

HARVARD
KENNEDY
SCHOOL

magazine

SUMMER 2009

NEXT GENERATION
LEADERSHIP

YOUNG GLOBAL LEADERS

MISSION POSSIBLE

TIZIANA DEARING MPP 2000

Retirement

Helping build
financially
secure futures





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Cover illustration: Paul Blow

LEFT TO RIGHT: ED RIEKER; INGO FAST; SHAWN HENRY; CLOCKWISE FROM TOP LEFT: STEPHANIE MITCHELL, ROSE LINCOLN, JON CHASE ALL HARVARD UNIVERSITY NEWS OFFICE; COURTESY OF PETER BISANZ

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Dear reader,

This academic year has been one of both excitement and challenge. Never has the mission of public service been more critical and never have the problems facing people across the globe been more vexing. As this issue of the magazine goes to press, we are also closing the books on what has been a tumultuous financial year for Harvard. The same financial crisis that has had so many dire implications for the world economy, and for so many of us personally, has also deeply affected the university—with investment losses that will lead to a 20 percent reduction in payouts from the endowment.

I am extremely proud of how the Kennedy School community has come together, in the administrative and academic departments across the school, to identify ways to decrease expenses. Through all of our efforts, we've significantly reduced operating expenses, such as travel, publications, and outside services, and have postponed major capital projects for the near future.

Though we made every effort to avoid doing so, we found it necessary to eliminate a number of positions that, in the end, resulted in the layoffs of 18 staff members. We are deeply concerned for those affected by these layoffs and are currently working with each individual to help make the transition as smooth as possible.

I have also been heartened by how our alumni have come forward to offer their support during these last several months. In these pages (pages 54 and 55), you will hear from our good friends and trusted advisors Peter Malkin and Greg Rosenbaum MPP/JD 1977, who are dedicated to the school and to advancing its mission. As chairs of the Dean's Council and the Dean's Alumni Leadership Council respectively, they have been a wonderful source of support.

As we come to the end of what has been an arduous process, I want you to know that our long-term financial health is now sound and that I am unreservedly optimistic about the Kennedy School's future. Indeed, we remain intensely engaged in our core mission of training public leaders and generating ideas that solve public problems.

It has been reaffirming to know that we are a community that is caring, thoughtful, and resilient. The events of the past year have also served to reaffirm my belief in the importance of our mission in helping solve the many critical problems of our time. The talents of students, faculty members, and staff are very much engaged in the new administration in Washington. Our faculty are involved deeply in the upcoming Copenhagen conference to determine post-Kyoto accords. Our new decision sciences lab is changing the way we think about effective decision-making.



Faculty of the Ash Institute are leading new efforts for democratic governance. Our students continue to lead in national capitals and rural villages. The list goes on and on.

I hope you enjoy this issue of the magazine, which showcases those individuals who are working to fulfill the school's mission, from our faculty who are conducting research that helps inform and advance policy to our alumni who are working to improve the lives of people around the world.

Dean David T. Ellwood
July 2009

KENT DAYTON

Global Warning John Holdren, professor of environmental policy and director of the Program on Science, Technology, and Public Policy, always straddled the world of science and policy. "I've always had this interest in practice, as long as I can remember, in changing things," Holdren told readers in the Winter 2008 issue.

As President Barack Obama's chief science advisor—he was confirmed as director of the

Office of Science and Technology Policy for the Executive Office of the President in March—Holdren is in the thick of practice now.

His office is currently working on a set of guidelines to ensure scientific integrity in the federal government.

And of course Holdren is part of the debate over how to cap carbon pollution in order to tackle climate change.

As President Barack Obama's chief science advisor, Holdren is in the thick of practice now.

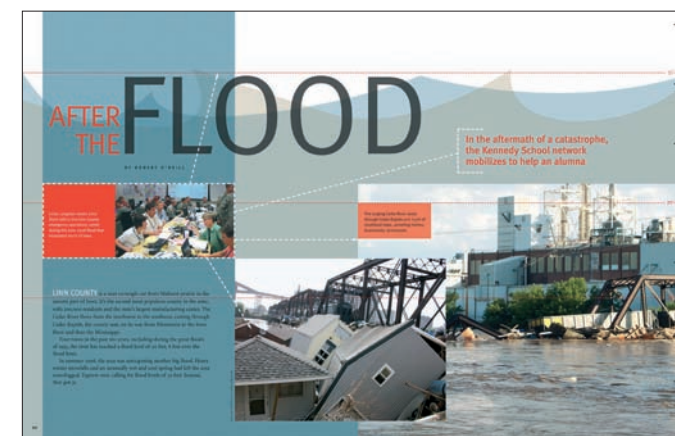


After the Flood It has been more than a year since last summer's flood devastated much of Iowa, and Linn County Commissioner Linda Langston S&L 2007 says things are still extraordinarily busy.

Langston and fellow officials are addressing issues such as building reoccupation, new construction, and incorporating sustainability into new designs. And at state and local levels, work continues on floodplain and storm water management.

Langston, who turned to the faculty and fellow alumni of the

Langston is now passing on the lessons she learned.



Senior Executives in State and Local Government program during the crisis, is now passing on the lessons she learned. She has been asked by federal agencies, such as the Emergency Management Agency and the Small Business Administration, for input on improving federal disaster-recovery processes.

"In some ways, disaster recovery is local government on steroids," Langston says, "and change is constant."



Magazine Update We hope you've noticed the new look of *Harvard Kennedy School Magazine*. More important, we hope you're enjoying it.

The magazine reaches more than 20,000 of you, and we hope that it plays an important part in keeping you connected to the Kennedy School.

With that in mind, we've worked hard to update the publication, to make the sections more vibrant and readable, and to include even more news about your school.

We're also working hard to bring all of that to the Web, and over the next few weeks we will be rolling out the magazine's new Web site. We hope it will allow you to more easily share and comment on news about your school. Come visit at: www.hks.harvard.edu/magazine.

Finally, as a cost-cutting measure, beginning this issue *Harvard Kennedy School Magazine* will be produced two times a year: one summer and one winter issue.

PUBLIC INTEREST

Do-Wop Dudes

STUDENTS The five-member, all-male, a cappella group Ask What You Can Do-Wop was the crowd favorite at the annual **Student Talent Show** in April. Audience members weighed in by texting their votes for top act. The winners took home Twinkies. “In a recession, you do the best you can,” said show organizer **Sam Sanders** MPP 2009. Hosts for the evening were **Elana Berkowitz** MPA/MBA 2009 and **Marcos Santiago** MPP 2009.



In Awe

ALUMNI Jon Stewart of *The Daily Show* rarely shows reverence toward his guests, but the appearance of Liberian President **Ellen Johnson Sirleaf** MC/MPA 1971, the first elected female president in Africa, proved the rare excep-



tion. “Your story—what you have been through and what you have accomplished in your short life—is amazing,” he told Johnson Sirleaf, who appeared on the popular show in April to talk about her new book, *This Child*

“It’s a remarkable journey you’ve taken.”

Will Be Great, a memoir detailing Liberia’s war years and her hair-raising experiences during the country’s decades of struggle. “It’s a remarkable journey you’ve taken.”

Research :: WWW.HKS.HARVARD.EDU/RESEARCH-PUBLICATIONS

Original Thinkers

FACULTY Harvard Kennedy School Associate Professor **Asim Ijaz Khwaja** and Assistant Professor **Tarek Masoud** were recently named 2009 **Carnegie Scholars** by the Carnegie Corporation of New York. Khwaja, an economist, was cited for his work on how the pilgrimage to Mecca affects individual pilgrims’ economic, social, ethical, and cultural outlooks. Masoud, a political scientist, was cited for his work on Islamic political parties and elections in the Middle East.

ON THE WEB

Learn more at www.hks.harvard.edu/about/faculty



Astronaut Linnehan and admirers

To the Moon

STUDENTS Former astronaut **Rick Linnehan** MC/MPA 2009 predicted that in 20 years people will be able to include the moon as a vacation travel destination. Linnehan, a NASA mission specialist whose most recent trip was in 2008, on the space shuttle *Endeavor*, fielded an array of questions from the enthusiastic children of his

Do you eat space ice cream?

classmates, staff, and faculty members at a demonstration in April. How fast does the shuttle go? “17,500 mph.” Do you eat space ice cream? “Never. Tastes awful.”

And the Topic Is...

STUDENTS The subject of the MPP (Master in Public Policy) **Spring Exercise** is held pretty close to the chest by program organizers each year, and this year was no exception. Participants first learned the topic would be world hunger at the start of the two-week program in mid-April. The first-year MPPs prepared memos, attended lectures, and, working in groups, made final team presentations. In early fall, the authors of the five best memos and the team with the best presentation will meet with World Bank president **Robert Zoellick** MPP/JD 1981.



PHOTOS CLOCKWISE FROM TOP: MARTHA STEWART; MARTHIA STEWART/ISTOCK; ALL ILLUSTRATIONS: INGO FAST

What Is Jeopardy?

ALUMNI **Justin Bernbach** MPP 1999 was \$155,000 richer after winning seven consecutive games on this popular, long-running quiz show. Bernbach, managing director of state and community affairs at American Airlines, said he had been an avid viewer all his life, even while a graduate student at the Kennedy School.



Joe McCarthy Retires



At the 2009 reunion, Joe McCarthy with alumni.

FAREWELL Given the fact that he pretty much knows every student he’s ever come across by name, it’s a number that you might expect **Joe McCarthy** to know. But instead he has to guesstimate: 13 years, about 530 a year, just shy of 7,000. That’s how many students Senior Associate Dean McCarthy has shaken hands with, befriended, mentored, and helped during his spell as director of degree programs.

“I like them and they know it, and they like me in return,” says McCarthy, who retired at the end of June. “I’ve been fortunate to be in a position to demonstrate that a lot.”

After a Harvard career dating back to 1982, when he began his doctoral studies at the School of Education, McCarthy is headed back to his native Washington, DC. But HKS and its ideal of public service won’t be left behind. He has no plans (and says he’s in no hurry to make any just now), but the opportunities are intriguing: teaching, work with the new administration, and of course the multitudes of HKS alumni

in the Washington area. “It might be a time to try to make a different kind of contribution,” says McCarthy.

He leaves a school that has changed much in some ways—more diversity, emphasis on new areas of study such as leadership, more centers and programs—but hardly at all in others. “This place is electric,” he says. “There’s a kind of curious confidence and ironic optimism across the school, given the challenges facing the world. Yet here there’s an eagerness to get at it, a sense that we can solve these problems.”

And those 7,000-odd students, have they changed?

“It’s always been people—it sounds schmaltzy, I know—who are interested in making the world a better place,” McCarthy says.

Dean Honored

AWARDS Dean **David T. Ellwood** was recognized in May by the American Academy of Political and Social Science with the Daniel Patrick Moynihan Prize for his career in improving the field of public policy. The dean received the award in Washington, DC. Established last year, the award recognizes public officials and scholars who champion the use of informed judgment to improve public policy.

ON THE WEB

Learn more at www.hks.harvard.edu/about/faculty

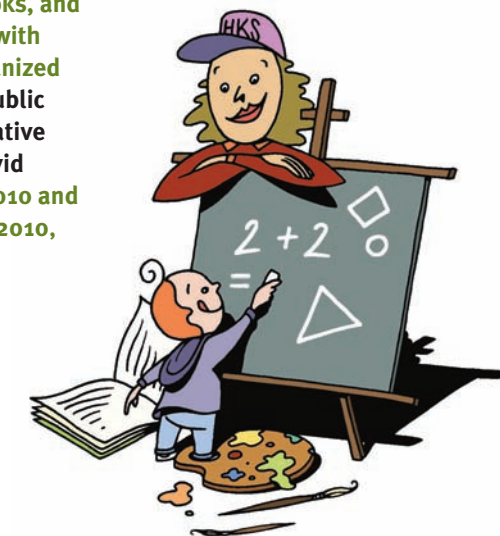
Essence of Decision

AWARDS Former Kennedy School Dean **Graham Allison**, director of the school’s Belfer Center for Science and International Affairs, received the 2009 National Academy of Sciences’ Award for Behavioral Research Relevant to the Prevention of Nuclear War in April in Washington, DC. He was honored for illuminating alternative ways of thinking about political decision making with special relevance to crises, including nuclear crises, as demonstrated in his groundbreaking *Essence of Decision: Explaining the Cuban Missile Crisis* and subsequent works.

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

Day of Service

COMMUNITY The Harvard Kennedy School community put its principles to work in early April, volunteering at elementary schools and the Boys and Girls Club in Cambridge. Staff, faculty members, and students painted, read books, and helped students with schoolwork. Organized by the Student Public Service Collaborative and co-chairs **David Baumwoll** MPP 2010 and **Zara Snapp** MPP 2010, the event is held annually.





Small-Town Justice

ALUMNI John Fetterman MPP 1999 is a busy man these days. In the first six months of 2009 he has been the subject of a *New York Times* profile, appeared on the *Colbert Report*, been interviewed by CNN, and testified before Congress promoting caps on carbon emissions — to name just a few of the activities he’s been engaged in since the start of the year.

None of it means a thing, he says, except that by speaking out, he might help Braddock, Pennsylvania — where he has served as mayor since 2005 — and towns like it receive some of the attention and support they deserve.

