, and colleagues calculated the “place premium.” They estimate that a moderately skilled worker would gain \$10,000 more moving to the United States—a figure roughly double the average income in the developing world. “This means that [policy barriers to labor movement] result in one of the biggest distortions in any global market, create the largest form of wage discrimination in today’s world, and lead to what is potentially the greatest antipoverty intervention available for people from poor countries,” they write.

 To learn more about HKS research, go to www.hks.harvard.edu/research-publications.

Flush with Success



Sim became involved in toilets as he was looking for social work that would offer more meaning to his life, which had otherwise been devoted to growing his businesses (“something that would be a discovery of how to live life usefully,” he says). But his interest had focused on narrower areas, such as the design of public toilets and their maintenance. His toilet epiphany, he says, happened during a trip to China, when he visited a village that had recently begun using toilets and realized the immensity of the impact on the villagers’ lives.

“Everything is related to toilets because toilets are so intimate to the human being,” Sim says. “It is the cheapest preventive medicine for the poor, a measure of affluence and quality of life, a symbol of status and dignity, a tourism earner, a great source of return on investment for any buildings and communities, and its impact on water pollution, public health, and other things like aqua-culture is extremely important.”

Sim’s organization now coordinates the growing number of toilet organization chapters (150 in more than 50 countries, and growing), helps build the infrastructure for the toilet market to grow (he believes toilets should not be simply handed out, but that people should have a sense of ownership), and acts as a clearinghouse for

information. Perhaps most importantly the organization helped put the issue on the map through advocacy and public relations.

“Due to our vanity, we refuse to admit our relationship to the toilet, avoiding discussions and shutting our minds to new thinking and innovative solutions,” says Sim, who is studying part-time for a master’s at Singapore’s Lee Kuan Yew School of Public Policy. “We are mentally constipated, and wto’s mission is to facilitate both good bowel and vowel movements.”

If that movement seems to be happening now, it is thanks in part to the World Toilet Summits Sim has organized and the creation of a United Nations’ World Toilet Day (November 19) he lobbied for.

And the work has given Sim that sense of meaning that he was looking for, not just because of the recognition and awards he receives, such as being named one of *Time* magazine’s Heroes of the Environment last year.

“The social sector gives such spiritual rewards that money could never buy,” he says. —RDO

Jack Sim

ALUMNI Jack Sim HKSEE 2008 is head of the World Toilet Organization and committed to encouraging toilet use worldwide.

This is the point where people usually start snickering and making bad jokes about “flushing” (see headline) and “going.” They’d probably continue laughing if they went to the Web site for his organization, the World Toilet Organization, whose logo is a blue, heart-shaped toilet seat.

But Sim gets it. In fact he is happy to play along because he knows that if someone’s laughing, then he can usually get them to listen. And when they listen, this is what he tells them: Nearly two-fifths of the world’s population—2.5 billion—does not have access to a toilet. Half of the world’s hospital beds are, at any one time, filled with people sickened by water-borne diseases caused mostly by water polluted by untreated sewage. Nearly 1.8 million children die from diarrhea each year.



Designs on Development

A special
approach to
development
creates a unique
response to

CATASTROPHE

BY ROBERT O'NEILL
PHOTOGRAPHY BY PIERS BENATAR

When Cyclone Nargis tore into Burma in May 2008, laying waste to a large part of the country and killing more than 150,000 people, relief workers mobilized to help the survivors.

At regular township coordination meetings, NGO workers from Yangon city, as well as experts flown in by major international relief agencies, hammered out the logistics of getting aid into the flooded Irrawaddy Delta region. As they talked of trucks, boats, tons of food, distribution points, some local Burmese men sat quietly at the back of the room. They worked for International Development Enterprises (IDE), a nonprofit whose Burma operation is run by two social entrepreneurs, Jim Taylor and Debbie Aung Din Taylor, both MC/MPA 1990.

The men were a little more rustic than the typical relief worker. “Most of our staff are former rice farmers — regular rural folks,” says Jim Taylor. “One visiting donor called them ‘salty’ in comparison to the urban-based staff of most groups.” They didn’t get that much attention until the extent of IDE’s reach and effectiveness became apparent.

The agency had been moving tens of thousands of temporary shelters and improvised water storage tanks into the worst hit areas. They had been reaching the victims of the storm directly, not leaving the supplies at regional hubs and leaving the local government to organize the distribution. And they had the supplies people needed most because they had spoken directly, and listened intently, to the survivors.

By the end of relief operations, the Taylors estimate their agency had reached more than a million people (out of the more than 2 million affected by the storm), supplying more than 73,000 family shelters, 58,000 farm recovery kits, 4,200 large-capacity water tanks, and 110,000 landless families with food rice.

It was one of the most effective relief efforts of the first few months. Perhaps most surprising of all, IDE was not a relief agency.

Jim and Debbie Taylor started the Burma program in 2004.

They had met doing development work in the Mississippi Delta in 1978, right out of college.

“We are both motivated by a desire to improve the lives of people living in poverty,” says Jim Taylor. “We’ve been given a lot by our families and our education and always felt a desire to use those skills to serve others.”

The Taylors were interested in working abroad. They went to Cambodia as the country was lurching toward peace following the devastating rule of the Khmer Rouge. They worked rebuilding large-scale irrigation and in rural health care and learned important lessons about direct knowledge of the people they were trying to help.

“The relationships we formed there were some of the deepest we have ever formed in our lives,” recalls Jim.

It was there that they also met Thomas Valley MC/MPA 1983, director of the Kennedy School’s Vietnam Program. The Taylors felt that they needed more economics training if they were going to make development their lives’ work, and Valley encouraged them to attend the Kennedy School.

Arriving in 1989, the couple immersed themselves in development economics and policy analysis. As soon as they graduated, they returned to international work, moving to Indonesia for seven years before eventually returning to the United States and settling in California in 1997.

Jim got an MBA, worked for an agribusiness multinational, and then a dotcom start-up. Debbie had been spending more and more time in her native Burma, (her father had been the country’s head forester, and though she had grown up largely outside Burma, she had retained deep ties to the country). Soon the desire to work overseas took over again.

But when they decided to move to Burma, with their two school-age children, they knew they did not want to work in traditional aid.

They wanted to affect broad change using the private sector, allowing the people they wanted to help to define value for themselves.

In Burma, the Taylors quickly set about finding out what smallholder farmers needed the most to jump-start their productivity, and then how to



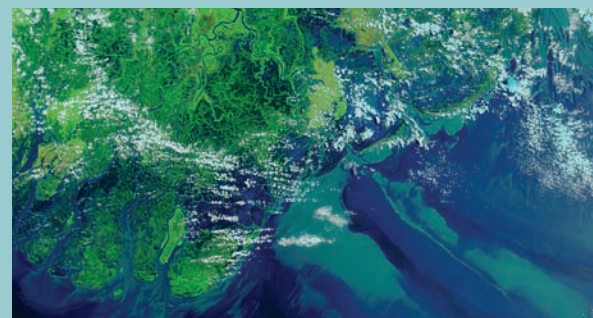
“We are both motivated by a desire to improve the lives of people living in poverty,” say Jim and Debbie Taylor (above). The couple met doing development work in the Mississippi Delta in 1978.

make that product as low-cost as possible and sell it to the farmer. It’s a concept dubbed “discover, design, deliver.”

In Burma, what the farmers needed most was water for irrigation, and the cheapest way to get them that water, and extend their growing season after the rains had passed, was a foot-powered water pump. They designed a model that could be made cheaply locally and that worked best in local conditions. Today they can sell the pump for as low as \$12 through a network of more than 200 agro-dealer shops and delivery agents at the village level, dealing directly with the users and helping them set the pumps up and troubleshoot any problems. The \$12 investment profits the average Burmese farmer about \$200 in additional crop sales. That’s money that is used on things like education and food for the family. In just a few years, almost 40,000 families have purchased pumps. The Taylors estimate that during the past four years they have helped 175,000 people, spread across 10,000 villages lift themselves out of extreme poverty.

Their close relationship with rural households allows them to constantly work on new products. Setting up a local design lab with help from Stanford’s graduate-level Entrepreneurial Design for Extreme Affordability course, the Taylors and their product design team have developed or redesigned a number of simple but productive products, such as low-cost water storage bags and a rechargeable

LOST LAND



Satellite images (left) of Burma’s Irrawaddy Delta region before (above) and after (below) cyclone Nargis hint at the damage inflicted by the May 2008 disaster. The storm is estimated to have killed more than 150,000 people, displaced 800,000, and affected the food security of 2.4 million.



“Most of our staff are former rice farmers — regular rural folks. One visiting donor called them ‘salty,’” Jim Taylor says of IDE’s staff (above). But they were able to reach some of the worst-hit areas quickly, assess the needs of storm survivors, and bring vital supplies to more than 1,200 villages within a few weeks.

solar light, and they are developing others, including a human-powered rice thresher and a line of fuel-efficient cooking stoves.

Their approach, dealing directly with the end users of their products, has allowed them to develop deep relationships at the local level. The openness with which they approach their work — “We’re very transparent about what we do,” Jim Taylor says — has allowed them to conduct their work without interference from the government.

When Nargis struck, all these factors allowed the Taylors to respond in a unique way.

Initially they moved quickly to locate about 20 staff members who had been caught in the path of the storm. While an operations center was set up in



Cyclone Nargis Farm Recovery Program 11 townships | 1,197 villages | 10,387 metric tons office seed | 740 power tillers | 110,638 bags of fertilizer | 58,383 farm families | 116,862 landless families | +1,000,000 people

the former capital, Yangon, staff from all over the country began to scour the disaster zone. They found their colleagues, alive and well. But they also found an area more devastated than they could have imagined: tens of thousands dead, villages annihilated, livestock and crops destroyed.