At 6-foot-8 and 300 pounds, Fetterman is hard to ignore. The town’s zip code, 15104, is tattooed on the inside of his right forearm. On his left are the dates of murders that have occurred in Braddock since he became mayor. Even more imposing than his physical size is his outrage at the heartlessness with which Braddock and other towns have been treated by leaving residents to fend for themselves.

Nestled alongside the west bank of the Monongahela River, just a few miles outside Pittsburgh, Braddock is a shadow of its once vibrant self. In the 1940s and 1950s, most of the country’s steel came from this region. Andrew Carnegie built his first steel mill and free library here. Fourteen furniture stores alone operated in the town, which occupies just two-thirds of a square mile. Its main street bustled with restaurants, a movie theater, and grocery stores.

Today Braddock is home to just 2,500 residents. After jobs in the region disappeared in the 1960s and 1970s, most fled. The rest stayed behind to watch their town struggle with unemployment, drugs, and crime. Fetterman describes Braddock as the economic outlier among economic outliers in the “Mon” Valley. More than 200 houses are currently slated for demolition. The average house price is \$6,200; the average income, \$17,000. “If there’s a community that has a lower average

home price,” he says, “have someone from that town call me collect, because I want to go visit.”

Fetterman came to Braddock in 2003, four years after graduating from the Kennedy School, to start a school project helping young people earn their GEDs. He bought a warehouse, in which he now lives with his wife and young son, for \$2,000 and the church next door, to start a community center. He decided to run for mayor because he saw so much that needed to be done. He won by one vote — thanks, he says, to the town’s youth, who supported his candidacy. He earns \$150 a month as mayor and works with a city council and council president with whom he often clashes.

To the many media seeking him out recently, Fetterman has talked about the town’s potential for growth. An abandoned steel mill on the edge of town has been designated a green enterprise zone. It would be the perfect site for new industries, he says. He encourages outsiders to consider relocating to the area. Some already have and are enjoying the freedom of low-cost housing. An urban garden provides summer jobs to the town’s youth and produce for the residents. In the basement of the beautiful old Carnegie Free Library, which sits across from his home, a small business produces water-purification vessels for sale throughout the developing world.

Fetterman knows Braddock will never be the town it once was, but it can become a wonderful place, he says, where people can live safe, dignified lives. He believes his work is paying off. Homicides are down to just one so far this year, and police call volume is down 50 percent.

His appearances on *Colbert* and CNN, Fetterman says, are nothing more than a platform. “Regardless of how many of my 15 minutes are up, even if it’s all of them, I hope the plight of a lot of these communities remains in the spotlight,” he says. “As the rest of the country tastes what it’s like to wonder where the bottom is, they might remember that there’s someplace that found exactly where that is.” SA

BIG IDEAS

research samplings

Bulls, Bears, and Fools

At question: whether individuals can predict stock market returns. The efficient market theory says no, because, it posits, any publicly available information is instantaneously incorporated into a stock price. The theory of collaborative filtering disagrees, arguing that “many individuals, each with limited information, can provide accurate predictions if their information is elicited in an appropriate fashion.”

“Collaborative filtering has not been demonstrated to be of value in the challenging context of financial markets,” write Harvard Kennedy School’s Richard Zeckhauser and Christopher Avery and Yale’s Judith Chevalier in “The CAPS Prediction System and Stock Market Returns.” So they tried it. The trio analyzed the CAPS Web site, run by Motley Fool, and took a look at all stock market picks over a 12-month period from 2006 to 2007.

They found “consistent evidence that CAPS picks yield information that predicts future stock market returns for individual stocks.”

Unhealthy Myths

“Serious health reforms would focus on increasing the value that we get from health insurance and health care, instead of counting on self-financing expansions of coverage. Reforms that promoted higher-value insurance could both extend coverage so that more people benefit from the protections that insurance affords and ensure that those protections are secure for those who fall ill. These reforms would not be enough to achieve uniformly high-quality care, however. The frequent failure of the use of best practices and the tremendous geographic variation in the use of costly care of uncertain medical benefit are often obscured in the focus on the uninsured.

“That many nations, including both the United States and Canada, struggle with these challenges suggests that

“Unless there are major shifts in political and economic conditions, China’s involvement in Africa’s oil development will be even greater a decade from now. However, in almost every case it will not be a dominant player. African governments will ensure that they, themselves, are the dominant players.”

∴ Henry Lee, in “Searching for Oil: China’s Strategies in Africa.”

reforms of the payment system alone are unlikely to solve all of these problems. We believe that a comprehensive reform proposal that aimed both to extend insurance protections to those who lack them and to improve the value of care received by those who are insured would be more likely to succeed at each goal than proposals that focused on just one.”

∴ Amitabh Chandra, professor of public policy at Harvard Kennedy School, and Katherine Baicker, professor of health economics at the Harvard School of Public Health, in “Myths and Misconceptions About U.S. Health Insurance.”

Career Prescription

In “On the Sorting of Physicians across Medical Occupations,” Jerry Marschke, visiting associate professor of public policy, and the European University Institute’s Pascal Courty develop a model that explains the current imbalance of general service physicians and specialists, while also helping explain the recent proliferation of medical specialties.

The authors write, “Our model establishes a connection between the debate on performance measurement in medicine and the debate on the supply of physicians across medical occupations, and suggests that in order to internalize externalities across specialties, reforms that [would introduce performance measurement] should be implemented across-the-board instead of specialty-by-specialty.”

The Chinese and Their Government

Tony Saich, professor of international affairs and director of the Ash Institute for Democratic Governance and Innovation, has been surveying the attitudes of Chinese citizens about their government since 2003.

The annual survey of 4,000 individuals drawn from across China reveals that general satisfaction with government has improved since the new leadership took over the reins of power in 2002–2003.

But unlike what happens in the United States, the level of satisfaction with government declined the closer government got to the people. “While 38 percent were extremely satisfied with the national government, just 16 percent were so with the county level,” Saich writes. “This is important because in China it is the local level of government, the county and even below, that provides most public services.”

Many Chinese wished their government could protect them from the uncertainties and shocks of transitioning to a market economy. Punishing corruption was also high on the list of concerns.

Technology Speak

FACULTY As the class begins, the students, faces illuminated by the obligatory laptops, look things up on the Web, scan articles, post to their blogs. The class is “Media, Politics, and Power in the Digital Age,” and if they’re doing all those things, then they’re pretty much getting the point.

After all, Nicco Mele, Visiting Murrow Lecturer of the Practice of Press and Politics, wants his students, a mix of the digitally hip and the computer-challenged, to think critically about technology.

“For too many senior decision-makers in institutions, technology is a black box they don’t understand,” Mele says. “I want to strip away the mystery and make it a place where people are really comfortable, where people feel like they have power.”

In a media environment where venerable daily newspapers are shutting down the presses and Twitter’s 140 characters are all the rage, being able to think strategically about media and information technology will be crucial to anyone in the private or public sphere.

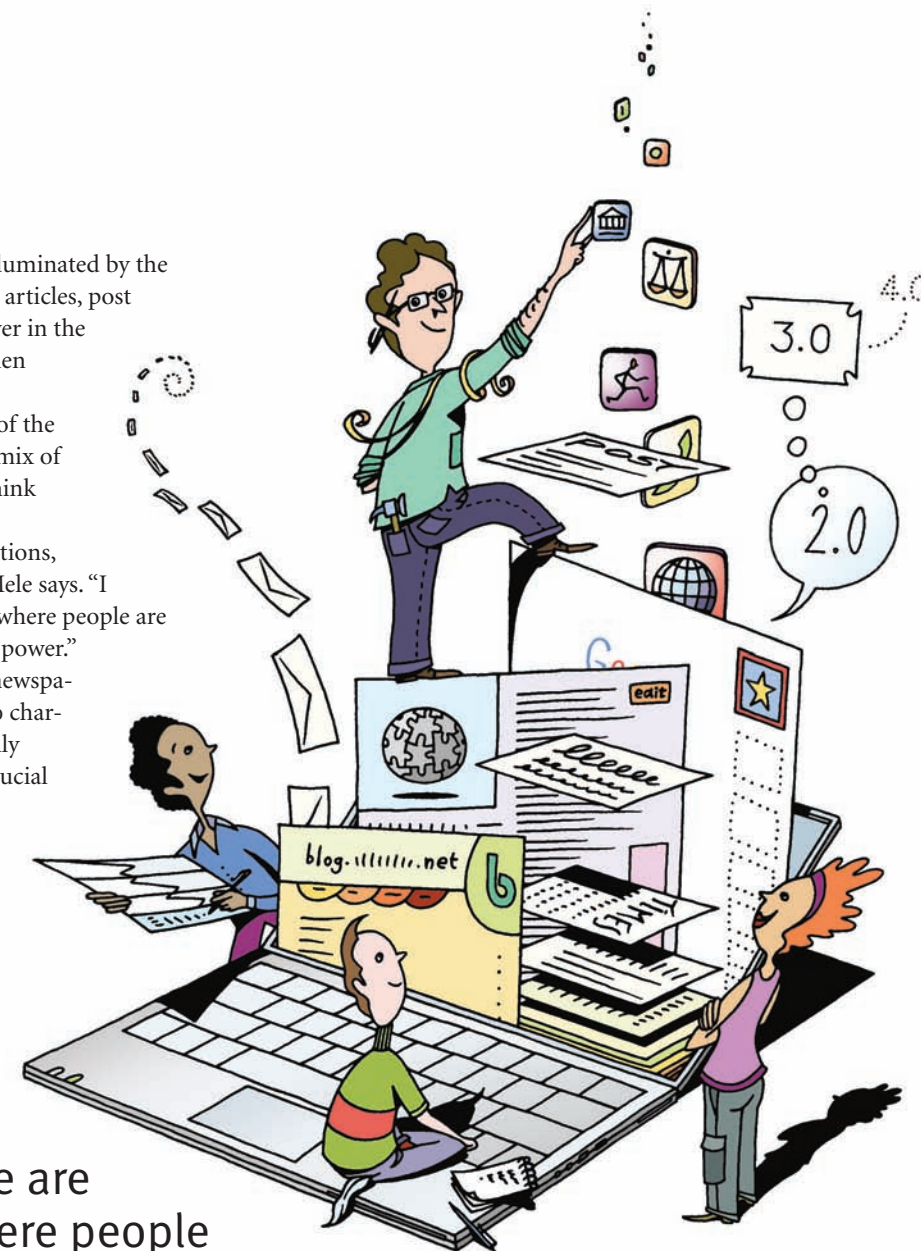
Mele has ample experience of the transformative power of technology. He had been working

“I want to strip away the mystery and make it a place where people are really comfortable, where people feel like they have power.” ∴ Nicco Mele

around technology and politics in some form or another since his time as an undergraduate when, in 2003, a friend invited him to listen to former Vermont Governor Howard Dean, a candidate for the Democratic presidential nomination, speak at a bar in New York. He liked what he heard, and when he called the campaign to suggest how they could improve their Web presence, he was offered a job.

Even though Dean’s candidacy fizzled in the primaries, what the campaign accomplished through the Web would be one of the great stories of the 2004 presidential election cycle. Not only did it bring online fundraising to presidential campaigns, but it used the Web to organize supporters into local groups and push its messages online when the mainstream media were ignoring them.

Afterward, Mele and others from the Dean campaign formed EchoDitto, an internet and online communications firm. But he has followed a love of teaching—he got a teaching certificate while still in college—back to academia. He has taught at Johns Hopkins University and was a fellow at the Institute of Politics in the fall of 2008.



Eminent Historian

FACULTY Renowned historian of international relations and foreign policy Ernest May, who played a vital role in the Kennedy School from its earliest days, serving as an inspiring mentor to many students, fellows, and faculty members, died in June.

An esteemed member of the Harvard community for more than 55 years, May came to Harvard in 1954 and became professor of history in 1963. His course “Uses of History,” which he taught jointly for many years with Richard Neustadt, was a classic, and he continued to teach it up to this year.

May directed the Institute of Politics from 1971 to 1974, led an Intelligence Policy Program at the Kennedy School, and more recently served on the Board of Directors



Ernest May

of the Belfer Center for Science and International Affairs.

His expertise was sought after 9/11, when he was asked to serve as a senior advisor to the September 11 Commission, the bipartisan panel appointed by President George W. Bush in 2002 to examine the terrorist attacks of 2001.

“Ernest May was a man of uncommon wisdom and humanity—a rare gem whose sparkling insights influenced many of us,” says Harvard Kennedy School Dean David T. Ellwood. “We’ll miss him dearly.”



Hope in Baptist Town

STUDENTS Many people are drawn to the Kennedy School because of its commitment to public service. But it’s not always easy to apply the skills acquired—in, say, econometrics, statistics, and cost-benefit analysis—to real-life situations while still at HKS. Students in the Community Development Project (CDP), a student group working on economic development projects in underserved areas, are getting a crash course on this subject in Baptist Town, a neighborhood of Greenwood, Mississippi. This African-American community of some 200 households has a rich cultural heritage, along with its share of problems: drugs, crime, unemployment, dilapidated housing, and low academic achievement.

The Baptist Town Initiative is a two-year program and the first undertaken by the newly formed CDP. “Baptist Town is facing a whole spectrum of issues, and we have a chance to see how all these issues are intertwined,” says CDP member Jay Kairam MPP 2010. “Since it’s a small community, we felt we could make a discernible impact that hopefully could be replicated in other areas.”

CDP students made their first visit to the Mississippi Delta town in January. “We didn’t come in with solutions of our own,” Kairam explains. “We see ourselves more as facilitators, trying to figure out ways of utilizing their strengths to address the problems they care most about.”

“The initial objective was to meet the residents of Baptist Town, as well as Greenwood’s mayor, and gain a sense of their goals and concerns through casual conversations, more-formal surveys, and workshops. The idea was to create a bond—a common sense of purpose—that they can bring to their economic development efforts.”

In the short term, a community association was formed that has carried out neighborhood cleanups to make the streets more appealing and safer. Plans are being laid to employ area youths in construction projects to improve the local housing stock. At the same time, CDP students are gearing up for a more comprehensive economic development plan.

“One thing I’ve learned is that you don’t have to solve all the problems at once,” says Alice Abrkwa MPP/JD 2012. “You can break up a huge problem into smaller pieces and rely on day-to-day strategies that can still have a big impact.”

Abrkwa has also learned that “a community development project cannot work unless the people who live there believe it’s possible. To me, Baptist Town is an example of what it means to be hopeful.” ❖ SN

LEFT: TANIT SAKAKINI; ABOVE: COURTESY OF COMMUNITY DEVELOPMENT PROJECT

An Emphasis on “Public”

ALUMNI Ernie Almonte S&L 2004, HKSEE 2007, always starts his speeches with his business card. “How many of you have a business card in your wallet or pocket?” he asks an audience of his colleagues, waving his own card at them. “The most important part is on the back. My core values are listed there: integrity, reliability, independence, and accountability.”

The last word—accountability—offers the only clue to his profession. Almonte, the auditor general for the state of Rhode Island, is the first government official elected to serve as chair of the American Institute of Certified Public Accountants (AICPA) in its 100-plus-year history. Since his election, he has been reminding his colleagues that the middle letter in “CPA” stands for “public,” and that accountants have a responsibility to serve the public interest. “As CPAs, we are really in the trust business.”

That trust is more important now than ever. CPAs have a vital role to play in guiding the United States out of its current financial crisis and assessing the potential impact of proposed regulatory reforms. “CPAs are the objective experts of finance,” Almonte says. We have the integrity and discipline to communicate the reality of the situation.”

Almonte credits his experience in the Senior Executives in State and Local Government program with being a transformative experience that prepared him for a leadership role in his profession. When speaking to colleagues, he regularly shares lessons learned from Marty Linsky, a lecturer in public policy at the Kennedy School, about the distinction between authority and leadership.

“We can have all the knowledge in the world and hold the most senior leadership position, but if we sit back and do nothing, we are not exercising leadership.”

His experience in executive education was so powerful that he came back; Almonte was awarded the Hassenfeld Family Foundation Public Service Fellowship and attended “Innovations in Governance” in 2007. “What I’m trying to do in my job is to help agencies be innovative,” he says. “I’m trying to get people to think differently.”



Ernie Almonte

“We can have all the knowledge in the world and hold the most senior leadership position, but if we sit back and do nothing, we are not exercising leadership.”

One of his top priorities during his one-year term as chair of AICPA is the establishment of a leadership academy for CPAs with three to eight years of experience. “I want to help the next generation of leaders,” Almonte says. Half of the participants in the first class will be drawn from groups that have been underrepresented in the leadership of the accounting profession.

“The big thing I’m trying to do is use the skill sets I have to encourage and inspire future CPAs to use their skills to help set our nation on a path to success. We can do it.” ❖ MK

For “Lost Boy,” a Mission Found

STUDENTS Many people graduate from Harvard Kennedy School with a clear idea of how they’d like to put their training and newly gained credentials to use. But few graduates leave the school with a greater sense of urgency about their mission than Peter Biar Ajak MPA/ID 2009, who vowed to return to his native country immediately after June commencement.

That urgency stems from Ajak’s remarkable life story and the hardships he’s endured en route to earning a Harvard degree, learning critical skills, and thereby putting himself in a position to lead his nation in a time of need.

Ajak is a former “Lost Boy,” one of tens of thousands of Sudanese youths who became separated from their families during the civil war that was waged between the mostly Christian people of southern Sudan and the mostly Muslim people of the north from 1983 to 2005, when a peace agreement was finally achieved. Though he was born in 1984, a year after the war began, his community was largely untouched by the fighting for the first five years of his life.

All that changed in 1989, when Ajak’s village was attacked by the Sudanese army. Many people were killed. Those survivors who were up to it walked hundreds of miles to a refugee camp in Ethiopia. Being just five years old at the time, Ajak was carried much of the way by his father. He remained in the camp for two years with his mother, brothers, and sisters, while his father fought for their cause with the Sudan People’s Liberation Army (SPLA).

In 1991, the Ethiopian regime that had allowed southern Sudanese refugees to stay in its country collapsed in a coup. The new regime, which was hostile to the SPLA, kicked them out. Having nowhere else to go, Ajak and his family walked toward their village, which was ostensibly safer now that the SPLA had regained control over much of the south.

But that semblance of security was short-lived. At the time, the SPLA was splitting into two factions—one dominated by the Dinka tribe, to which Ajak’s family belonged, and the other dominated by the Nuer tribe. The Nuer faction attacked his village and killed more than 10,000 people in the region.

Going home was no longer an option, which forced the family to walk even farther at the height of the rainy season, with no place to go and nowhere to live. They ended up in the southern town of Pachalla, along with thousands of Sudanese refugees who descended from all parts of Ethiopia. “With nothing to eat and diseases floating around, people were dying like flies,” recalls Ajak, who witnessed this suffering as a seven-year-old. “On top of that, we had constant worries of being attacked by both the northern army and the Nuer rebels.”

One night, as Ajak and some other boys played a game called Lions and Goats on the outskirts of the settlement, they heard some loud booms and knew that their encampment had come under fire. They lay down, covered their heads as they’d been instructed to do, and waited for the shooting to stop. After things quieted down, they went back to their town and didn’t see anyone—alive, that is. Those who hadn’t been killed had disappeared, leaving the boys to fend for themselves.

Eventually Ajak and his fellow Lost Boys came under the protection of the SPLA. They traveled with the soldiers, received some military training, and were even called the “Red Army.” About six months later, Ajak found his family again: His father, an SPLA officer, had asked his fellow soldiers to be on the lookout. Many of the other Lost Boys, of course, were not so fortunate, and remain orphans to this day.

Life was not easy for Ajak, despite the family reunion. Taking advantage of the SPLA fissure, northern forces began driving southerners off their land. In 1992, Ajak and others had to make another walk—this the most grueling of all, because it occurred during two months of the dry season. They hiked hundreds of miles in searing heat, often going for days without a drop of water. Many died of thirst along the way.

Arriving in Kapoeta, in the southeastern corner of the country, they were once again attacked by northern fighters, who took over the town. Then they walked through the desert to a refugee camp in northern Kenya. Ajak remained in Kenya until 2001, when he joined more than 3,000 other Lost Boys who took advantage of an offer to come to the United States.

He lived in Philadelphia with a man who hosted three other Sudanese boys. The 17-year-old Ajak entered 11th grade, despite the fact that he spoke no English and had the equivalent of an eighth-grade education at best. On top of his efforts to learn English, catch up with his classmates, and get acclimated to American culture, he took a job loading and unloading packages with UPS, so that he could have money to send home to his mother. He still managed to do well enough in school to get into LaSalle College in Philadelphia. As an underclassman in 2006, he came to the Kennedy School as part of a public policy leadership conference, which helped pique his interest in graduate school.

Upon graduating from LaSalle in 2007, Ajak chose to continue his studies at the Kennedy School for several reasons. First, he felt the Master in Public Administration in International Development program was just what he was looking for.

“Sudan desperately needs development,” he says. “We’ll need it in five years, and we’ll need it in ten years.” He was certain the skills he acquired in economics, management, and policy would help him contribute to his country.

Second, he was inspired by the ideals the Kennedy School embodies and the dedication to public service it



“Sudan desperately needs development. We’ll need it in five years, and we’ll need it in ten years.”

Peter Ajak

instills. “This school offers a way to turn that passion into concrete policy steps,” he says.

Finally, “the fact that I was going to Harvard would mean a lot to other Lost Boys who didn’t have the chance,” he says. “It shows that everything is possible. With the right combination of luck and opportunity, you can accomplish anything if you work hard for it.”

Ajak is anxious to return to Sudan because he feels he is “racing with time.” In a referendum slated for March 2011, southern Sudanese citizens will vote on whether to remain part of Sudan or become independent.

“If we are to become an independent nation,” he says, “there’s much to be done to get ourselves ready to run our own affairs.”

Though he’s prepared to serve his country any way he can, Ajak believes that working for southern Sudan’s Ministry of Defense might make the most sense. “A lot of our challenges today are security related. The peace agreements must be protected, not only by soldiers but also by having the right policies in place.”

Every generation going back to his father’s, grandfather’s, and great-grandfather’s has faced war with the north. This cycle has to stop, Ajak says. “Even though terrible experiences prepare you for whatever challenges you might encounter later, I don’t want the people of Sudan to ever have to go through that again.” ❖ SN

Health-Care Insights from Across the Pond

STUDENTS Last fall, 22 students were admitted to a new degree program in business and government sponsored by Harvard Kennedy School and Harvard Business School (HBS). Part of the motivation behind the joint-degree program was to train students to work comfortably and adeptly at the interface between the public and private sectors.

Health-care reform is an issue that straddles this line, and the topic frequently comes up in program seminars. In January, the students were asked to compare the British approach to the problem, launched during the administration of former Prime Minister Tony Blair, with efforts to forge a national health policy in the United States.

“None of us are, or aim to be, real health-care experts,” explains HKS lecturer Jack Donahue MPP 1982. “We just wanted to immerse ourselves in two different ways of dealing with a big, complicated challenge of public-private interaction.”

And immerse themselves they did. The U.S. part of the story was relatively easy to chase down, given that Harvard is located across the river from one of the nation’s medical meccas, offering ready access to experts from academia, industry, and government.

As for the British part, Donahue and his students were not content to stay in Cambridge and read about what Blair and his cohort

achieved. Instead, they flew to London, along with HBS professor Joseph Bower, to confer with some of the principal architects charged with overhauling England’s National Health Service.

By 2006, the country had attained goals that seemed unreachable when they were announced six years earlier, drastically reducing wait times for emergency and scheduled (inpatient or outpatient) hospital procedures.

“It was an extraordinary learning experience,” Alice Yang MPP/MBA 2011 says of the London excursion. “Meeting the people who pushed through these reforms enabled us to see a complete process, from the planning stages all the way to fruition.”

While the situation is quite different in the United States, the British example shows nevertheless that governments can make headway on seemingly overwhelming problems by setting simple goals, allocating resources commensurate with the task, and sticking with those goals no matter what.

Donahue considers the British accomplishment “a tribute to our craft.” He says, “Improving government’s performance is inherently hard. So every success, however incomplete or ephemeral, is worth celebrating.” ❖ SN

Uneasy Alliance



RESEARCH Sarah Sewall HKSEE 1995, a lecturer in public policy, directs the Program on National Security and Human

Rights. This past fall, she led the Obama transition assessment of all national security agencies. She recently completed, with co-author John P. White, a Kennedy School lecturer, a study of the working relationship between senior civilian leadership and the military. They have published a report on their findings titled “Parameters of Partnership: U.S. Civil-Military Relations in the 21st Century.”

Q You note that one of the people interviewed for your report described the relationship between senior civilian leadership and the military as an “unnatural act.” Would you agree that tensions are inevitable?

I do believe that conflict between the two groups is inevitable, but it is manageable. Asking senior military leaders to subordinate their decision making to political leaders who are less knowledgeable about the military profession is in and of itself unnatural. Add to this the huge range of intertwined issues they must jointly address, with overlapping roles and conflicting interests. It is bound to feel unnatural.

Q You say in the report that an understanding of roles and responsibilities between the two groups has worsened in the past several years. Why has that occurred?

First, the relationship has been unexamined and largely taken for granted. Over time, civilian and military actors have developed conflicting assumptions about how their relationship should work and the roles they should play. Accordingly, practices that undermine the relationship have evolved. Increasingly, decisions about the conduct of war engage political judgment, and many political decisions about war hinge on a realistic understanding of military issues. This implies an interdependence and blurring of responsibility that can be challenging to navigate. The growing politicization of roles and processes within the Beltway and imbalances in civilian and military resources and capabilities are other major issues that have warped civil-military relations.

Q What are the report’s overarching recommendations to people on both sides of this issue?

All parties must better understand the reciprocal and intertwined nature of their roles and responsibilities. Civilians have a responsibility to acquire military expertise, solicit military advice, and ensure that policies can realistically be implemented. Military leaders have a responsibility to offer counsel to both the executive and legislative branches of government. Protecting the military’s professionalism and apolitical nature is critical. This raises questions about the desirability of retired military officers’ engaging in partisan politics.

Q Are you optimistic about whether the civil-military relationship will improve with the new administration?