Reacting to the emergency, the Taylors mobilized all their organization’s resources for the relief effort. Their staff in the area were able to assess the most immediate needs of the survivors: first, shelter and drinking water.

Using rapid prototyping techniques, the Taylors determined the optimal size of the plastic tarp shelter needed (3 meters by 4 meters). They repurposed water tanks they had been developing for drip irrigation systems. The products were literally designed, built, and shipped into the needed areas within days.

Staff members traveled over flooded roads and down muddy canals infested with leeches and snakes. In areas where roads had been destroyed, they used boats, battling torrential rains and high winds to gain access directly to those who needed the supplies.

“They have been the true heroes of this crisis,” Debbie Taylor says of the staff, who endured long weeks without a break.

But the work was far from over. After relief came rebuilding.

“By mid-June farmers were telling us they were desperate to plant their rice crop in time for the rainy season,” Debbie Taylor says.

Funds came in from Western governments, including the United Kingdom, Norway, Denmark,



Canada, and the United States, as well as individuals, all impressed with the efficiency of their operation. Donations totaled \$10 million.

The Taylors worked quickly to engineer a recovery package for small farmers: hand tillers to replace the draft animals lost in the cyclone; rice seed that could grow in the soils altered by the flood of sea water; diesel to power farm equipment; and fertilizer to boost rice yields.

More than 58,000 kits were distributed in time for the planting deadline in late July. And one month’s supply of rice was delivered to more than 110,000 landless families.

Villagers in the delta, Debbie Taylor says, were not just appreciative of what their staff had done, but also of how they had done it.

1. A four-hour boat ride from the town of Labutta, Wae Daunt is located close to the Irrawaddy Delta’s mouth. When the cyclone hit, 60 percent of the villagers were killed. A boy was one of the 200 that survived.

2. In the village of Ka Nyingone, the cyclone killed 70 people out of about 1,000 and flattened most houses. Villagers told the Taylors that without assistance, which included the loan of tillers and supply of special rice seed, they could not have planted the rice crop in time.

3, 4, 5. More than 116,000 landless families each received a 50kg supply of rice. For many in the village of Twa Khan Yan Lay the aid helped pull them through the lean months of September and October, before the rice harvest. “It wasn’t for you we would have had to go to the side of the road with a cup and beg for food,” said one grateful recipient (above left). Transparency in the aid distribution was also important.

“We came directly to their village, despite the distance and difficulty, to deliver assistance into their hands,” she says. “We were able to model good governance and transparency.”

Goods were distributed directly, not through intermediaries, and transparently, so everyone knew what everyone else was getting. The actual process of distribution was helpful to farmers too. “Being called out by name and being recognized as individuals also affirmed the dignity of survivors,” Debbie Taylor says.

It will take years for the Delta to return to normal, the Taylors predict. But they will continue their social entrepreneurship work. Currently they are in the process of spinning off from IDE into a new organization called Proximity.

They also continue to build on their ties with the Kennedy School. Vallely, the man who first urged them to study at HKS, visited them in January to help assess the nation’s agriculture needs. The Taylors’ work may be used as a case study. And they plan to offer internship opportunities to several Kennedy School students this summer.

And they know their work has made a real difference in people’s lives.

“We’ve lost our homes, our belongings, our rice seed, our food, animals, and everything, and it is difficult,” a farmer from the Delta told them last summer. “But we have to say that one good thing that has come out of this disaster is we’ve come to know we have friends from the outside world who care about us.”

WASHINGTON CALLS

This information represents as comprehensive a list as was available to the Kennedy School on April 1, 2009. For developments and additions, an updated list is available on the school's Web site at www.hks.harvard.edu.

It perhaps shouldn't surprise anyone that a school of government, especially one as keenly sensitive to the call of public service and so deeply committed to the real-world application of its innovative ideas, should see some of its best and brightest be called on to serve the President of the United States.

After all, the flow to, and from, Washington by alumni and faculty has set the school apart from its very beginning.

"The school is unique because not only do we have a tradition of providing a scholarly background for thinking systematically about problems, but we also have practitioners, people that have actually been there," says Dean David Ellwood, himself a former assistant secretary at the Department of Health and Human Services in the Clinton administration. "So what comes out of the school are powerful ideas that reach beyond the academic world and make a real difference."

But the election of President Barack Obama, and the broad array of serious challenges the country and his administration face, has seen an unusually large HKS contingent decamp for Washington.

- Department
- White House Office
- Agency
- ★ Waiting Senate approval
- Red = Transition Team Member



WHITE HOUSE

John Holdren, *Professor of Environmental Policy*, Assistant to the President for Science and Technology, Director of the White House Office of Science and Technology Policy, and Cochair of the President's Council of Advisors on Science and Technology (PCAST)
Lawrence Summers, *University Professor*, Director, National Economic Council
Candace Chin MPP 2008, Special Assistant to the Director of Presidential Personnel, Transition Personnel Department

Nancy-Ann DeParle IOP 2000, Director, White House Office of Health Reform
Henry DeSio MC/MPA 2001, Deputy Director of White House Management and Administration
Rashad Hussain MPA2 2007, Deputy Associate Counsel
Cody Keenan MPP 2008, Presidential Speechwriter
David Medina MPP 1993, Deputy Chief of Staff for the First Lady

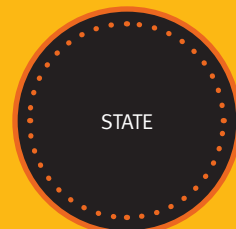
Peter Rouse MC/MPA 1977, Senior Advisor to the President, **Transition Cochair**
Nancy Sutley MPP 1986, Chair, White House Council on Environmental Quality
Paul Volcker KSG 1951, Chairman, Economic Recovery Advisory Board
Joani Walsh MPA 2007, Transition Working Group



Ashton Carter ★
Professor of Science and International Affairs, Undersecretary for Acquisition, Technology, and Logistics, **Transition Team Member**
John White, *Lecturer*, Defense Department, **Transition Team Lead**



Rand Beers, *Lecturer in Public Policy*, Counselor to the Secretary, **Transition Team Lead**
Bridger McGaw MPP 2004, Acting Assistant Secretary for the Private Sector



Karl Eikenberry NSF 1993, U.S. Ambassador to Afghanistan



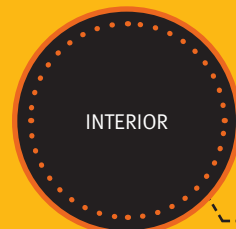
Amanda Fuchs Miller MPA 2003, Office of Legal Policy
Tom Perez ★ MPP 1987, Assistant Attorney General, Civil Rights, **Transition Working Group**



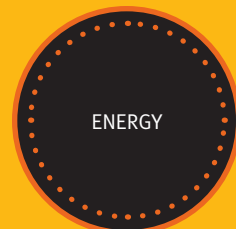
Damon Munchus MPP 1994, Deputy Assistant Secretary for Banking and Finance, Office of Legislative Affairs, **FDIC Transition Team Member**
Josh Gotbaum MPP 1976, **Transition Team Lead**



Shaun Donovan MPA2 1995, Secretary of Housing and Urban Development
William Apgar, *Lecturer in Public Policy*, Senior Advisor for Mortgage Finance
Nicholas Retsinas, *Director, Joint Center for Housing Studies*, **Transition Team Member**



William Shafroth ★ MC/MPA 1991, Deputy Assistant Secretary for Fish, Wildlife, and Parks



Rod O'Connor MC/MPA 2003, Chief of Staff, Secretary of Energy



Tom Vilsack IOP Fellow 2008, Secretary of Agriculture
Jonathan Adelstein ★ HKS 1987, Administrator for the Rural Utilities Service



Linda Bilmes, *Lecturer in Public Policy*, **Transition Team Member**



David Blumenthal MPP 1975, National Coordinator for Health Information Technology



Rick Wade MC/MPA 1997, Senior Advisor and Acting Chief of Staff



Samantha Power, *Professor of Practice of Global Leadership and Public Policy*, Senior Director of Multilateral Affairs, **Transition Team Member**
Sarah Sewall NISM 1995, *Lecturer in Public Policy*, National Security Agencies, **Transition Team Lead**



Jeffrey Liebman, *Professor of Public Policy*, Executive Associate Director, **Transition Team Member**
Xavier de Souza Briggs MPA 1993, Associate Director for General Government Programs



Lisa Jackson HKSEE 2003, Administrator
Cynthia Giles ★ MC/MPA 2000, Assistant Administrator for Enforcement and Compliance Assurance



Fred Hochberg HKSEE S&L 1996, *Small Business Administration*, **Transition Team Lead**
Marla Felcher, *Lecturer in Public Policy*, Consumer Product Safety Commission

Sure Can Pick 'Em

The Innovations in American Government awards, administered by the Ash Institute for Democratic Governance and Innovation, were created to recognize and reward excellence in the private sector. So it shouldn't come as a surprise that three recent winners were among President Obama's cabinet picks.

Former Arizona Gov. **Janet Napolitano** was picked to serve as Secretary of Homeland Security, New York City Housing Commissioner **Shaun Donovan** MPA2 1995 was tapped to head the Department of Housing and Urban Development, and former Iowa Gov. **Thomas Vilsack** was picked to head the Agriculture Department.

Napolitano and Donovan won in 2008: Napolitano for a program that helped reduce recidivism and institutional violence in state prisons; Donovan for the creation of a fund that allow the construction of thousands of units of low-income housing. Vilsack was honored in 2005 for a program exchanging red tape for flexibility in state government.