A fresh start is often a good thing, but transitions can be particularly challenging, especially if expectations are unrealistic. This administration inherited an economic crisis and two ongoing wars. The relationship faces enormous stresses even as it requires the parties to refurbish underpinnings. It’s a challenge. ❖ SA

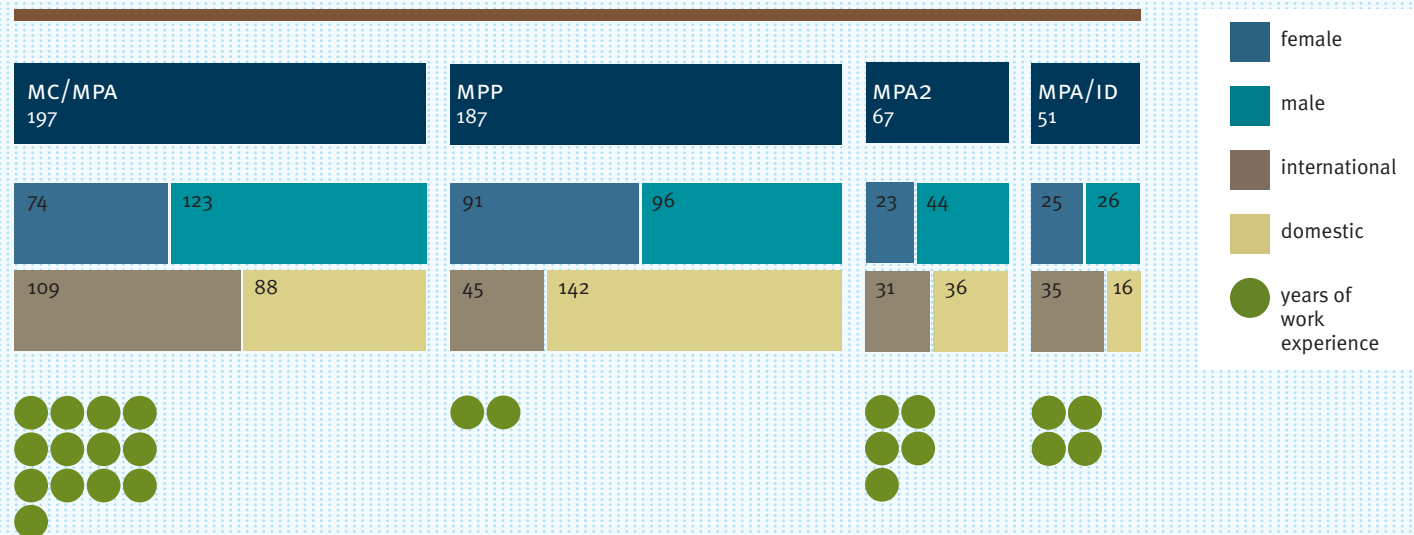


Sarah Sewall

Footprint

Class of 2009 Harvard Kennedy School attracts individuals from around the world and from a range of professions—from government officials to social entrepreneurs to business leaders. On June 4, 502 students received their degrees. The breakdown of the Class of 2009 by degree, gender, resident status, and work experience appears below.

CLASS OF 2009, 502 GRADUATES





FINANCIAL FUTURES

BY BETTER UNDERSTANDING
HUMAN NATURE,
RESEARCHER BRIGITTE
MADRIAN SEEKS TO HELP
INDIVIDUALS BUILD TOWARD
MORE FINANCIALLY SECURE
RETIREMENTS.

BY MADELINE DREXLER ILLUSTRATION BY PAUL BLOW

As the economic recession spreads, many Americans are struggling to make it to the next paycheck—if there is a paycheck. Understandably, they don't want to think about more bad financial news on the horizon: the fact that most people aren't saving nearly enough money for retirement. But according to Brigitte Madrian, the Aetna Professor of Public Policy and Corporate Management, that more-distant crisis isn't inevitable. With commonsensical tweaks of the current system, government and employers can dramatically help people save the money now that they will need later.

SINCE 2001, Madrian has focused on what may sound like an esoteric corner of the dismal science: the outcomes of default options in employer-sponsored defined-contribution savings plans. But translated into plainer language, her findings are anything but abstract: The fallback choices that a company offers employees in retirement-savings plans can make it very easy or very hard to save for old age.

Luckily, government leaders have caught on to her arguments. Five years after Madrian first published on the topic, the U.S. Congress passed the Pension Protection Act of 2006, which incorporated many of her recommendations. Unlike her earlier scholarship on health insurance—“People were interested, but nothing ever changed,” she says with a laugh—her retirement studies have sparked swift reform. “It’s rewarding to do research that’s having real-world impacts almost in real time.”

About two-thirds of workers are in companies with employer-sponsored defined-contribution savings plans. Typically, these plans give workers 50 cents on the dollar, for up to 6 percent of their salary. In other words, if you save at least 6 percent of your pay, your employer matches that with an additional 3 percent of compensation. The arrangements “are an effective way to help individuals save more,” Madrian says. “They work because there’s a financial incentive for employees to save. And they work because of payroll deductions: The money that you don’t see is the money you don’t miss.”

Yet puzzlingly, of the employees eligible to benefit from this largesse, only about half take full advantage of the match—either because they don’t participate at all, or because they are saving at a rate below the cap for an employer match. That means people are leaving money on the table. “Think about what kinds of raises employers dole out,” Madrian says. “In a typical year, a worker might get a raise of 3 percent. If the employer is matching 50 cents on the dollar up to 6 percent of pay, and if you put 6 percent into the plan, it’s like getting a 3 percent raise. Nobody walks into their employer’s office and says, ‘I don’t want my raise next year.’ But if you’re not saving in a plan where there’s a match, that’s essentially what you’re doing.”

Why don’t people take advantage of this free money? One reason appears to be human nature. “Saving is a task that is particularly susceptible to procrastination,” Madrian says. “The benefit from doing it today is that you consume less—which most people view as a cost—but you have a more secure retirement 10, 20, 30, or 40 years down the road. It’s not a particularly salient issue for most people—there aren’t ads on TV telling you to save for retirement, and people who are young are not watching their friends retire. Retirement saving is also a complicated task—and individuals have a tendency to put off things that they view as being complicated. And there are no deadlines for getting it done.”

But another reason many people don’t save is that companies make it unnecessarily cumbersome to do so. As Madrian’s research makes clear, some of the most effective policies to boost retirement savings actually leverage human inertia—but to financially savvy ends.

For example, companies that offer automatic enrollment, or “opt-out,” plans—where employees are automatically signed up for the plan unless they choose to opt out—see far higher participation rates than do firms that require employees to sign up, or “opt in.” Indeed, the differences are stark. At one company Madrian studied, participation rates for new employees shot up by 35 percent when opt-out was launched. In companies with automatic enrollment, participation rates generally exceed 80 percent. “I’ve seen companies with participation rates as high as 95 percent—virtually everybody,” Madrian says. Further easing the enrollment process, opt-out plans offer an automatic default contribution rate (percent of pay) and a default asset allocation (what fraction of the savings goes to stocks, bonds, etc.). The employee can always choose a different arrangement—but employees who do nothing will still be saving.

IN A TYPICAL YEAR, A WORKER MIGHT GET A RAISE OF 3 PERCENT. IF THE EMPLOYER IS MATCHING 50 CENTS ON THE DOLLAR UP TO 6 PERCENT OF PAY, AND IF YOU PUT 6 PERCENT INTO THE PLAN, IT’S LIKE GETTING A 3 PERCENT RAISE.

SAY WE’VE TURNED PEOPLE INTO SUCCESSFUL SAVERS. THEN WHAT DO WE DO? WE NEED TO TURN THEM INTO SUCCESSFUL CONSUMERS OF WHAT THEY HAVE SAVED IN RETIREMENT.

MOST INDIVIDUALS WHO BECOME PARTICIPANTS BECAUSE OF AUTOMATIC ENROLLMENT ACTUALLY *do* WANT TO BE SAVING—THE PROBLEM IS THAT THEY DON’T KNOW HOW TO DO IT, AND AS A RESULT THEY DO NOTHING.

SET UP INSTITUTIONS SO THAT WHAT HAPPENS IS WHAT PEOPLE *want* TO HAVE HAPPEN, AND WHAT DOESN’T HAPPEN IS WHAT PEOPLE *don’t want* TO HAVE HAPPEN.

Another option that energizes retirement saving is “quick enrollment plans,” which simplify signing up if firms don’t offer automatic enrollment. Before quick enrollment plans, workers had to choose an asset allocation when they signed up. “Many individuals are not financially sophisticated and don’t know how to think about the optimal asset allocation for themselves,” says Madrian. “And because they don’t know what to do, they don’t do anything. It’s a stumbling block for signing up.” Quick enrollment plans remove that hurdle by giving employees a default asset allocation—from which they can of course opt out, if they choose.

Another beneficial option, studied by Richard Thaler of the University of Chicago and Sholomo Benartzi of UCLA, allows workers to escalate their contributions. In this scheme, contributions begin at, say, 3 percent of pay, but then increase yearly by 1 percent, up to 6 percent or so annually. According to Madrian, “Contribution escalation is a way to simultaneously get employees to start saving at a rate at which they are comfortable today, and put into motion something that will get them saving more in the future. They can financially secure retirement without being required to do anything in the future.”

Notice what all these plans have in common: They turn procrastination into an asset. In a 2006 article for *The Milken Institute Review*, Madrian and her co-authors proposed what seems like a disarmingly commonsensical idea: “The path of least resistance should generate the greatest good.” But among her then-colleagues at the University of Chicago, where the rational model of *Homo economicus* reigns supreme, the statement amounted to heresy. “They were quite skeptical about this,” she says. “Their view was that individuals know what’s best for them, and if people really wanted to be saving for retirement, they would have signed up for a savings plan on their own. So if you’re automatically enrolling them, you’re basically duping people into saving when they don’t want to do that.”

Yet in study after study, Madrian has found that employees simply don’t hew to that rational ideal. “There are some situations where the standard models don’t work,” she says. “I’m working in one of those areas. Most individuals who become participants because of automatic enrollment actually *do* want to be saving—the problem is that they don’t know how to do it, and as a result they do nothing.”

Madrian’s investigations therefore take up where the rational economic actor strays off course. “If you have a strong financial incentive to save, why isn’t everyone doing it?” she asks. “And why do you get such dramatically different outcomes when you have automatic enrollment versus when you don’t have automatic enrollment?” she asked. “Financial incentives get you 60 percent of the way there—but they don’t explain everything. Much of what this research agenda is about is trying to get at the issue of ‘What else matters?’ And when is the ‘what else’ more important than financial incentives? I want to understand what drives human behavior.”

ON THE WEB

Learn more about faculty research at web.hks.harvard.edu/publications

BUT there’s also a larger issue at play: making social institutions work for the common good. “To me, it seems fairly intuitive—not just in automatic enrollment plans, but in how the whole world is structured—to set up institutions so that what happens is what people *want* to have happen, and what doesn’t happen is what people *don’t want* to have happen. The fact is, most employees want to be saving. Instead of requiring them to sign up to do what they want to be doing anyway, why don’t we just make it automatic, and let the people who don’t want to be doing it—who are a minority of the employees—opt out?”

That idea was part of the impetus behind the Pension Protection Act, which gave incentives for companies to offer opt-out plans and other policies that would help workers save. So obvious were its benefits, that the legislation received strong bipartisan support. Republicans liked the idea that it wasn’t a mandate and that it was supported by the financial services industry. Democrats liked how the law leveled the playing field, raising participation rates among economically disadvantaged groups that had historically saved less. In economics, this happy outcome is known (after an Italian economist) as a “Pareto-efficient policy”: Lots of people win and nobody loses.

Even with the new law in place, however, not everyone is winning. Madrian cites two gaping “holes” that the U.S. government still needs to fill. One is the sizable fraction of workers who are in companies—mostly of small to moderate size—that don’t have employer-sponsored savings plans. “We need to expand the benefits of these plans to a larger segment of the population,” she says.

The second challenge is helping retirees hold on to what they have. “Say we’ve turned people into successful savers,” Madrian says. “Then what do we do? We need to turn them into successful consumers of what they have saved in retirement.” In the current downturn, people who have been retired for five or ten years, and who thought they had saved enough, have seen their nest eggs cut in half. “We need to structure incentives so that this does not happen.”

With no end in sight to the global recession, Madrian has straightforward advice for those who want to ensure retirement security. First, if you have an employer match, save at least to the point where you receive the full match—and more, if you can. Second, diversify your holdings—but not in company stock. “Employer stock is not a good investment in a retirement-savings plan. If the employer stock does poorly, the likelihood that you’re going to be laid off and lose your job is probably going up at the same time.”

If you don’t have access to a job-sponsored savings plan, set up an IRA and, if possible, arrange for automatic monthly transfers so that you don’t have to continually take action (or lapse into inaction). Don’t wait until you can save what you think you ought to be saving—do what you can now and revisit your decision later, when you may be able to set aside more.

“When saving for retirement, you really only get one chance to do it right,” Madrian says. “You don’t get to learn from your mistakes, you don’t get a do-over.” At the end of the day, “very few people complain that they saved too much.”

Madeline Drexler is a Boston-based journalist and author.

NEXT

Next-Generation

Through alumni and teaching,
Harvard Kennedy School
plays a central role in the

Forum of
Young Global
Leaders program

BY STEVE NADIS

Leadership

In 2004, Klaus Schwab MC/MPA 1967, a Harvard Kennedy School graduate who founded the World Economic Forum (WEF), won a \$1 million prize from the Dan David Foundation and tried to think of the best use to which he could put that money. Schwab decided to start a WEF-affiliated program called the Forum of Young Global Leaders (YGL), which, as the name implies, would bring together a new generation of leaders from across the globe and turn them loose on the biggest problems of the day.

Since then, about 200 to 250 “YGLs,” as they’re called, have been selected each year from different countries and different walks of life, representing government, industry, NGOs, and academia. Although no exact statistics have been compiled on this, a significant number of these YGLs are, like Schwab, Kennedy School alumni. Active members make a three-year commitment to meet at an annual summit conference, attend WEF’s assembly of world leaders in Davos, Switzerland, and participate in other events, including a 10-day training session at the Kennedy School that was introduced a few years after the YGL forum was under way.

The purpose of these activities, according to Schwab, is to put the YGLs in a position “to have a real impact on global affairs and to make sure that global decision making preserves the interests of the next generation.” In addition, he wants these young leaders “to shake up traditional thinking and bring a bold, forward-looking approach to the world.”

The enthusiasm evinced by those associated with the program suggests that Schwab is onto something. “It’s always interesting to see how people from this diverse group can come at issues from very different angles,” notes Rouzbeh Pirouze MPP 1996, a YGL since 2006 who lives in Iran and works for a London-based investment firm.

“YGLs won’t solve the world’s problems on their own,” acknowledges Nesreen Barwari MC/MPA 1999, HKSEE 1999 and 2008, a former Iraqi official who was part of the inaugural (2004) YGL class. “But this creates a new avenue in addition to existing ones, and we need more avenues.” Barwari has never left a meeting of YGL peers without gathering some new ideas and imparting a few of her own. “We take them back to our home countries, deconstruct them, and then try to spread the knowledge.”

Pirouze agrees that “the big global issues we face will not be solved overnight. But we’re always trying to find ways of having an impact.”

Each year, for example, YGL’s Education Working Group undertakes a project that can make a significant difference. One such venture, called Deworm the World, is aimed at helping the 400 million school-age children infected with parasitic worms. Deworming programs, which cost just pennies per child, may offer the most cost-effective way of boosting access to education worldwide, while also promoting children’s health. Deworm the World is striving to implement these programs where needed.

Through another YGL initiative called Global Dignity, which was inaugurated in 2005, YGLs go to schools around the world one day

each year, talking to students about human rights and dignity for one another and for the planet.

These are two of many examples of what can happen when you put a group of YGLs in the same room, says Jared Genser MPP 1998, a human rights lawyer who joined the group in 2008. “It’s not just about networking. It’s about putting our joint experience and expertise together to solve problems.”

After starting the program, Schwab continued to think about ways of making YGLs better prepared to face the challenges ahead. He believed that the old-guard leaders already in power “lacked a firm grasp of global policy,” explains YGL director David Aikman, “and he was determined to give the next generation of leaders a broader global view.” In Davos several years ago, Schwab spoke with Kennedy School Professors David Gergen and Joseph Nye about putting together a program that would help YGLs grapple with issues that cross sectors, disciplines, and national boundaries. These preliminary discussions led to the Global Leadership and Public Policy for the 21st Century program for YGLs, which has been held at the Kennedy School twice a year since November 2007.

Half of the program is devoted to major policy dilemmas and strategies for dealing with them, while the other half is devoted to leadership skills. “It seems to be working well for everyone,” Aikman says. “WEF is happy with the program, and the Kennedy School seems to be happy to have these amazing people on its campus.”

Robyn Champion MC/MPA 1989, assistant dean for program management in Executive Education, concurs: “This program goes to the heart of the Kennedy School’s mission. We get to teach people who are already in positions of authority, so you can have an immediate and far-reaching impact.”

The idea is pretty simple, says Dean David T. Ellwood. “We bring together a group of rising stars, helping them learn together and learn from each other.” Not only is the program important to the Kennedy School and its agenda of informed global policy, adds Ellwood, but it appears to be important to the young leaders as well. This January, for instance, he was approached at Davos by a YGL who told him, “We all agree that this program offered the best value per minute spent of anything we’ve done in our lives.”

Good as the program may be, says Aikman, who participated in the spring 2009 session, “we still spend a lot of time talking with the Kennedy School people, figuring out how to make it even better.”

One adjustment already made by HKS Professor Iris Bohnet, who chairs the program, may seem counterintuitive. Rather than packing in more lectures and other activities, she’s been paring down the schedule, adopting a “less is more” approach. “This is a group where things happen,” Bohnet explains. “If something of interest comes up in one session, participants always want to go further. Remember, our ‘audience’ is composed of people who know a lot. To draw on those resources, and let the magic happen, we needed to free up more time.”

Nesreen Barwari MC/MPA 1999, HKSEE 1999 and 2008 was part of the first group of Young Global Leaders picked by the World Economic Forum in 2004 to tackle some of the world's most urgent problems. Of course, that's something she'd already given considerable thought to. Born and raised in Kurdistan, Barwari was imprisoned in 1981 at the age of 14, along with the rest of her family, for opposing Iraq's former president, Saddam Hussein. Her political consciousness was sparked during that year in prison, where she vowed to fight for democracy, human rights, women's rights, and freedom of speech.

She later worked in emergency relief programs for the United Nations, assisting refugees and other displaced people in Kurdistan, before becoming the region's minister of reconstruction and development. After the fall of the Hussein regime in 2003, Barwari served in three successive interim national governments as minister of municipalities and public works—Iraq's largest department, with 42,000 employees across the country.

She left government in 2006 to preside over the NGO she had founded a year earlier, Breezes of Hope, which is promoting participatory democracy in Kurdistan and throughout Iraq. There's much to be done on that front, she notes, "given that we're talking about a country that's never had any concept of public participation." The first step is to make people realize that government starts at the municipal level and that they can contribute more if they are informed.

She recently held a "Dignity Day" with Kurdistan high school students—as part of a program initiated by fellow YGLs. "I told them that with dignity comes power," Barwari says. "And the best way to have power is to get involved."

Offering breezes of hope for a beleaguered Iraq



Nesreen Barwari

Taking action against climate change



Kate Hampton

Kate Hampton MPP 2000 has worked on global climate change from a variety of angles and was named a Young Global Leader in 2008 because of the breadth and persistence of her efforts in this area. She led the Climate Change Campaign for Friends of the Earth International; she has advised G8 and European Union officials on the topic; and more recently she has approached the issue from an investment standpoint—as head of policy at Climate Change Capital—owing to her firm conviction that "the battle against climate change will fail unless we can reorient private capital away from a fossil-fuel-intensive energy infrastructure and toward low-carbon systems of production and consumption."

Now she's coming at the subject from the philanthropic side of things, having started in March 2009 as director of the climate change initiative for the Children's Investment Fund Foundation. Hampton considers it a sensible issue for charitable organizations like CIFF to take on. Developing countries will be harder hit by climate change than developed countries for two reasons, she says. Some locations and livelihoods are much more vulnerable to climatic shifts: For example, populations that rely on rain-fed agriculture are severely impacted by changing patterns in rainfall. There are also issues of wealth and vulnerability: "If a hurricane hits in Bangladesh, there will generally be greater long-term impacts than if a comparable storm hits in Florida. We're talking about the most vulnerable people in the world, in countries where children may account for half or more of the population. This generation of children will live through those impacts, which is why the issue should be on the children's development agenda."

It's wrong to assume that tensions between Muslims and Jews are an inevitable fact of life, asserts Mehmet Daimagüler MC/MPA 2005, who became a YGL in 2005. When he travels to the Middle East, he's continually struck by how much Israeli Jews and Muslims have in common rather than by their differences. In Germany, his native country (though he currently resides in Zurich), relations between Jews and Muslims are better than in other European countries such as France and the UK. Daimagüler—a Muslim, though not particularly religious—has made it his business to understand why that is the case, while advocating practices that bring the two communities together.

He was the first advisor of Turkish descent to the German federal parliament, and also the first elected Muslim on the board of a national party (the Liberal Party), on which he served from 1997 to 2006. In this capacity, he tackled immigration policy in general and Jewish-Muslim relations in particular. He earned respect from both communities, perhaps because when he started working on this issue, he didn't approach it as a Muslim. "I approached it as a German citizen," he says.

While there are about 5 million Muslims in Germany today, Daimagüler says, "most of them are focused on what's going on in their neighborhood, not in the Middle East." That is not the case in a country like France "where many young people identify themselves as Arabs who happen to be in France," he says. "The best way to fight anti-Semitism and radicalism among Muslims is by integrating them into the country—by saying yes, you are part of this country, and we are not going to alienate you."

Mehmet Daimagüler

Bridging the gap between Muslims and Jews

Peter Bisanz

Creating moving pictures of global import

After six years in the Hollywood studio system—as vice president of development at the Ladd Company at Paramount Pictures, among other roles—Peter Bisanz MC/MPA 2009 felt he wasn't having the impact on the world that he wanted to. So he left films to complete an MBA in social entrepreneurship at Oxford, which, ironically, led him back to filmmaking—this time on his own terms. While at Oxford, he got the opportunity to visit northern India in the summer of 2005, where he made numerous short documentaries about the Dalai Lama and his teachings.

Bisanz was so inspired by his encounters with the Buddhist holy man that he returned to India later that year with better equipment and a whole film crew, to begin making the feature-length documentary, *Beyond Our Differences*, which explores the commonality of all the world's faiths. His work on that film earned him a YGL appointment in 2007.

Bisanz has subsequently arranged to do three other documentaries in conjunction with YGL's parent organization, the World Economic Forum. The first, which is currently in production, examines the relationship between Islam and the West. The other two are about water scarcity and the role of women in the developing world.

As one of just a handful of filmmakers in the program, Bisanz explores issues of worldwide import through motion pictures, while other YGLs address these issues through other channels. "Being counted among these extraordinary people has been an awesome experience," he says. "Though the expression is often used, this is an instance where the whole truly is greater than the sum of the parts." ❖

Steve Nadis is a Cambridge-based journalist.

ON THE WEB

Learn more at <http://ksgexecprogram.harvard.edu/features/leaders.aspx>



As head of Catholic Charities, Tiziana Dearing brings a fresh approach to a tradition of commitment.

When Tiziana Dearing MPP 2000 sat down at her desk on her first day on the job as head of Catholic Charities of Boston, one of Massachusetts's largest private social services providers, she hesitated for a second. "I knew I could do it, but I didn't know what to do," she says. "What do you do on your first day?" It was a question Dearing might have been forgiven for asking. At 36, she was the youngest-ever president of the 100-year-old agency. She was also the first woman, and the second layperson, ever to take the helm. And she was taking over an organization that served almost 200,000 people a year and was recovering from major setbacks in an environment that was less than friendly to Boston's Catholic Archdiocese, its parent organization.

The hesitation, naturally, didn't last. Dearing wanted to refocus Catholic Charities on serving the neediest. And she would have to do it at a time of decreasing revenues and soaring demand for services. Her leadership has underscored the importance of her training, Dearing says. It has also emphasized the importance of her faith.

Dearing was born in Battle Creek, Michigan, to a family where Catholicism was the religion and public service was the creed. As the youngest of nine children, she was practically swaddled in civic engagement. Her parents sat on boards and were involved in social programs such as drop-in centers for runaway teenagers. Her brothers and sisters followed suit. At one point one brother, a journalist, was covering another brother, the mayor, as he negotiated with a third brother, a union leader.

"The two things that were expected of you in my house growing up were that you'd be self-employed at some point in your life and that you'd be civically engaged," Dearing says.

She volunteered at nonprofits as a teenager and, after graduating from the University of Michigan, headed off to Chicago, where she eventually found work with the Women's Self-Employment Project. When she moved to Boston a couple of years later, her friends told her to look in the private sector.

"You're a consultant,' they told me," Dearing remembers. "You just don't know it yet."

She worked for a consulting group for three years and then started out on her own, consulting with for-profits and nonprofits, including church organizations. She kept working through her two years at the Kennedy School—and then came the Hauser Center. The job as executive director of the Hauser Center for Nonprofit Organizations at Harvard University was one that Dearing might have been made for. But it wasn't one that exactly matched her résumé.

POSSIBLE

MISSION

BY ROBERT O'NEILL PHOTOGRAPH BY SHAWN HENRY

Catholic Charities at work



1



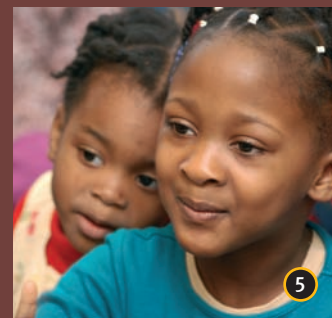
2



3



4



5



6



7

- 1 Catholic Charities operates eight child-care centers around eastern Massachusetts, and 100 accredited and licensed professionals provide early education and care in their homes.
- 2 Elder services programs include Companions to the Aging, Elder Social Services, Public Health and Wellness, Grandparents as Parents, and Foster Grandparent Programs.
- 3 The Teen Center at St. Peter's Church in Dorchester serves youth ages 12 to 19, offering teens work opportunities, support services, and access to recreational facilities.
- 4 In 2008, Catholic Charities provided food and clothes to more than 86,000 individuals.