Kennedy School ideas and leadership point Harvard in a greener direction

Going Going Green!

BY LEWIS RICE

ILLUSTRATIONS BY CHRIS PYLE

TWENTY YEARS AGO, before many people knew what global climate change was, William Clark was writing about the subject. Now the Kennedy School professor has helped shape a plan for Harvard University to address the problem by reducing its own greenhouse gas (GHG) emissions.

Clark, the Harvey Brooks Professor of International Science, Public Policy, and Human Development, last year served as chair, along with Tom Vautin, associate vice president for facilities and environmental services, of the Harvard University Task Force on Greenhouse Gas Emissions. He was joined by 20 other task force members, including

Kennedy School representatives John Holdren, the Teresa and John Heinz Professor of Environmental Policy, who was recently appointed assistant to President Barack Obama for science and technology and director of the White House Office of Science and Technology Policy; Craig Altemose MPP/JD 2010; and Heather Henriksen MC/MPA 2008, who later became

director of Harvard's new Office for Sustainability (see sidebar).

Issuing its report in June, the committee recommended that Harvard should cut its greenhouse gas emissions by 30 percent by the year 2016. The report also urges Harvard to conduct annual and more formal quadrennial reviews of its progress and commit to a universitywide research initiative on climate change.

Top ten actions



1 Drive less.

Walk, bike, and take public transportation instead.

2 Turn off computers.

Computers in sleep mode and laptops closed but plugged in use power.

3 Unplug chargers.

Those little plastic transformer boxes that charge cell phones and cameras and other items use electricity in your house, even when they are not attached to equipment.

4 Turn out the lights.

Simply turning out the lights in empty rooms can save significant amounts of energy.

5 Take shorter showers.

Showers account for two-thirds of all water heating costs. Save, on average, 350 pounds of carbon dioxide and \$99 per year by shortening the length of your showers or turning down the water temperature.

6 Adjust your thermostat.

Dress for the season and take it easy on the thermostat. Turn down the heat when not in your room.

7 Eat less meat.

Livestock are a major contributor to global greenhouse gas (GHG) emissions. Reducing the quantity of meat in your diet can significantly decrease your own GHG footprint.

8 Wash clothes in cold water.

Up to 90 percent of the energy used to wash clothes goes toward heating the water.

9 Ditch the plastic.

Avoid disposable water bottles and use refillable containers.

10 Reduce. Reuse. Recycle. RETHINK.

From the Office for Sustainability

www.green.harvard.edu/takeaction

Harvard President Drew Faust, who formed the task force, called the recommendations “ambitious and far-reaching, reflecting both the urgency of the climate problem and Harvard’s opportunity to show leadership in addressing the issue.” Following the release of the report, the University held a “Harvard Sustainability Celebration” in October that featured former vice president and Harvard alumnus Al Gore, a leading and early advocate of calling attention to the climate change issue, who in 2007 received the Nobel Peace Prize.

The task force was formed, according to Clark, after former Harvard President Lawrence Summers established a broad set of sustainability principles for the university. When Faust became president, she expanded that effort, propelled by a campuswide desire to minimize the institution’s impacts on the environment, he said.

“There was a very broad faculty, student, and staff interest and engagement in issues of climate,” he said. “There was a consensus across campus that this was a very serious problem that many of us were working on, and that certainly would be an area in which we had both competence and the world would have expectations that we would move forward with it.”

Clark praised the contributions of the Kennedy School representatives on the task force. Holdren, who until his recent administration appointments was director of the Science, Technology, and Public Policy Program at the Belfer Center for Science and International Affairs, is one of the foremost authorities on climate in the country, he said. “John was one of my two or three anchors on the state of the science. He’s authoritative on it and incredibly clear. He brought an

assurance that we really understood the science and technology of the problem. That was hugely important because there’s been all manner of controversy on the climate issue.”

The students, he said, advanced their strong views and those of the larger student population, while maintaining a professional role as members of the committee. “Craig had thought deeply about the ethical dimensions of humanity’s approach to the issue. He saw it as existential and talked about the moral responsibility of the university,” Clark said. Henriksen “was just superb in getting people to spend the extra time to listen to each other, craft common ground, and bring us back into the next meeting in a way that we could actually move forward.”

As for Clark himself, his work leading the task force drew on a career focused on climate change and sustainability. In the early 1980s, he edited one of the U.S. government’s first reviews of the climate issue. He also ran a program for the International Institute for Applied Systems Analysis in Vienna, which developed one of the first interdisciplinary studies of sustainability issues. Clark currently codirects the Sustainability Science Program at Harvard’s Center for International Development, which seeks to advance understanding of “human-environment systems” and promote sustainability.

Clark pointed to other Kennedy School faculty members who work on climate change and sustainability. On the public policy side, they include Robert Stavins, director of the Harvard Environmental Economics Program and chair of the Environment and Natural Resources Faculty Group at the Kennedy School, who with other Kennedy School professors is leading an effort to forge international climate agreements. The school also recently hosted a conference called “Acting in Time on Energy Policy,” which, under the leadership of Kelly

Gallagher, will produce a book of the same name designed to brief the Obama administration and Congress.

In addition, Kennedy School professors Iris Bohnet and Jennifer Lerner are researching behavioral economics to determine how best to encourage behavior that will support the Harvard sustainability effort. For in order to accomplish such an ambitious goal, Clark emphasized, “It will require that we be incredibly creative in technologies we adopt, new fuel sources, and, indeed, behavioral changes.”

The report from the task force outlines why change is needed, bolstered by findings contending that greenhouse gas emissions pose “a clear and present danger to society.” Noting that increased emissions and the rising temperature of the earth’s surface may lead to “truly catastrophic impacts,” the task force concluded that emissions from the United States and the industrialized world should decrease 30 percent from 2005 levels by 2030—and that Harvard and other leading institutions should do even better.

These findings, according to Clark, drove the task force recommendation of a 30 percent reduction in greenhouse gas emissions at Harvard in the short term. That goal is “as deeply based in what Harvard can do as what the science says we need to do,” he says.

Harvard’s own greenhouse gas emissions, which have been tracked since 2000, have grown by an average of 4 percent a year. The university can reverse this trend and spur reductions through a combination of improved energy efficiency, reduction in energy consumed, controlled growth, and offsetting emissions we cannot mitigate. Clark calls enhanced energy efficiency a “win-win,” as it will not only reduce emissions but energy bills as well—costs that now approach \$100 million annually at Harvard.

Major emissions reduction will become even more essential when Harvard expands its operations into Allston. Managing that growth, according to the report, “requires balancing the scale and energy burden of the university with its mission, sometimes referred to as ‘right’ sizing.”

“HKS’s continued focus on on-site conservation projects, in addition to Renewable Energy Certificates (REC) purchases has moved the school towards a significant GHG reduction,” the Office for Sustainability reports.

In order for Harvard to fulfill its mission while meeting the reduction goals, the task force recommended investment in some type of offset or low carbon energy technology, which involves receiving credit for supporting technology creation or others in reducing their emissions. The Kennedy School in 2005 offset its entire electric usage by acquiring REC, commodities that support renewable energy development.

Yet the task force report acknowledges that offsets are sometimes pejoratively characterized as “buying indulgences.” Clark emphasizes that offsets wouldn’t serve as an excuse for doing less than possible on campus; at the same time, the university cannot take drastic measures such as vacating buildings or laboratories. In the end, offsets will benefit the environment, he notes, because “it doesn’t care who reduces emissions.”

The task force having disbanded after issuing its report, Harvard is now undertaking an implementation planning process, a university-wide effort led by the Office for Sustainability. The process will involve capital and facilities planning as well as engagement and innovation from all levels of the campus, says Clark. The effort will be complicated, but he encapsulates it with a simple image. Imagine a hiker who packs a backpack that’s too heavy. If she keeps taking out even the smallest of items, eventually the pack will become noticeably lighter. Each single thing may not matter much, but the accumulated effort will make a real difference in the end. ❖

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

Driving principles

Heather Henriksen MC/MPA 2008 hoped she would become a sustainability director after graduating. She just thought she might have to travel a little farther to get that job.

Henriksen was tapped last fall to become director of Harvard’s new Office for Sustainability after serving as a student representative on the Task Force on Greenhouse Gas Emissions. The office oversees the implementation of the task

force’s goals and manages the university’s sustainability initiatives.