Dearing says she didn't make the first cut during the interview process. But something made them reconsider her.

"It felt a little like a gamble to appoint her," says Mark Moore, professor of nonprofit organizations and then director of the Hauser Center. "A little young, never done a job in academic administration before..."

But the gamble paid off. "We had a set of expectations, and she exceeded those by about 500 percent," Moore says.

Dearing was an excellent administrator, but she also proved to be an important intellectual force at the center, especially in the area of religion in public life.

For Dearing, it was a chance to return to an environment she had loved as a student, with a faculty she respected, and to get out of the weeds of consulting and take a panoramic view of the nonprofit sector.

"You were going to get to play in that sandbox?" she says. "I mean, what a great sandbox. Who wouldn't want to do that?"

During her time at the Hauser Center, Dearing began to notice that the nonprofit world had moved too far toward system change, epitomized by the famous saying "Give a man a fish, and you've fed him for a day; teach a man to fish, and you've fed him for a lifetime."

When the opportunity to head Catholic Charities came up, she felt that she could make a change by pushing back toward basic need. The job opened up in 2007, when J. Bryan Hehir stepped down. Hehir, a Catholic priest, is a professor of the practice of religion and public life at the Kennedy School and also the secretary for health care and social services in the Boston Archdiocese.

Hehir had known Dearing since she first arrived in Boston and approached him, on the advice of her parish priest, as a spiritual advisor. (Dearing didn't know at the time of Hehir's reputation as a church administrator and intellectual.) He also taught her when she was a student and then worked with her at the Hauser Center.

Hehir had presided over Catholic Charities through one of its most difficult moments, when the agency closed its adoption services because of the Church's refusal to place children with gay couples.

The move was extremely controversial, especially since adoption services were Catholic Charities' founding purpose. But the Catholic community in the Boston Archdiocese had also been hit by the sex-abuse scandal and the reconfiguration of parishes.

Dearing's arrival would give Catholic Charities something of a fresh start.

"When you come in and you are that different, you get a lot more room to make change, because it's just obvious that that's going to happen," she says.

Dearing was in some ways reassuringly familiar—her faith and her commitment to the Church's social teaching were undoubted—but also a radical departure: a young, female professional.

"The fact that she brings a combination of secular skills, the sort of thing you acquire here, plus a commitment to the Church is a perfect match for us," Hehir says.

Catholic Charities is a \$42 million social services organization with about 1,000 employees and 140 programs that range from food banks to immigrant training, from homes for single mothers to heating assistance.

About 80 percent of the more than 180,000 people it serves first touched the organization through emergency needs, Dearing says. "In the nonprofit world, we were so busy trying to teach a man to fish that some days we forgot to feed him."

"The pendulum has swung so far this way that it was going to swing back," she says, "and I wanted to be standing there when it did. And it did."

Dearing says that even before the economic crisis, the poor in the state had been in crisis for a long time. The crash in the fall of 2008 hit the middle class, too. Dearing worked on instituting performance management tools she had used time and again as a consultant, such as the balanced scorecard, which links an organization's operations to its long-term goals. Those changes have allowed the organization to gain a more solid financial footing, even as revenues (52 percent of which come from the state) fall.

They are also allowing Catholic Charities to take a strategic look at its operations and to present unique data on the needs of the state's most vulnerable. Most important, the organization is thinking about how it can serve more people without using more money.

"If you're serious, you're solving a whole new math problem now, because more people are falling," she says.

Dearing says that although the challenge of running an organization like Catholic Charities is exhilarating, it also comes with its own burdens: "I didn't sleep through the night for the first six months on the job." But she is buoyed by her belief in the social-justice mission of the Church.

"There is a place that the church has occupied in helping people understand our God-given solidarity with each other and what that means in terms of our obligations to each other that I really think is special," she says.

There's a special power to that level of commitment, she says: "When the math won't work, we still won't stop, and when the government stops funding, we still won't stop." That commitment, combined with her innovative style, has won Dearing plaudits, including the New England Women's Leadership Award from the Boys and Girls Club of Dorchester.

The Kennedy School has also played a huge role in her ability to perform, she says. "I thought at first I couldn't have *gotten* this job if I hadn't gone to the Kennedy School. What has amazed me since I've been there is, I couldn't *do* this job if I hadn't gone to the Kennedy School."

"The education, what I actually learned, matters much more in my ability to perform this job than I would have expected," she says. "The analytic thinking, working with data, statistics, knowing how to frame problems, I am amazed at the extent to which I've used all aspects of the practical education that I received at the Kennedy School. The hard-core day-to-day education has proved essential to what I'm doing." ❖

Talking Strategy

FORUM | Gen. David Petraeus, chief of the U. S. Central Command, drew a large crowd at the Forum in April, where he discussed strategy with David Gergen, director of the Center for Public Leadership, which sponsored the event. Petraeus was on campus to pay tribute to students now studying at Harvard Kennedy School, Harvard Business School, and Harvard Law School.

Petraeus, who took command of the multinational force in Iraq in 2007 and is widely credited with the success of the surge strategy, said a key strategy was to ensure that citizens were made to feel secure and that they were being served.

“You can’t ‘commute to the fight,’ as we say. You can’t drive through the neighborhood a couple of times a day and go back to your big base and expect them to feel a sense of security.” Educating commanders about key strategies, overseeing their execution, and effectively exploiting lessons learned from the strategies’ employment were the other top three “big ideas,” said the general.

The next step, promoting reconciliation, is equally important, he said. “You have to promote reconciliation. You can’t kill or capture your way out of an industrial-strength insurgency like that which we faced in Iraq.”

Afghanistan, like Iraq, will get worse before it gets better, Petraeus said, and the process of securing the country will take time. Progress can be made, however. In Afghanistan, numerous factors are at play. Understanding institutional structures and influences, important cultural differences, and the rampant drug trade are all critical. Petraeus said the United States is committing additional troops and financial aid and is training civilians who will complement local security forces in the coming months, but the security situation won’t improve right away.



LEFT PAGE: STEPHANIE MITCHELL/HARVARD UNIVERSITY NEWS OFFICE; THIS PAGE, CLOCKWISE FROM TOP: MARTHA STEWART, JON CHASE/HARVARD UNIVERSITY NEWS OFFICE; MARTHA STEWART

THE BUZZ

“It’s a deserved **image**, but it’s not a unique one.”

∴ Mexican author Carlos Fuentes on Mexico’s struggles with corruption, but also his country’s capacity as a democracy to limit corruption, at the Forum in April.

“I do believe the **celebrity culture** at the moment is focusing on the wrong thing. It’s so much easier for Bob Geldof or Bono to go to G8 and meet with African leaders.”

∴ Zambian native Dambisa Moyo MPA2 1997 describing celebrities’ involvement in African issues, from their frequent public calls for more aid to their level of access, unlike that of Africans, to world leaders, at a March seminar, sponsored by the Center for International Development.



David Plouffe

“It is so difficult to **keep up** with it.”

∴ ABC News Washington Bureau Chief Robin Sproul on the speed at which the Obama administration is tackling issues at a brown bag in February sponsored by the Shorenstein Center.



Robin Sproul

“Minnesota, Colorado, Missouri, Alabama — they were not organized by our staff. They were organized by **volunteers** online, organizing their communities.”

∴ Barack Obama’s campaign manager David Plouffe, describing grassroots efforts across the country and their importance in the campaign’s ultimate success at a Forum in April sponsored by the IOP.

“It depends on us. It’s going to take **citizen action** to make the words of Article 25 come alive. People are not powerless.”

∴ Historian Howard Zinn discussing Article 25 of the Universal Declaration of Human Rights, which calls for the right of all people to an adequate standard of living, at a March speakers series marking the declaration’s 60th anniversary, sponsored by the Carr Center for Human Rights Policy.

“We want **Marcus Welby**: Solved every problem within 28 minutes. Never talked about money or a bill.”

∴ ABC News medical editor Timothy Johnson, referring to the popular ’70s TV program, who said the biggest barrier to health-care reform is the country’s expectations and demands, at a Shorenstein Center brown bag in March.



Timothy Johnson



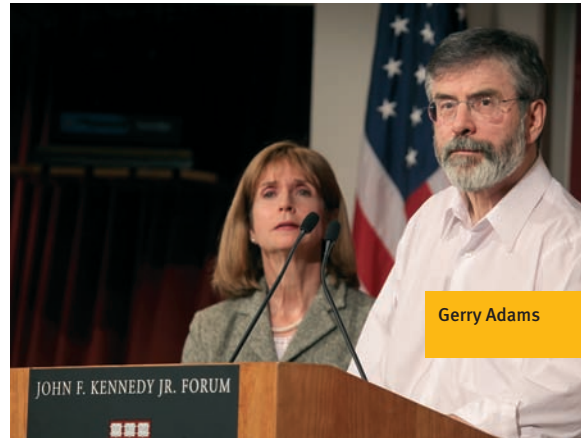
Kathleen Sebelius

FORUM | Parting Words In June, Class Day speaker **Kathleen Sebelius**, secretary of the U.S. Department of Health and Human Services, emphasized the importance of public service to graduating students. The former Kansas governor said she was raised to believe that public service is crucial, and helping people is more important than being a “somebody.” Public service, she said, connects people to their communities and opens doors for wonderful experiences. “By coming to this university, you all have agreed to be measured among some of the most intelligent and powerful people in the world, but let me make it clear: You don’t need to make it to the White House to be a success.”



Barney Frank

FORUM | Increased Regulation Massachusetts Congressman **Barney Frank** (D-1971) called for greater regulation to help restore economic balance. “Why did people make those bad loans?” asked Frank, chair since 2007 of the House Financial Services Committee, at an April Forum. “Because they could. That’s the free enterprise system . . . you’re supposed to make as much profit as you can without violating the law. If you want to restrain activity, you don’t preach, you pass laws.” Current rules no longer suffice, he said. With increased regulation, “I believe we’ll have a financial system that works better and diminishes abuses.”



Gerry Adams

FORUM | Certainty of Hope In a visit to the Forum in March, **Gerry Adams**, president of Sinn Féin and a member of the British Parliament, remembered his last visit to the Kennedy School, 15 years ago, when IRA cessation was only a few months old. “Back then, they thought it wasn’t going to work,” he said. “Well it has worked. Today, there’s a whole generation of young people who have and desire a wonderful future.” There’s a “certainty of hope,” he added, that Ireland will someday be united. “We have to have confidence in unionism. Every big thing that happens starts with a dream. The trick is to make the dream come true. I think we can make the dream come true.”



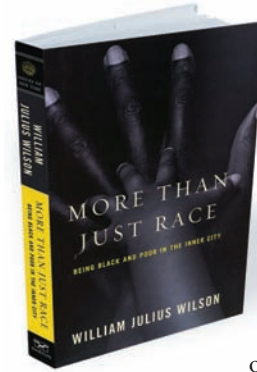
Gwen Ifill

FORUM | Career Achievement PBS’s *Washington Week* moderator and managing editor, **Gwen Ifill**, said she learned in her profession to treat race as an advantage rather than a burden. “It meant I saw things other reporters didn’t see, talked to people other reporters wouldn’t talk to, and told the stories that others could not.” Ifill was the recipient of the Goldsmith Career Achievement Award at the Shorenstein Center’s annual Goldsmith Awards Program in April. She expressed optimism for journalism’s future: As long as elections stay as crazy as this one just past, and the ramifications become so consequential, we, some of us—most of us, I hope—will always be fully, gainfully, and essentially employed.”

LINCOLN/HARVARD UNIVERSITY NEWS OFFICE; JON CHASE/HARVARD UNIVERSITY NEWS OFFICE

CLOCKWISE FROM TOP LEFT: MIKE CASEY; TOM FITZSIMMONS; ROSE KENT DAYTON

More Than Just Race
Being Black and Poor in the Inner City
 :: William Julius Wilson



The election of Barack Obama as the nation’s first black president put a worldwide spotlight on the progress made by African-Americans in a country marred by a long history of racial injustice and discrimination. Yet celebrations surrounding that landmark event hid another, more enduring reality: Despite advances in race relations, a complex web of structural and cultural forces continues to cut off poor, inner-city blacks from the education and opportunities that could bring about improved economic mobility.

In *More Than Just Race: Being Black and Poor in the Inner City*, sociologist William Julius Wilson brings a new and carefully considered perspective to a conversation often dominated by political bias. Wilson, the Lewis P. and Linda L. Geyser University Professor, traces a legacy in which liberals deny some of the detrimental effects of black culture, instead pinning the blame on subtly entrenched racism. Meanwhile, conservatives are quick to highlight drug violence, hip-hop, and the rap culture as evidence that African-Americans are responsible for their own economic predicament and undeserving of special government support.

To address this stalemate, Wilson draws on extensive research and field interviews to create a framework for a more nuanced understanding of racial inequality that integrates cultural factors with two sorts of structural forces—those that reflect explicit racial bias and those that do not. In doing so, he shapes his book around three persistent race-related issues: the continued existence of inner-city ghettos, the ever-declining prospects for low-skilled black males, and the fragmented state of the African-American family.