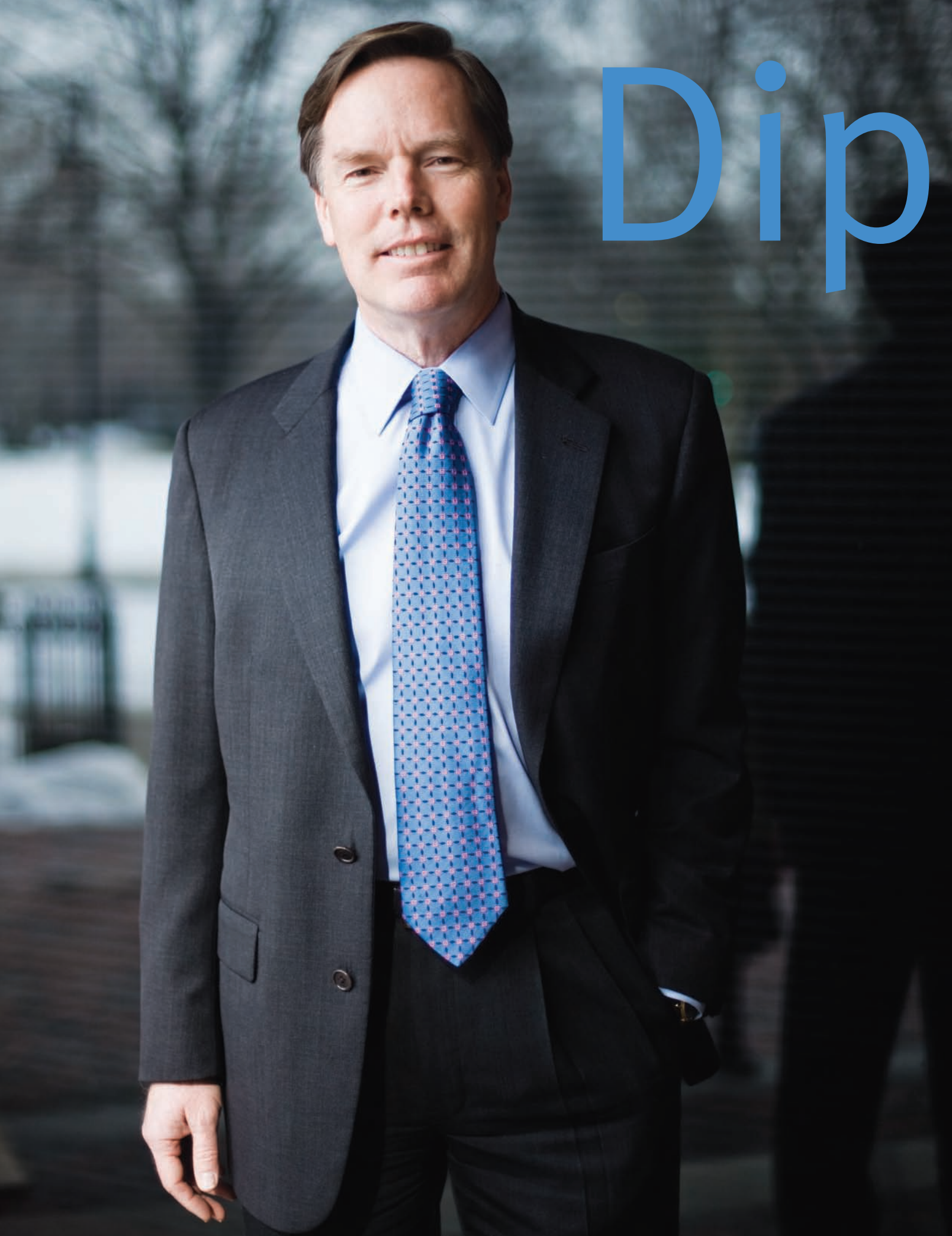
Before coming to the Kennedy School, Henriksen was director of corporate marketing and business development at Time Warner and had also worked with Environmental Entrepreneurs, a group of business leaders who tout the economic benefits of earth-friendly policies.

Her interest in the environment was first sparked when she suffered from mercury poison from eating fish. “I had a personal wakeup call to the impact of toxins on public health and the impact of the environment on people’s health,” she says.

While at the Kennedy School, Henriksen joined a group of graduate

students focused on climate issues. She was picked to serve on the university task force after that group met with Harvard President Drew Faust to discuss the university’s commitment to reducing greenhouse gases.

“It was an incredible learning experience,” Henriksen says about her time on the task force, “not only to learn even more about climate change from some of the world’s foremost scientists, but also to really dig into all the touch points on how policy would affect the university and what would be the driving principles in actually coming up with recommendations.”



Diplomatic Measures

In an illustrious foreign service career spanning more than 27 years, Nicholas Burns achieved great success helping to shape an agreement regarding India's nuclear energy policy and brokering a military defense deal with Israel among other accomplishments. But of all the responsibilities he's had while representing U.S. interests in Africa, Asia, Europe, Latin America, and the Middle East, his most recent assignment may have been the most challenging and the most telling.

For three years, until his retirement in April 2008 from his post as undersecretary of state for political affairs, Burns was America's lead negotiator on Iran, spearheading efforts to curb that nation's nuclear ambitions. But he performed that job without ever setting foot in Iran or talking with an Iranian official. Burns was not alone in that regard, as the same has been true for every U.S. diplomat of his generation. In fact, in the 30 years following the revolution of 1979 that deposed the Shah of Iran, the United States has had no diplomatic relations with that country whatsoever.

In many ways, that experience sums up what is wrong—or *has been wrong*—with U.S. foreign policy, according to Burns, who joined the Harvard Kennedy School faculty last September as a professor of the practice of diplomacy and international politics. "We have to talk to our adversaries," he insists. "There's nothing to be gained from shutting ourselves off from the rest of the

Former State Department official Nicholas Burns believes talking should come first

BY STEVE NADIS
PHOTOGRAPH BY
LEAH FASTEN

world—or from one of the most important and powerful states in the Middle East,” he adds. “My view is that by talking to them, we only strengthen our position.”

Barack Obama espoused a similar philosophy for which he was attacked during the presidential campaign by John McCain and Sarah Palin, who called his willingness to talk with hostile nations naïve at best and “bad judgment,” or even “dangerous,” at worst. But within minutes of being sworn in as president, Obama restated that very theme in his inaugural address, telling leaders of countries like Iran and North Korea that “we will extend our hand if you will unclench your fist.” In her first day on the job as secretary of state, Hillary Clinton also pledged a renewed emphasis on diplomacy in our international dealings.

Much needs to change, in Burns’s opinion, as our relations with Iran, or lack thereof, show the extent to which diplomacy has taken a backseat in U.S. foreign policy. “In reacting to 9/11, we’ve focused more on what we can do militarily and through intelligence, but we need a more balanced approach because it’s rare that a problem lends itself to a single solution.” Diplomacy needs to be put back into the mix in a big way since, by his reckoning, 90 percent of foreign policy is diplomacy. As such, it should be regarded as our first line of offense rather than as a mere afterthought.

Iraq is an example of what can go wrong when we give short shrift to diplomacy in favor of military action. With the benefit of hindsight, Burns says, one can see that the 2003 invasion of Iraq was “a mistake based on faulty assumptions—among them that this was a situation that lent itself to a quick military solution.” Instead, it led to a five-year-plus occupation that few people foresaw because we didn’t appreciate the political divisions within Iraq.

Overall our involvement there created more problems than it solved, he says, illustrating in graphic terms why we need to “revalidate diplomacy as a principle means of statecraft.”

This is not to imply, adds Burns, that we should reduce support for the military. A strong military is essential for a strong diplomacy and the integration of the two is essential for a successful foreign policy. But our current national strategy relies too heavily on the military, while at the same time diplomacy remains undervalued, underutilized, and underfunded.

As an example, Burns points to the fact that the United States employs more musicians in its military bands than the State Department has diplomats (presently about 6,500). Another 1,500 to 2,000 diplomats are needed to get up to what he calls “full strength.” The cost of increasing the diplomatic corps is miniscule compared with the cost of increasing or maintaining military troops.

The United States employs more musicians in its military bands than the State Department has diplomats.

The U.S. Agency for International Development (USAID), which provides economic and humanitarian assistance around the world under the guidance of the State Department, serves as another example. “We had roughly 15,000 AID officers during the height of the Vietnam War, but now there are just 3,000,” says Burns, a decline of about 80 percent. “The fact is, we haven’t sufficiently funded diplomacy at a time when we need it more than ever.”

That need has grown, despite the relative neglect diplomacy currently receives, because the 21st century shows every sign of being the era of globalization. Although the United States is the greatest power in the world and is likely to remain so for the rest of our lifetimes, Burns says, other countries—like China, India, Brazil—are rising to power.

“But this is not something to be feared,” he notes. “This can be good news, rather than bad news. It’s in our interests to see other countries grow stronger so long as we can find a way to work collaboratively with them.” As he sees it, there’s been an incredible burden on the American taxpayer and American soldier, and the prospect of other countries stepping up and taking on more responsibility ought to be applauded. The take-home message is that we can no longer operate alone in the world; we need to ask other countries to do more, to send more troops, and to pay more.

While this is not a radical idea, Burns acknowledges, it represents a major departure from the first term of the Bush presidency when the United States sometimes acted unilaterally. With the appointment of Condoleezza Rice as secretary of state in its second term, says Burns, the administration began taking diplomacy more seriously.

Isolationism—a philosophy embraced by some Americans throughout the nation’s history—is no longer an option either. As the world becomes increasingly complex and interconnected, Burns maintains, our best recourse lies in building coalitions. That’s because the biggest problems facing the world today—global warming, terrorism, international drug and crime cartels, pandemics, and the like—cannot be solved by a single country acting alone. Nor can we insulate ourselves from these problems by just staying home, Burns says.

“We live in a globalized world and have to engage in it.” The United States needs to find a different way of reacting to international dilemmas, he adds, “and I hope the answer will

be engagement, multilateral engagement, and purposeful world leadership.”

Although the global warming issue offers a critical challenge for the world, Burns says, “it’s also a challenge that should unite the world.” Moreover, he sees it as an opportunity for the United States—and the newly installed Obama administration—to assume a positive leadership role.

“When I’ve traveled overseas to Asia, Europe, and Latin America, people would often say, ‘You want us to help you on terrorism, but you won’t help us on our biggest concern, global warming, despite the fact that you’re the world’s biggest carbon emitter,’” Burns recalls. Although the United States was not a party to the Kyoto Treaty, we have the chance—as well as an obligation—to get involved in the next round. At a climate conference to be held in Copenhagen in late-2009, participants intend to draft a treaty that goes beyond Kyoto, “and this time we can be in the thick of the battle, contributing positively to the world’s problems,” says Burns. “Our fate is to lead, and our task is to lead well.” The hope is that, once again, people will view the United States as a force for good in the world, rehabilitating an image that was badly tarnished after Guantanamo, Abu Ghraib, and other low points in American conduct over recent years.

Becoming an effective world leader, he says, will require a shift in attitude, as well as the ability to listen to and respect others. It will also take a new and broader interpretation of what diplomacy is all about.

“A lot of people think of diplomacy as high-minded conversations over cocktails or tea,” says Burns. “But that’s the antique view. Diplomacy in the 21st century involves getting out in the field, rolling up our sleeves, and trying to help the people of the world in a more direct way.” The modern view of diplomacy is much more expansive, essentially encompassing foreign policy itself, including foreign assistance, economic development and reconstruction, institution building, military and security training, and the provision of basic services.

All of these elements are deemed critical to long-term success, and they come into play in a place like Afghanistan, where, according to Burns, the war poses an extremely difficult situation for President Obama. The fighting is becoming bloodier and more dangerous, with every indication pointing to things getting worse before they get better. Burns believes that it would be in the interests of both the United States and Afghanistan to be talking with lower-level members of the Taliban. That said, however, at the moment, the most auspicious avenue for diplomacy lies in economic and humanitarian programs, like building schools and hospitals, rather than in summit conferences, says Burns. “This is a battle for the hearts and minds of the Afghan people. We need to show them that the world we want is better for them than the world under Taliban rule.”

Which is not to suggest there isn’t a time and place for talk between government officials. In fact, Burns believes that discussions with Iran make sense today, even though we can’t enter into such a conversation naively. Instead we need to adopt a tough-minded attitude, given that Iran is a “very dangerous government” that is funding most of the Mid-East terrorist groups, actively seeking its own nuclear weapons, and generally wreaking havoc in Iraq. Keeping Iran from becoming a

nuclear weapons power is a top priority, but how can we accomplish that? Since military force is not likely to work, nor would that diminish the Iranian-terrorism connection, Burns believes that sitting down with Iranian officials below the presidential level would be an important first step.

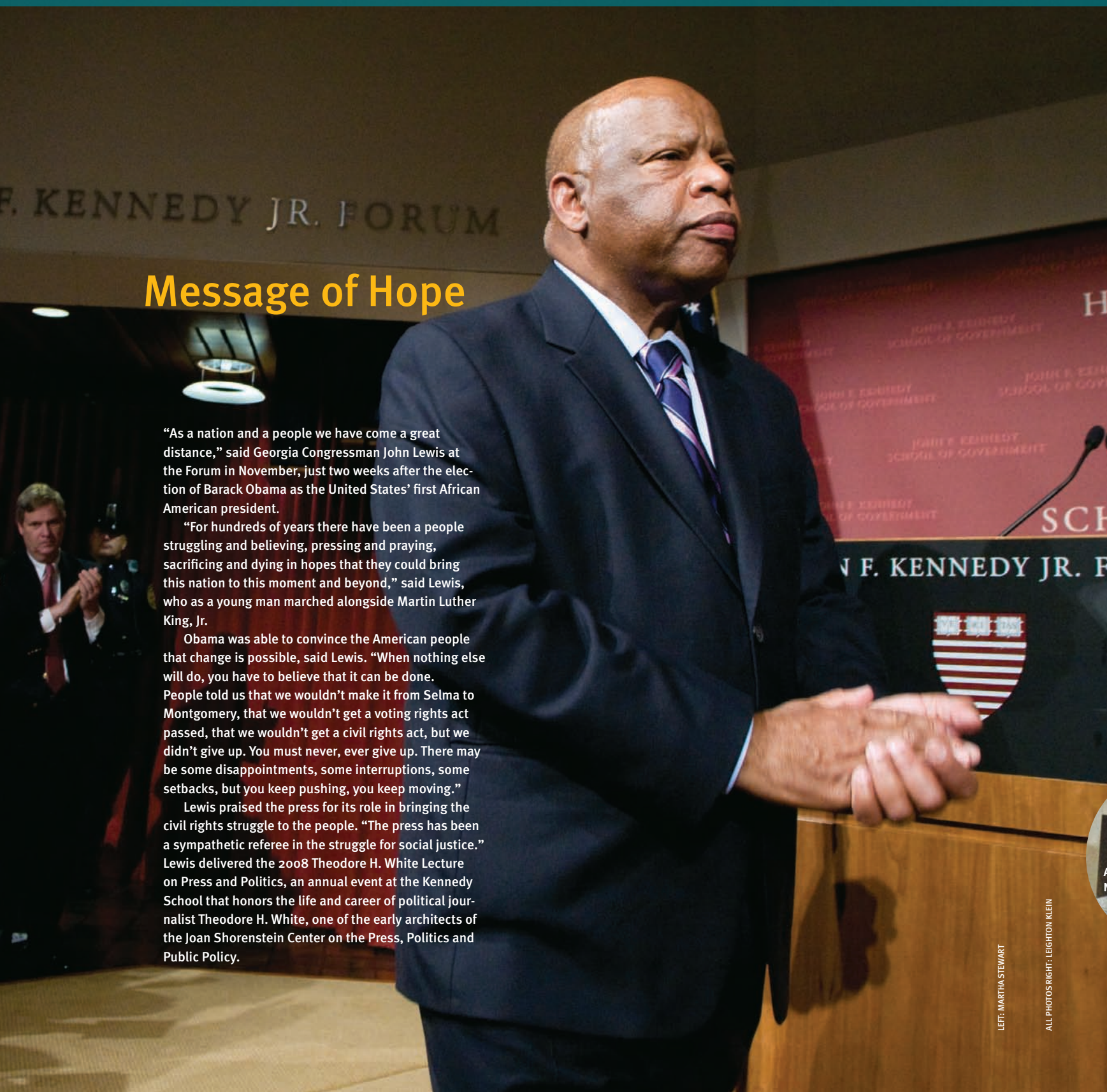
“Just ignoring them and hoping they go away is not a wise strategy. The first rule of statesmanship is ‘know your adversary,’ and when it comes to the Iranians, we literally don’t know who they are or what they think.”

The initial goal should just be to meet and talk and see if we can come to any kind of settlement or shared ideas. “We might get lucky and resolve some issues peacefully, which is always better,” Burns says. “There’s no sense in trying the military option without talking to them first.” He doesn’t see a significant downside to colloquy between the two sides. If the talks succeed, we’ll have avoided a potentially catastrophic war. And if the talks fail, we’ll be in a better position to convince Russia, China, and other nations to endorse tougher sanctions against Iran.

Either way we should make a concerted effort to get to the negotiating table, exhausting every diplomatic option before contemplating military measures. War with Iran is neither inevitable nor desirable, Burns insists. Talking, on the contrary, gives us our best possible chance of success, even though some observers may not relish the prospect of such deliberations. He cites former Israeli prime minister (and Nobel Peace Prize winner) Yitzhak Rabin, who once said: “You don’t make peace with friends. You make peace with very unsavory enemies.” And so far, no one has found a way of doing that—of “making peace”—without opening up some sort of dialogue, no matter how unsavory the foe. ❦

Steve Nadis is a Cambridge-based journalist.

The cost of increasing the diplomatic corps is miniscule compared with the cost of increasing or maintaining military troops.



Message of Hope

“As a nation and a people we have come a great distance,” said Georgia Congressman John Lewis at the Forum in November, just two weeks after the election of Barack Obama as the United States’ first African American president.

“For hundreds of years there have been a people struggling and believing, pressing and praying, sacrificing and dying in hopes that they could bring this nation to this moment and beyond,” said Lewis, who as a young man marched alongside Martin Luther King, Jr.

Obama was able to convince the American people that change is possible, said Lewis. “When nothing else will do, you have to believe that it can be done.

People told us that we wouldn’t make it from Selma to Montgomery, that we wouldn’t get a voting rights act passed, that we wouldn’t get a civil rights act, but we didn’t give up. You must never, ever give up. There may be some disappointments, some interruptions, some setbacks, but you keep pushing, you keep moving.”

Lewis praised the press for its role in bringing the civil rights struggle to the people. “The press has been a sympathetic referee in the struggle for social justice.” Lewis delivered the 2008 Theodore H. White Lecture on Press and Politics, an annual event at the Kennedy School that honors the life and career of political journalist Theodore H. White, one of the early architects of the Joan Shorenstein Center on the Press, Politics and Public Policy.

LEFT: MARTHA STEWART

ALL PHOTOS RIGHT: LEIGHTON KLEIN

THE BUZZ

“You can’t be in politics today without having your own **YouTube** channel.”

∴ Steve Grove MPP 2006, head of news and politics at YouTube, at an IOP brown bag about the critical role of YouTube in politics today.

“There’s no question that this was a **transformational campaign**.... Whether this will be a transformational presidency or not, I do not know.”

∴ Adam Nagourney, national political reporter for *The New York Times* at a Shorenstein Center brown bag about whether Barack Obama’s presidency will be as transformational as his candidacy.



Adam Nagourney

“Google search has become Microsoft’s worst **nightmare**. It’s also the worst nightmare for any number of other media companies.”

∴ *New Yorker* columnist Ken Auletta about the growing influence and power of Google, at a Shorenstein Center brown bag lunch.



Ken Auletta

“So how in the world guys could convince themselves in 2005, 2006 that **the price of a house in Las Vegas** should be worth \$350,000 I’ll never know, but it’s not compatible with a rational model.”