As Wilson makes clear, some of the structural forces that are not explicitly racist have a disproportionately negative effect on black Americans, particularly black men with a high school education or less. For example, the rise of technology, the movement of jobs overseas, an increase in international trade, and the decline of U.S. manufacturing have all contributed to the decrease in jobs once filled by low-skilled workers. And the more numerous low-wage service industry jobs requiring interaction with customers (such as those at call centers) are more likely to be filled by women and recent immigrants than black males. Why? Wilson notes that the connection of black men with violence has some of its roots in lingering fears and cultural shifts from the 1960s and 1970s, when calls for “law and order” in the face of urban riots brought about a more punitive criminal justice system and a jump in the rates of black male incarceration.

The isolated areas in which many poor, urban blacks live can also create a culture of behavior that is more useful for surviving the inner city than for a successful job hunt. Avoiding eye contact and acting “street smart” is a form of self-defense in high-crime neighborhoods—but it’s seen as antisocial or even intimidating elsewhere.



And in an environment where chronic poverty and exploitation breed high levels of distrust, networking with family and acquaintances to find a job can be a foreign concept.

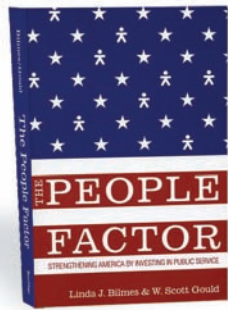
Through these and many other examples, Wilson shows again and again how intertwining structural and cultural forces have created the environment in which the black urban poor continue to live, despite the end of school segregation and other racist public policies. Clear and succinct, he makes a strong case to persuade Americans of every political stripe to find the common ground needed to craft a new path for change and renewal. ❖ JH

34 classnotes 36, 42, 49 from the field 39 connections 45 books

The People Factor

Strengthening America by Investing in Public Service

By Linda J. Bilmes and W. Scott Gould



The federal government is the largest single employer in the United States, write Linda Bilmes, lecturer in public policy, and co-author W. Scott Gould in *The People Factor*, yet the system is “coming under increasing strain.”

Modeled on the centralized manufacturing industry of decades past, the civil service today is a monolithic, bureaucratic structure trying to operate in an increasingly complex world.

And its ineffectiveness is becoming increasingly evident, say the authors, pointing to such recent debacles as Hurricane Katrina, the Madoff scandal, and the decaying state of the Walter Reed Medical Center. Sadly, the current situation threatens only to worsen as the baby-boom generation, now occupying the majority of management-level positions, prepares to retire, and technology advances force new ways of doing business.



Linda Bilmes

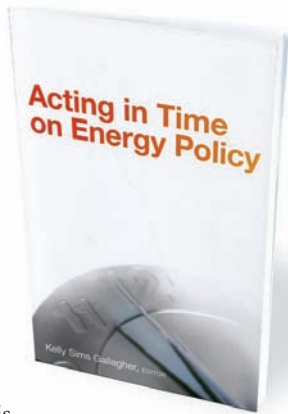
Bilmes and Gould propose the implementation of new methods of people management, adopting techniques from other organizations that have been designed to attract talented professionals. The authors identify proven innovative practices they believe can succeed in the public sector.

For such a transformation to occur, however, support from top leadership is essential. Leadership must come from the highest level for shaping the debate. “We imagine a world” the authors write, “in which civil service reform is a high priority to the president, who places the weight of his office behind change.” Congress, the American people, the media, all need to be actively engaged in the reform, which Bilmes and Gould calculate would cost more than \$10.3 billion.

It won't be easy, conclude the authors, to rally the political will or the vast funding needed to transform the system the country will need going forward, yet “the case for action is compelling, and the costs of inaction are growing daily.” SA

Acting in Time on Energy Policy

By Kelly Sims Gallagher, Editor



“The question of whether we can ‘Act in Time’ on energy and climate change poses one of the most profound challenges facing the world today,” writes Harvard Kennedy School Dean David T. Ellwood in the publication’s foreword. “Many claim that climate change is on the front burner, but will our leaders be able to really face the difficult choices serious action will entail, especially if the world is in recession?”

Acting in Time on Energy Policy explores what might be done, what might prevent action from being taken, and what might spur further action. If the book does nothing else, writes Kelly Sims Gallagher, in the introduction, “it makes the case that the United States cannot afford to wait any longer to enact long-term policies for climate change, carbon capture and storage, electricity structure reform and infrastructure investment, oil security, and energy-technology innovation.”

The contributing writers focus on six topics: climate change policy, carbon capture and storage policy, energy-technology innovation policy, electricity market structure and infrastructure policy, barriers to acting in time on energy policy, and strategies for overcoming them.

The contributors are Laura Diaz Anadon MPP 2010, manager of the Energy, Research, Development, Demonstration and Deployment Policy Project at Harvard Kennedy School; Max Bazerman, professor at Harvard Business School; Bill Hogan, professor of global energy policy and research director of the Harvard Electricity Policy Group at Harvard Kennedy School; John Holdren, then professor of environmental policy at Harvard Kennedy School and now assistant to the president for science and technology; Henry Lee MC/MPA 1974, director of the Environment and Natural Resources Program at Harvard Kennedy School; and Dan Schrag, professor of earth and planetary sciences and environmental engineering at Harvard University. SA



MARTHA STEWART

MARTHA STEWART

To submit a classnote, e-mail hksalum@hks.harvard.edu. The subject line should be “classnotes.”

ON THE WEB

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

1967

Peter McGrath MC/MPA, PHD 2007 welcomes e-mail from other HKS alumni in the Philadelphia area, or from those who are interested in business process management (BPM). Peter is ceo of Coriendo, LLC, in Bala Cynwyd, Pennsylvania. The company automates business processes for organizations. Recently it implemented a BPM solution for the Department of Defense and the Veterans Administration to share electronic medical records on demand at the Tripler Army Medical Center in Hawaii.

1968

Frank Popper MC/MPA will teach land-use planning at the Bloustein School of Planning and Public Policy at Rutgers University and the Environmental Studies Program at Princeton University again this fall. He and his wife, Deborah, a geographer at the College of Staten Island/University of New York and Princeton University, continue to work on a book-length manuscript tentatively titled *Great American Expectations: Why Regional Decline Can Mean National Opportunity*.

1969

Jack Underhill MC/MPA presented “The Promise and Pitfalls of Performance Management at the Federal Level: The Use, Misuse and Non-use of Numbers” at the annual conference of the American Society for Public Administration (ASPA) held last March in Miami. He also coordinated a course on poverty and homelessness at the Osher Lifelong Learning Institute at George Mason University.

1971

Abe Lowenthal PHD, MPA 1964 had two books come out this spring. *Global California: Rising to the Cosmopolitan*

Challenge, addresses how the citizens of a state with the dimensions and power of a nation are affected by international trends. *The Obama Administration and the Americas: Agenda for Change*, co-edited by Lowenthal, Theodore Piccone, and Laurence Whitehead, assesses the problems and opportunities in U.S.-Latin American relations. (See Alumni Books page 45.)

Hans Radbruch MC/MPA has had a very interesting career after leaving HKS. The first four years he was responsible for administration matters during the process of establishing two universities of the Armed Forces. After a year as a member of the NATO Defense College (NADEFCOL) in Rome, he was head of planning and research for the college for seven years. The next nine years he spent as branch head at DoD Bonn (Universities of the Armed Forces) before retiring in 1993.

James Wyly MC/MPA passed away on March 10. He practiced law at Richardson, Wyly, Wise, Sauck and Heib for 38 years. He also served as president of South Dakota State Young Democrats, as chairman of the Brown County Democratic Committee, and as a member of the Brown County and South Dakota Bar Associations. James was an avid reader and enjoyed a good debate, time spent with loved ones, afternoons on his cattle ranch, and travel. He is survived by his wife, Priscilla, several siblings and grandchildren, and his mother, Iva Wyly Russell.

1972

Roland (Rollie) Cole MPP has been doing a bit of writing. “Municipal Efforts to Promote Residential Broadband,” a chapter in a textbook, was published in the spring, and another chapter, “Intellectual Property for Public Managers,” is in the 3rd edition of a textbook to be published in the fall. He also helped prepare a background paper on broadband for the Obama transition team. “Since many of you knew my wife, Elsa, when she was my girlfriend in graduate school,” he writes, “I can report that she continues as general counsel of the National Collegiate Athletic Association.”

Henry Ryan MC/MPA presented “America’s Jews versus Russia’s Tsars: The Struggle Over Jewish Persecution, 1881–1917” to the Society of Historians of American Foreign Relations in June. Material for the talk was drawn largely from the draft of a book he is writing, *The Homeland: From Catherine the Great to Harry S. Truman, The People and Policies that Created Israel*.

1975

R. Dennis Bevans MC/MPA recently published *Fast Track Bureaucrat*, his autobiography about service inside the White House and numerous federal agencies. The era from 1960 to 1988 was especially vibrant, challenging, and rewarding in the halls of government. Numerous recommendations to improve government have been offered, but Dennis thinks that over many years successful strategies have been lost to a constantly revolving appointee cadre. “However, the U.S. Career Civil Service, proud ‘keepers of the public flame,’ remember what works, and why!”

Kathryn (Kathy) Frazer Winsted

MPA2 writes that after graduating from HKS (and briefly driving a Hertz bus at Logan Airport), she worked for the City of Boston and then the federal government in the Carter administration. After 10 years running a marketing consulting business, she embarked on an academic career and is currently a marketing professor and honors program director at Pace University. Kathy and husband Bill live in Yorktown Heights, New York, and have three teenage children — Frazer, Melanie, and Abigail.

1976

Phil Scanlan MC/MPA is founder of the bipartisan Australian American Leadership Dialogue, the only non-usa-domiciled NGO to have ever been invited into the White House for private briefings. Last December Foreign Minister Stephen Smith announced Phil’s appointment as Australian consul-general in New York. This is a new career phase for Phil, who has spent 40 years in educational, NGO, and enterprise leadership roles. He looks forward to re-engaging with HKS during his official role in New York. His wife, Julie Singer Scanlan, is a former NBC anchor and journalist.

Phillip Spector MPP/JD was awarded the Appleseed Foundation’s *Unsung Hero Award* for 2008 for his “leadership in promoting social justice.” Phil is the executive vice president for business development and general counsel of Intelsat, a leading provider of communications satellite services worldwide.

Cathie Witty MC/MPA loves working in higher ed, training students to be able to handle conflict, create dialogue, and affect social policy. “I still have fond memories of my year at HKS, especially those Friday afternoon volleyball games,” she writes.

1977

Gregory Conderacci MPP is a marketing consultant dedicated to helping professional and financial services firms and teams answer their clients’ key question: “Why should I do business with you?” Greg specializes in differentiating professionals — helping them find their “good ground,” the fertile niche where their business will flourish. He is also an avid randonneur (ultra-long-distance bicycle rider) and has ridden across the country and competed in the famous Paris-Brest-Paris, the world’s oldest bike race.

1978

Richard Broinowski MC/MPA returned to Australian diplomacy after graduation. He was appointed Australian ambassador to Vietnam by the incoming Hawke government in 1983 and was subsequently appointed ambassador to the Republic of Korea and then to Mexico, the Central American Republics, and Cuba. From 1990 to 1992, he was general manager of Radio Australia. He retired in 1997 and is now an adjunct professor in media and communications at the University of Sydney. Richard also hosts the Harvard Club of Australia’s Monday Club in Sydney, an informal monthly luncheon with distinguished speakers.

Jean Van den Eynde MC/MPA, head of the Brussels office of Russell Reynolds Associates, continues to enjoy the executive search profession. The financial crisis and state intervention in the banking sector have increased his interaction with the public sector, and there is more search and assessment work at the level of the boards of directors. Jean’s oldest daughter, Laura, completed law school in June; the two younger children, Sophie and Nicolas, are in college and doing well.

1979

Bernard Fennell MC/MPA has published *As It Happened — Groundwork*, a novel about the life of an African-American boy growing up in Florida during the 1950s and 1960s. This is the first part of a trilogy that will cover the protagonist’s life from early childhood to college enrollment. Bernard is also the executive director of Universal Connections Corporation, a nonprofit in Missouri that provides disadvantaged high school and college students with positive connections to their African birthright cultures.

Tobey Oxholm MPP says he and **Kimberly Campbell Oxholm** MPP 1978 spent 29 of their 31 years of marriage in Philadelphia, but they are now calling Sacramento, California, “home.” Tobey is the inaugural dean and CEO of Drexel University’s new Center for Graduate Studies. Kim is finding that her extensive work for Democratic and women political candidates and decades-long leadership of Planned Parenthood Southeastern Pennsylvania translates nicely across the 3,000 miles. Son Geoff, 27, is pursuing a master’s in computer science, and son Ted, 24, is working on Capitol Hill.

1980

Regina Glenn S&L, founder, president, and CEO of Pacific Communications Consultants, Inc., was recently awarded the Supplier of the Year Award by the Northwest Minority Supplier Development Council (Northwest MSDC), a regional affiliate of the National Minority Supplier Development Council (NMSDC).

Donald Roedner MPP is running marketing at a fun little Austin software company called Pluck, raising a 3-year-old, and learning to be a Texan while still listening to the Sox every night on the Web.

1981

Edward Edelson MC/MPA and his wife, Christine, are owners/innkeepers of the Cornucopia at Oldfield Bed and Breakfast, a historic house on 2.5 acres of prime New England landscaping in Southbury, Connecticut. Ed is the executive director of the Pomperaug River Watershed Coalition and serves on the local Inland Wetlands Commission and the Southbury Historic Commission. He recently chaired the local Democratic Town Committee.