∴ Ed Glaeser, Glimp Professor of Economics and Director of the Taubman Center and Rappaport Institute, on the real estate bubble in places like Nevada, where there are few restrictions on housing supply, at the Rappaport Institute’s 101 Series.

“The Israeli people have not known a single day of **peace** and the Palestinian people have not had a day of **justice**.”

∴ Nicholas Burns, professor of the practice of diplomacy, speaking on the 61 years since the creation of Israel, at a Forum event on peace in the volatile region.

“All presidents are **blind dates**.”

∴ Jonathan Alter, columnist for *Newsweek*, at a Shorenstein Center brown bag about what to expect from the Obama presidency.



Jonathan Alter



Mike McConnell

FORUM | Soft Underbelly Ever-changing security threats, including the increasing threat of terrorism and competition for resources such as energy, food, and water demand an agile intelligence community, Director of National Intelligence **Mike McConnell** said during a visit to the Forum in December. McConnell paid particular attention to the dangers of bioterrorism and cyberterrorism. He said that there was a “better than even chance in the next five years” of a bioterrorism attack somewhere in the globe. He also described the threat of cyberterrorism as the country’s “soft underbelly.” “The United States depends on the cyber infrastructure more heavily than any other nation on earth,” he said.

FORUM | Theory of Nonviolence Some of the women peace activists attending the 10th annual **Women and Security Program** took part in a panel at the Forum in January calling for female perspectives to be heard in the new administration of President Barack Obama. “Women bring a different definition of security,” said **Orzala Ashraf**, founder of Humanitarian Assistance for the Women and Children of Afghanistan. **Marini de Livera**, a national project coordinator for the UN Development Programme in Sri Lanka, noted that although her country has seen female presidents, those women rulers are leading a patriarchal society. “*Ahimsa*, nonviolence, is the theory, but violence is the practice,” she said.



Left to right: Swanee Hunt, Josephine Abalang, Marini de Livera, and Rufa Guiam



David Axelrod

FORUM | Moment of Peril When Obama and McCain **campaign managers** discussed the election in the Forum, talk turned to pivotal moments that altered the course of the campaign. Iraq and the economy were enormously important, perhaps decisive. But the coverage of Obama’s association with Rev. Jeremiah Wright was also a “moment of peril.” **David Axelrod**, chief campaign strategist, described how Obama wrote his seminal speech on race relations around his busy campaign schedule, eventually finishing just hours before he would deliver it. “I woke up at about two in the morning and there was the speech on my BlackBerry,” Axelrod said. “I spooled through the speech and I e-mailed him back saying, ‘This is why you should be president.’”



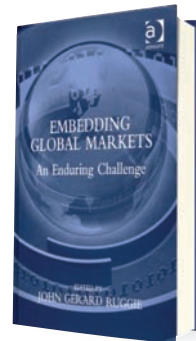
Hussein Hassouna

FORUM | Whose Problem? How to build a framework toward reconciliation in Iraq? That was the question pondered by a panel of diplomats, scholars, and journalists at the Forum in December. Ambassador **Hussein Hassouna**, chief representative of the League of Arab Nations to the United States, urged that one important point not be forgotten: “The issue of Iraq is a local problem, it is a regional problem, and it is a global problem,” he said. “But however we try to approach this issue, we have to realize that any approach, any solution, concerns the people of Iraq—their destiny and their fate. And it is up to them to choose what they want.”

CLOCKWISE FROM TOP LEFT: MARTHA STEWART; MARCUS HALEVI; STEPHANIE MITCHELL/HARVARD NEWS OFFICE

**Embedding Global Markets
An Enduring Challenge**

John Ruggie



In 1982, John Ruggie introduced the concept of “embedded liberalism” into the field of international affairs. At the time it was an utterly novel approach, one that studied postwar international trade and monetary regimes and explored how capitalist countries combined the efficiencies of the markets with broader values of the community... hence the “embedding” of markets.

In his new book, *Embedding Global Markets: An Enduring Challenge*, Ruggie, the Kirkpatrick Professor of International Affairs, has assembled the writings of almost a dozen scholars to explore if and how this concept can be applied on a global scale.

In 1999, United Nations Secretary General Kofi Annan summed up the importance of the concept at the World Economic Forum in Davos: “Our challenge today is to devise a similar [to embedded liberalism] compact on the global scale, to underpin the new global economy... Until we do, the global economy will be fragile and vulnerable.”

Annan’s words resonate nearly a decade later, as the U.S. financial sector meltdown has reached nearly every country in every corner of the globe.

The book is divided into three parts—the analytics of embedded liberalism, a survey of macro-patterns in the industrialized countries that show this concept in practice, and a look forward toward possible building blocks for globalization.

Ruggie, former director of the Mossavar-Rahmani Center for Business and Government, argues that applying this concept to the international arena of globalization may prove daunting, but he is quite sure that corporate actors will play a role.

One reason for the difficulty is that there is no single “government” on the international level as there had been on the national level, and international institutions are not strong enough to counterbalance. “Governments played a key role enacting and sustaining this compromise,” Ruggie notes, especially in not letting markets get too far beyond regulatory capacity and safety nets.

Civil actors and global civil organizations and movements—such as the corporate social responsibility movements

and the UN’s Global Compact, along with certification institutions—have moved in to fill the void, promoting codes of conduct. Despite great progress in promoting voluntary initiatives, their scope remains limited.

In addition, great tensions exist around globalization. It has produced a backlash due to the unequal distribution of globalization’s benefits. Also, global rule making has become unbalanced. For example, the World Trade Organization has strengthened rules around property rights, while rules intended to promote social agendas, such as labor standards, in some cases have become weaker. Globalization has for many meant a greater vulnerability



to unpredictable forces, such as the 1997 Asian financial crisis and those that global markets are experiencing today.

However, the world still seems to be grappling with the notion of embedding markets. “Ironically,” Ruggie writes, “it seems that the public has never abandoned the social expectations and aspirations expressed in the embedded liberalism compromise.”

There is a fundamental recalibration going on in the public/private sector balance, Ruggie concludes, occurring at the global level as well as domestic. It therefore seems certain that governments, states, businesses, and civil society will continue to struggle—perhaps “haltingly and erratically with something akin to an embedded liberalism compromise.” MDM

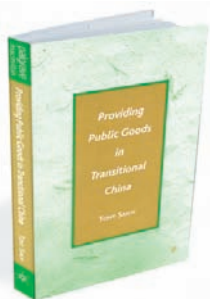
RIGHT: MARTHA STEWART

Providing Public Goods in Transitional China

∴ Tony Saich



∴ Tony Saich



China's economic development has moved many hundreds of millions from the countryside to the city, from the field to the factory, and from poverty to something more comfortable. But as the country jumped upward, its social welfare system slipped backward.

Before the late 1970s, most welfare was provided through the workplace or rural collectives. But that changed with economic reform. The privatization of state-owned industry alone led to the loss of an estimated 40 to 50 million jobs and their attendant benefits. Reform moved the responsibility for those public goods back toward the household or underfunded local programs.

Medical insurance, pensions, and other social welfare became the privileges of the few—those working in select industries or for the government. Medical insurance coverage rates, for example, dropped from around 80 percent to around five percent.

In *Providing Public Goods in Transitional China*, Anthony Saich, Daewoo Professor of International Affairs and director of the Ash Institute, examines how the Chinese government has dealt with these great changes.

He analyzes how the government is rebuilding social welfare structures by increasing its investment in social welfare or by partnering with civil society organizations.

He also asks how modern China, whose identity is so deeply rooted in the idea of equality, has dealt with its evolution into a land of great disparity and how it plans to transform itself into a more equitable nation. ∴ RDO

The Patron's Payoff

Conspicuous Commissions in Italian Renaissance Art

∴ Richard Zeckhauser



Economics may be a science and not an art. But Richard Zeckhauser has managed to combine his expertise in economics with insight into the world of art in a new book called *The Patron's Payoff: Conspicuous Commissions in Italian Renaissance Art*.

Coauthored with Jonathan Nelson, coordinator of art history at Syracuse University in Florence, the book explores how those who supported artists did so not only out of love for beautiful objects. Indeed, the authors show that patrons sought to promote themselves and their families through “conspicuous commissions,” a play on the term “conspicuous consumption.” And the patronage even influenced the art itself.

“The ways in which artists met their patrons’ needs for self-promotion dramatically affected the nature, appearance, and content of paintings, sculptures, and buildings,” they write.

Zeckhauser, the Ramsey Professor of Political Economy, views Renaissance practices through the prism of modern economic theories such as signaling. Patrons would commission works in order to signal their culture and taste. In the case



∴ Richard Zeckhauser

of Renaissance art, the most affluent and noble patrons wanted to convey “magnificence,” often seeking long-lasting commissions such as public buildings to purchase the greatest glory for the money. He also applies the concept of game theory to the art world, exploring the payoffs derived by artists and patrons based on their interaction with and influence over one another.

For art patrons, the goal was to distinguish themselves in the eyes of audiences, according to Zeckhauser. Status, as well as beauty, is in the eye of the beholder. ∴ LR

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A Catalyst for Age

Jacqueline
Collins MC/MPA
2001, S&L 2005



Growing up in segregation-era McComb, Mississippi, Jacqueline Collins MC/MPA 2001, S&L 2005 didn't so much learn lessons about equity and social justice, she lived them.

"I think we're all shaped by our generation, and my formation came during the 1960s," she says. "My major influences were John F. Kennedy, Robert Kennedy, and Dr. Martin Luther King, Jr."

Now as state senator representing a district on the south side of Chicago, Collins has been putting those lessons to good use, fighting for legislation aimed at helping those worst hit by the housing crisis and by predatory lending practices.

Collins first sought to work in public service through journalism. She reported on issues such as redlining, voter disenfranchisement, and housing discrimination. She was nominated for an Emmy for her work as an editor at CBS-TV in Chicago.

But by the late 1990s she found journalism was changing.

"When I entered the field, journalism wasn't a sensational, celebrity-oriented profession," says Collins. "It was more investigative, more focused on creating an informed citizenry."

She had always been involved in the public sphere, though. Through her work with Chicago-based church

groups, where she volunteered on campaigns including one against alcohol and tobacco advertisements targeting inner-city youth (a campaign that saw Chicago ban billboards for those products in the city), she was struck by the experience of affecting change through a combination of faith and action.

After some soul-searching, she left her television job in 1999 and applied to the Kennedy School's Mid-Career Program and to Harvard Divinity School, where she received a master's in theological studies in 2003.

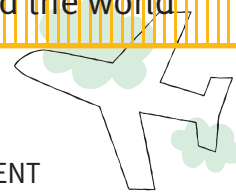
Not long after completing those degrees, Collins was convinced by her pastor to return home and run for the Illinois State Senate. At the time, she was living in the home of John Kenneth Galbraith, the eminent Harvard economist, an experience Collins describes as "a great gift." After some reassurance that she would run as a Democrat, Galbraith, who passed away in 2006, and his wife, Kitty, hosted Collins's first fundraiser in their home.

Collins's legislative focus has centered on the same issues of equity

and social justice that have always driven her. Fallout from sub-prime mortgage lending first became an issue in her district five years ago; since then, Collins, who serves as chair of the Senate Financial Institutions Committee, has worked to craft legislation that will bring some support to Illinois residents, including a recent bill to establish a three-month moratorium on mortgage foreclosures so that homeowners will have the time to enter counseling and develop an alternative payment plan.

Despite the difficulties the financial crisis and the recent gubernatorial political scandal have wrought on her constituents in her home state, Collins sees reason for optimism and hope.

"I still believe in the political process as a catalyst for change and see the role and responsibility of public service as the vehicle to make real the promise of American Democracy." ❖ JH



Crisis and Opportunity

NEW ENGLAND Harvard Kennedy School Dean **David Ellwood** spoke to members of the HKS New England Alumni Association on December 12. Among other pertinent issues, Ellwood discussed the economic crisis, the U.S. elections, and President Obama's Transition Team. Following his remarks, an evening reception was held at the Harvard Club of Boston.

OCA on the Road

OFFICE OF CAREER ADVANCEMENT

The HKS Office of Career Advancement and the Alumni Relations Office cosponsor a series of **Career Networking Events** in several U.S. cities on an annual basis. Throughout the month of January, present and former students and local area professionals gathered in New York City, Washington, DC, and San Francisco to network with other members of the HKS community, as well as local representatives from a variety of sectors. Participants in each city enjoyed a combination of keynote speakers, panel presentations, informal meetings, and structured networking opportunities.



WASHINGTON, DC

The HKS Career Night in Washington, DC, was held at the National Press Club on January 22. Alumni and area representatives, at organization-specific tables, were on hand to serve as resource sponsor for approximately 600 attendees. In conjunction with this event, the HKS Office of Career Advancement organized alumni panel discussions throughout the city. **Joseph McCarthy**, senior associate dean and director of degree programs, **Donald Tighe MC/MPA 1999**, president of the DC Regional Alumni Association, and many alumni hosts were instrumental in making the event possible.

NEW YORK CITY

Two hundred New York-area alumni shared an evening of socializing and networking January 21 in Manhattan. **Tami Kesselman MPA2 1995** hosted a panel presentation on job search strategies called "Creating the Career Path You Want." A number of informal lunches were held throughout the city as part of the 2009 Career Networking event. Dean's Council member **Richard Plepler**, copresident of HBO, hosted and sponsored this event at the HBO building in New York City.

SAN FRANCISCO

Bay Area alumni met January 14 to build on the success of last year's HKS Career Networking Event, coordinated by the HKS regional association in San Francisco. More than 100 participants gathered for an evening of mingling, networking, and reconnecting. **Paul Tauber MPP 1992** and **Coblentz, Patch, Duffy and Bass LLP** graciously hosted this event at San Francisco's Ferry Building.

Alumni :: WWW.HKS.HARVARD.EDU/ALUMNI

Extraordinary Times

MINNESOTA *"If President Obama's words move from rhetoric to action in the United States and around the world, the skills and talents of our graduates will be in high demand."*

The Minnesota HKS alumni chapter joined with the Harvard Club of Minnesota and the HKS Office of Enrollment Services to coordinate a reception for area alumni on February 11. **Robin Engel**, director of MPA programs, gave the keynote address and discussed "The Role of the Kennedy School in Extraordinary Times." Engel stressed the relevance of a Kennedy School education in the context of President Obama's recent elections and the challenges that his administration will face.

London Calling

LONDON **Nicholas Burns**, professor of the practice of diplomacy, discussed "Foreign Policy Challenges Facing the Obama Administration" during his address January 25 to approximately 30 alumni at the HKS Forum in London. Attendees gathered at the Sloane Club for an evening of cocktails, dinner, and a Q&A session after Burns spoke to the group.

(To learn more about Nicholas Burns's ideas, see story on page 26.)



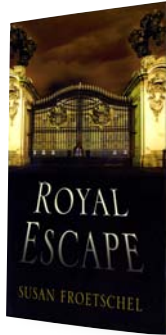
Debating Party

NEW YORK, NY The New York City Alumni Steering Committee welcomed newly relocated members of the class of 2007 to the NYC alumni network at its holiday party on December 19th. Fifty alumni from a variety of graduating classes and professional fields gathered to reminisce about their HKS experience and to share news about their current work. Party-goers spent three hours enjoying food, drinks, and conversation. The steering committee is planning other events and encourages all alumni in the area to join in the fun.

Royal Escape

Susan Froetschel MC/MPA 1989

Froetschel's third mystery follows a fictional British princess as she struggles to separate herself from the husband and the royal family she married into. Besides chronicling Princess Elena's efforts to raise her children and live her life despite the stifling pressure of the royal trap she finds herself in, the book also questions the value of the monarchy as a public institution in the modern world.

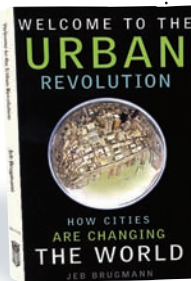


Welcome to the Urban Revolution

How Cities Are Changing the World

Jeb Brugmann MC/MPA 1988

Cities are now home to more than half the world's people. This new concentration of people, which is expected to increase to 5.5 billion in the next 25 years, is transforming ecology, economics, politics, and social relations everywhere, for better or for worse, Brugmann writes. And as the world itself is organized into an urban system, the nature of what we call the city is also being transformed.



Leadership as a Vocation

Celebrating the 25th Anniversary of the McCloy Program at Harvard University

Edited by Tim Maxiam Rusche MC/MPA 2004 and Guido Houben MPA2 2004

McCloy Program alumni join Kennedy School faculty and German public policy school pioneers in examining all facets of leadership, including why it is needed, how it can be taught, and the opportunities for leadership in globalization. Harvard academics Joseph Nye and Barbara Kellerman are joined by, among others, Kennedy School alumni: Rasmus Tenbergen MPA2 2001; Maria Tampe MPA2 2005, HKSEE 2005; Sebastian Lorenz MPA2 1998; Maximilian Martin MPA2 2000; Mirjam Schöning MPA2 2000; Holm Keller MPA2 1996; Sebastian Litta MPA2 2010; Susanna Krueger MPA2 2002; Stefanie Teggemann MPA2 2000;

Manjana Milkoreit MPP 2007; Dietmar Herz MPA2 1989; Ebrahim Afsah MPA2 2001; and Marius Busemeyer MC/MPA 2005.

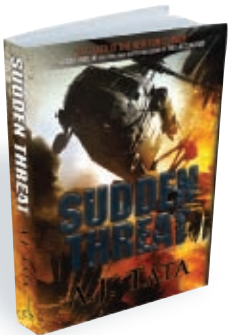


Sudden Threat

A.J. Tata NSF 2000

The action thriller is a prequel to Tata's first book, *Rogue Threat*. Tata, who has commanded a paratrooper battalion in the 82nd Airborne Division and was the deputy commanding general of the 10th Mountain Division in Afghanistan in 2006 to 2007, is donating all royalties from sales of the book to the United Services

Fund to help care for wounded veterans and their families.



No Small Change: Pension Funds and Corporate Engagement

Tessa Hebb MC/MPA 1996

Pension funds are the largest single driver of global financial markets. But because they will have to pay out benefits over many decades, those funds are also increasingly concerned about the

long-term value of the stocks they hold and are therefore engaging with corporations to raise their environmental, social, and governance standards. Hebb examines the positive and negative aspects this corporate engagement can have on both the funds and the corporations they seek to influence.



uncommon alliance

Issa Kassissieh
MC/MPA 2004
and Nadav
Tamir MC/MPA
2004 speak
at the Mason
50th reunion
last November.



“He was the only Palestinian, and we were a group of Israelis,” says Nadav Tamir MC/MPA 2004, as he remembers the beginnings of his friendship with Kennedy School classmate Issa Kassissieh MC/MPA 2004. Though they had grown up just a short distance apart, Tamir and Kassissieh lived on opposite sides of a struggle that has blighted their people for generations.

But at the Kennedy School, a place they would come to appreciate as a “neutral ground” thousands of miles distant from the conflict, they were able to form a close friendship. And using, in part, some of the lessons learned together in the classrooms, they have even embarked on an effort to help both sides draw closer.

“We created this human connection between us,” says Tamir, who has served as consul general of Israel to New England since 2006. It was a connection that inevitably found its expression in addressing the conflict that so dominated theirs and their nations’ lives. Eventually they decided to give a joint talk in the Forum about the issues surrounding the conflict.

“Each spoke from his heart and mind, and we took many questions from the audience,” says Kassissieh, a senior foreign policy advisor for Palestinian Prime Minister Mahmoud Abbas. “It was a message about how

important it is for people in the Middle East to see each other, to talk, and to mingle with others. At home we can’t do that.”

It went so well that the pair decided to address other groups in and around Boston. “The moderate Palestinian voice is not heard so much in the States,” Kassissieh says. “My voice is heard better with Nadav’s and his is heard better with mine. This is how we create change — through dialogue, engagement, and changing wrong perceptions.”

The challenge of coming to terms with their own differences was met in part with tools they acquired at the Kennedy School. “The blame game is actually the ultimate work avoidance — that was an insight from our leadership class,” Tamir remarks. “Insights from leadership and negotiation classes helped them think about how to create value and expand the pie for both Israelis and Palestinians without resorting to a zero-sum game where

if I win, he loses. We used ourselves as test cases, which made the lessons tangible.”

Both are hopeful but realistic about the change a new American president can help bring. “There are spoilers who would like to sabotage any peaceful process,” says Tamir. “On the other hand, there are many people like Issa and myself who believe in a two-state solution. It needs perseverance and leadership, but that’s what we learned at the Kennedy School. Everything is possible, and we are committed to making it happen.”

The two are expanding their joint efforts through involvement in Israeli-Palestinian Negotiating Partners, a group focused on increasing the effectiveness of negotiations by bringing common tools and methodologies to senior officials on both sides of the table. Beside their personal friendship, they both recognize the value of their connection in achieving something for their respective homelands.

“The Kennedy School creates this synergy by bringing together people from all over the world in an atmosphere of openness,” Tamir says. “With that sort of environment, people can transform themselves and their lives in the real world.” ❖ JH

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Celebrating Leadership

Mason Program receives \$10 million boost

Highlighting the 50th anniversary celebration of the Edward S. Mason Program, Dean David T. Ellwood announced that Harvard Kennedy School, with the help of funds from the Ford Foundation, would allocate an additional \$10 million to this innovative program, which trains emerging leaders from developing nations. Held at the Ford Foundation in New York, the special event was hosted by the foundation, the school, and Caroline Kennedy. Mason alumnus Ban Ki-moon MC/MPA 1984, secretary-general of the United Nations, and Noreen Dunne MC/MPA 1991, deputy director of Hayden Hall, a community development center in Darjeeling, India, illustrated the breadth and power of the program during their remarks.

Since 1958, the Mason Program has graduated some 2,000 emerging leaders from 130 countries across Africa, Asia, Latin America, the Caribbean, the Middle East, eastern and central Europe, and the former Soviet Union. Its alumni include four sitting heads of government: Felipe Calderón MC/MPA 2000, HKSEE 2003, president of Mexico; Ellen Johnson Sirleaf MC/MPA 1971, president of Liberia; Lee Hsien Loong MC/MPA 1980, prime minister of Singapore; and Sir Donald Tsang MC/MPA 1982, chief executive of Hong Kong.

A longtime supporter of the Mason Program, the Ford Foundation funded the very first fellowships for the program's inaugural class. This latest commitment, made possible by the redirection of existing Ford Foundation funds to the university, will allow the Kennedy School to create the Ford Foundation Mason Fellows.

"The stunning events in the world today, ranging from financial crises to climate change to violent conflicts illustrate how vital it is that the most talented individuals engage in public service around the globe," said Ellwood. "These important fellowships will have a tremendous domino effect—first, making it possible for the most talented leaders from poorer nations to receive a Kennedy School education and then, as they return home, enhancing the leadership capacity in some of the most underserved corners of the globe."

"The Mason Program is emblematic of the foundation's commitment to strengthen democratic values and increase international cooperation," added Luis Ubiñas, Ford Foundation president. "The program offers a unique opportunity for leaders from the world's most marginalized and underserved communities to further their skills and education and ultimately to address the threats and challenges that affect their people and countries. Many of the crises the world faces now are driven by a failure of leadership. The Mason Program builds leadership."



1 Honored guest Ban Ki-moon MC/MPA 1984, secretary-general of the United Nations and an alumnus of the Mason Program, delivered the 2008 Albert H. Gordon Lecture on Finance and Public Policy.



2 Luis Ubiñas, cohost and president of the Ford Foundation, joins the evening's surprise speaker, Noreen Dunne MC/MPA 1991, an alumna of the Mason Program.



3 Caroline Kennedy, president of the John F. Kennedy Library Foundation and cohost of the event, talks with Gianna Angelopoulos-Daskalaki, president of the organizing committee for the 2004 Olympic Games in Athens, Greece, and ambassador-at-large, Republic of Greece. Ambassador Angelopoulos-Daskalaki is vice chair of the HKS Dean's Council.



4 Socrates and Eleni Kokkalis. Founder and chairman of Intracom Holdings, Mr. Kokkalis established the Kokkalis Program on Southeastern and East-Central Europe at Harvard Kennedy School. Over the past 11 years, the Kokkalis Program has provided vital financial support to more than 40 Kennedy School students, 12 of whom were also Mason Fellows.



"The Kennedy School pushed me to do **more critical thinking** than I had ever done before. I learned how to see situations and issues with an analytical perspective. This really helped me to grow from a junior officer to become foreign minister and finally secretary-general of the United Nations."

UN Secretary-General Ban Ki-moon MC/MPA 1984 and Mason alumnus

"What we're trying to do is **improve the quality of people's lives**, and if we can just do that, maybe we can restore some balance in a very unjust world."

Noreen Dunne MC/MPA 1991 and Mason alumna, who is the deputy director of Hayden Hall, a community development center serving impoverished women and children in Darjeeling, India

"These important fellowships will have a **tremendous domino effect**—first, making it possible for the most talented leaders from poorer nations to receive a Kennedy School education and then, as they return home, enhancing the leadership capacity in some of the most underserved corners of the globe."

David T. Ellwood, dean of Harvard Kennedy School



Etched in Light

THE LITTAUER BUILDING, *seen from the Kennedy School quad, is illuminated with words from Article 21 of the Universal Declaration of Human Rights, the right to participate in government and free elections.*

The December campus-wide light installation, with text from the declaration's 30 articles projected onto Harvard University landmarks, was part of a year-long celebration of the historic document's 60th anniversary. The Carr Center for Human Rights Policy collaborated on the display with the University Committee on Human Rights Studies, the Film Study Center, the Department of Visual and Environmental Studies, and Media and Technology Services.

 ON THE WEB

Learn more about the Carr Center at www.hks.harvard.edu/cchrp

MARTHA STEWART

MARTHA STEWART



GIVING BACK

Greg Rosenbaum MPP/JD 1997

President, Palisades Associates, Inc.
with son Eli Rosenbaum MPP/JD 2009

“I believe in the transformative impact of this institution.”

What are some of your favorite memories of the Kennedy School, and how has your education influenced your career?

I remember best the class I took at the Kennedy School titled “Uses of History,” with Dick Neustadt and Ernest May. I learned to think about history in evaluating decision options, and I continue to draw on that course to this day. In founding Palisades Associates 20 years ago, I brought all my education and experience together to create the work I love, reviving distressed businesses. I’ve found it critical to understand the history of a troubled business—its original strategy and how it got off-track—to create a viable path to recovery.

Overall I benefited quite a bit from the analytic courses at HKS, which were excellent. Combined with the persuasive speaking skills I honed as a high school and college policy debater, my HKS analytical training has given me a unique perspective to understand problems, figure out solutions, and convince people to implement those solutions.

What inspires you to give so freely of your time and treasure to Harvard Kennedy School?

I believe in the transformative impact of this institution. Coming out of a large public high school in Ohio that had sent only one student to Harvard before me, I didn’t know what to expect when I arrived in Cambridge in 1970. The stimulating educational experience, shared with people from very different backgrounds, opened my eyes to the outside world. That personal experience is a key reason why I am completely supportive of the goal to make it possible for qualified applicants to attend Harvard regardless of financial means and why I support loan repayment programs for graduates of HKS who pursue careers in public service.

With my career success came a desire to give back to Harvard. HKS stood out as the place I wanted to help the most because of its relative youth and the importance of its mission. Although I serve on other Harvard and HKS committees, the HKS Dean’s Alumni Leadership Council, which I have chaired for 5 years, is where I focus much of my energy. Being in a room with

a group of successful alums discussing issues of importance to the dean and school brings back my whole Harvard experience, while our interactions with current students renews my hope for, and faith in, the future.

How has Harvard influenced your personal life?

I will forever be in Harvard’s debt. My wife and I met as undergraduates in Quincy House. Our older son, who will graduate in June with both an MPP and JD, and his fiancée, now an MPP/UP student, met as undergraduates in Dunster House. Our twins are now freshmen at the college.

 ON THE WEB

Learn more about what you can do to support Harvard Kennedy School at www.hks.harvard.edu/about/giving

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Reunion Weekend

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- CALL your friends and make sure they are attending Reunion Weekend.
- CHECK OUT your class page on the Kennedy School Web site for class-specific events at www.hks.harvard.edu/about/alumni/reunions.
- MAKE your travel plans: book hotels, reserve a friend's couch, and purchase tickets.
- REGISTER for Reunion at www.hks.harvard.edu/about/alumni/reunions.