Eduardo Feller SEF retired from the U.S. National Science Foundation after 36 years of service in the Office of International Science and Engineering and its predecessors. He plans to stay active in the Washington, DC, area in matters of science, technology, and international affairs.

Richard Paton MC/MPA worked with the Canadian federal government until 1996, his last position being deputy secretary at the Treasury Board (head of the budget office). He left government to become president of the Canadian Chemical Producers Association, which he continues to lead. He has also taught a unique course on management at the School of Public Administration

at Carleton for 20 years, using the HKS case approach to teaching. He and his wife, **Zoraida Paton** MPA 1981, live in Ottawa and have two children, Michael, 23, and Jasmine, 19.

Philip Wall MCRP is the managing partner of Colorado Pacific Holdings, LLC, which acts as both a developer and an investor in commercial properties and specializes in multifamily and hospitality properties. Current business lines are focused on the purchase of distressed commercial real estate assets and nonperforming loans. Philip is also a member of the Harvard Real Estate Academic Initiative Board.

1982

Daniel Cosgrove MC/MPA has been involved with the privatization of military/government facilities and services since graduation. Currently, he is a member of the SPECTRUM Group in Alexandria, Virginia. He is active in consulting for defense/government privatization, BRAC, military renewable energy, defense policy, and contractor financing. In 1996, he retired from the Marine Corps Reserve after serving as a judge advocate for more than 20 years.

Louis De Bour MC/MPA writes that his academic experience at the Kennedy School was one of the most memorable episodes in his life. As an HKS student he met some wonderful people who continue to be his friends today. After leaving, he continued his career in New York State government and retired after 20 years in a wonderful career. For 14 years, he has been in the private sector, currently as executive director for the Albany Chapter of the National Electrical Contractors Association (NECA).

Pamela Dunham MC/MPA reports that since retiring from the Foreign Service, where her last post was Ankara, Turkey, she has a new career in volunteerism. As a member of the board of the Portland, Oregon, chapter of the National Alliance on Mental Illness, she coordinates its educational efforts and teaches classes for families whose loved ones have mental illness. She is a docent at the Oregon Historical Society Museum and serves as a peer counselor for retired and elderly clients.

James Locher III NISM is the executive director of the Project on National Security Reform in Washington, DC. Last year, PNSR completed a congressionally mandated study of the U.S. national security system, which concluded that the system is fundamentally broken. PNSR issued 38 recommendations for system reform in its November 2008 report, “Forging a New Shield.” For

2009, Jim is working to see PNSR’s ideas implemented.

Mona Makram-Ebeid MC/MPA, a former member of the Egyptian parliament and a distinguished lecturer of political science at the American University in Cairo, had a thrilling 2008. It kicked off with a formal visit to Hong Kong, at the invitation of classmate Chief Executive Sir Donald Tsang, where she lectured at various universities and met with senior officials. In August, she was invited by Madeleine Albright to attend Barack Obama’s acceptance speech at the Democratic convention, and then proceeded to Washington, where she lectured at the University of Maryland, SAIS, and the University of Virginia. In December, she received France’s prestigious Legion of Honour.

David Ruef MCRP has transitioned from a successful and satisfying 20-year career as an organization effectiveness consultant and management trainer to one that also leverages his adult learning, coaching, and program design competencies: certified personal fitness trainer. Exercise has long been a passion for him. He is a trainer with New York Sports Clubs in Hoboken, New Jersey (see www.davebodyfit.com).

1983

Daryl Armentrout SEF was the 2009 recipient of the TVA Federal Engineer of the Year Award in ceremonies at the National Press Club in Washington in February. Daryl directs a staff of engineers and technicians who provide environmental engineering services for the Tennessee Valley Authority in Knoxville, Tennessee. In line with his commitment to the next generation of engineers, he also serves as an adjunct to the civil engineering faculty at the University of Tennessee College of Engineering.

Jan Bohren SMG, principal of ETHOS 21st Consulting Firm and professor in the Mercy College graduate program for Human Resource Management, reports that he has held a number of interesting positions in his career. He has been director of the Naval Civilian Personnel Command; executive director of the Federal Labor Relations Authority; corporate vice president of Blue Cross Blue Shield, New York; and director of human resources at the Congressional Budget Office.

Richard Fernandez MPP is a software developer based in Sydney and a writer on the Internet.

Amy Stursberg MPP worked in several capacities at the September 11th Fund from 2001–07 and then at the Lower

Manhattan Development Corporation, helping to revitalize the communities hurt by the terrorist attacks. In September 2008 she became executive director of the Blackstone Charitable Foundation, focusing on education of disadvantaged youth.

Frank Tapparo NISM, SMG 1993 is still an adjunct research staff member of the Institute for Defense Analyses, working on international programs, most recently in Cambodia, Brunei, and Kuwait. For the past nine years he and Marie have divided their time between homes in Arlington, Virginia, and Perugia, Umbria, Italy.

1984

David Barol MPP says he has picked “this perfect time” to leave the relative safety of corporate life to cofound a financial advisory practice (see www.AdvancedFinancialPartners.com).

Cynthia Koppenhafer Bogner MC/MPA is now retired after more than 30 years with the Department of Defense, including more than 10 years in senior executive service/defense intelligence and senior executive service financial management positions in Washington. Cindy was honored to be the commencement speaker at Bowling Green State University College of Arts and Sciences in 2005. She and her husband, **Chuck Bogner** HKSEE 1987, now enjoy traveling and have relocated to Maryland’s Eastern Shore, to enjoy less congestion and more boating on the Chesapeake Bay.

Margarita Castellon MC/MPA recently received the Broward Alliance Economic Development Leadership Award for Outstanding Contributions and Leadership in Education/Workforce Development and the Ft. Lauderdale Chamber of Commerce Excellence Award for Community Service. She lives in Boca Raton, Florida, is an active member of the Harvard Schools Committee, and would like to know if other alumni would like to form a South Florida HKS Alumni Association.

Christopher Crowley MC/MPA is the director of the U.S. Agency for International Development mission in Iraq. Prior to arriving in Iraq, he was the USAID mission director for Central Asia from 2005 to 2007, the mission director for Ukraine, Moldova, and Belarus from 1999 to 2005, and the mission director for West Bank/Gaza from 1994 to 1999. Since leaving HKS he has also served in India and Egypt.

Ted Live MC/MPA reports that after working for 18 years for the City of Oakland, California, he retired and moved

New Era for Fourth Estate



Joe Bergantino

It's no exaggeration to say that Joe Bergantino MC/MPA 1985 has a long-standing passion for investigative reporting. At the age of 9, he started a newspaper to report on happenings in his Watertown, Connecticut, neighborhood, motivated by a penchant for “digging and uncovering things.”

Nearly five decades later, Bergantino is still at it, but the field he has devoted most of his professional life to—investigative journalism—is disappearing at an alarming rate. To save his job, Bergantino may have to reinvent the whole field.

At a time when newspapers are fighting for survival, the outlook for investigative reporting is particularly bleak, Bergantino says. “Many papers today consider it a luxury because you have to invest time and resources on stories that don't always pan out.”

But Bergantino is unwilling to let investigative reporting slide into oblivion without a fight. “It is at the core of why we exist as journalists,” he asserts. “The watchdog role of the journalist is why we have a First Amendment, and if we let that role slip away, democracy itself will suffer.”

The problem is not limited to newspapers and their dire straits. There is little investigative reporting to be found on radio, he says, “and on television it has been dumbed down,

trivialized to the point that it is barely serving the public anymore.”

Bergantino left WBZ—Boston's CBS-affiliated news station—in May 2008 after 22 years on the station's investigative unit, during which time he broke major stories about the Catholic priest sex-abuse scandal, the Big Dig, and a local company linked to Osama bin Laden. He and WBZ parted ways last year because he felt the station was going in a direction that placed less emphasis on serious, in-depth investigative reporting.

It had become clear to Bergantino that a new model was needed. So, earlier this year, he cofounded the New England Center for Investigative Reporting at Boston University, a cooperative effort of some of the major media outlets in the region—*The Boston Globe*, WBUR (a local NPR station), and New England Cable News. The center bills itself as “the first non-profit, university-based investigative reporting collaborative in the country focused on local and

regional issues.” Bergantino wants the center to serve the “civic health” needs of the area.

The center's collaborative nature is particularly important because the economic viability of the endeavor depends on pooling limited resources among various news-gathering agencies. Boston University plays an indispensable role too, providing a home, infrastructure, and administrative support. Another critical source of funding comes from foundations and donors, in particular the Knight Foundation. The center is also working to build a base of individual donors who are, says Bergantino, “as passionate as we are about the importance of investigative reporting.”

Bergantino's hope is not only to boost the quantity and quality of investigative reporting in the region, but also to spark the formation of similar centers across the country. He has already talked to interested parties in Illinois, Colorado, Florida, and North Carolina. “There's a huge void to be filled,” he acknowledges.

Although much has changed in journalism as a whole, what hasn't changed is the need for investigative reporting, Bergantino says. “I don't think our system of government would have survived without the Fourth Estate acting as a watchdog on behalf of the American public. Think of the Vietnam War, Watergate, Silent Spring, pedophile priests, and 100 other examples. Better investigative reporting might have averted the current financial meltdown and Madoff scandal, and kept us out of Iraq. If anything, the need has grown even deeper and more expansive today.” ❖ SN

back to Cambridge, Massachusetts, with his wife, Barbara Allen, and their two standard poodles.

Charles Mercer Jr. MC/MPA was given the Order of the Long Leaf Pine, the highest civilian honor granted by a North Carolina governor. The order is presented to individuals who have a proven record of extraordinary service to the state of North Carolina. Contributions to their communities, extra effort in their careers, and many years of service to their organizations are some of the selection criteria.

J. Gregory Payne MPA was selected as the U.S. State Department speaker on the presidential election for a special tour of Turkmenistan and Indonesia in November of 2009. He was the primary research coordinator for a State Department grant on presidential election training for journalists from Indonesia at Emerson College in November. Payne also presented a paper on new technology and public diplomacy in Riyadh, Saudi Arabia, in March. He is working with students and the government of Mexico on a public affairs project in the wake of President Caledron's war on drugs.

Brian Rogers MC/MPA was appointed interim chancellor of the University of Alaska Fairbanks last year for a two-year term. He continues to facilitate the Tongass Futures Roundtable, a stakeholder process seeking to resolve issues of timber, fishing, and environmental protection in the Alaska coastal rain forest, and serves as facilitator to the mitigation and adaptation advisory groups for Alaska Gov. Sarah Palin's Sub-Cabinet on Climate Change. He is excited to see the new national administration's focus on science, research, and renewable energy solutions for the country.

1985

Todd Bryan MC/MPA has received additional recognition for his dissertation, “Aligning Identity: Social Identity and Changing Context in Community-based Environmental Conflict.” His was one of eight receiving 2008 Distinguished Dissertation Awards from the Rackham Graduate School at Michigan. He is currently a senior mediator with The Keystone Center in Colorado and is a popular lecturer in the School of Public Affairs at the University of Colorado.

Carlos Cavalier MPA2 says that as of March 2009, Colombia seems to be surviving the economic crisis fairly well, owing to the country's low exposure to international markets and strong financial and productive sectors, a benefit of

the very tough learning curve obtained in the crisis of 1999. His wife, Tita, and children, twins Pablo and Enrique, 17, Ana Maria, 13, and Pedro, 4, are healthy and happy and enjoying success at work, school, and home, and his business is going well. As special counselor to the governor of Cundinamarca for education, Carlos has been able to successfully expand the reach of higher education in the region.

Gay Forbes MC/MPA passed away at her home in Venice, California, in February after a brave struggle with ovarian cancer. In her work as a lawyer and urban planner, she made significant contributions to the redevelopment of Boston in the 1980s and later spent almost 20 years bringing innovative planning and economic development to several cities in the greater Los Angeles area. Gay cared passionately about justice, beauty, and working for the greater good of the community.

Thomas Gardner MC/MPA got his PhD in communication from UMass in 2005. He made tenure and an early promotion in the Communication Department of Westfield State College in 2008. In January he visited classmate **Shelley Lee** in Hong Kong on his way to Vietnam. This May his 27-year-old daughter, Sarah, graduated from SAIS. “She is interested in human rights and international conflict resolution if you have leads,” writes Thomas. Son Koby is in middle school, a big-time soccer player and total joy.

Frances Hauge Fabian MPP has moved once again. She is an assistant professor with a research position at the University of Memphis Fogelman College of Business and Economics in Memphis, Tennessee. Frances is also happy to announce that in March she hit her field's “A” publication, *The Strategic Management Journal*. She would love to connect with HKS alumni.

Charles Huettner MC/MPA, SMG 1983 has become the executive director of the Aerospace States Association (ASA) after a 40-year career in aviation as a pilot in the Air Force, FAA associate administrator, NASA aeronautics director, and aviation advisor in the White House. ASA works to establish national aerospace policy and enhance state aerospace education and economic development efforts. Charles has also published a book on the Book of Revelation in the Bible, titled *Jesus Reveals Revelation*.

Junio Ragragio MC/MPA writes that while the whole world is trying to maneuver and escape from a capitalist market massacre, he is complacently completing a “Guide to Public-Private

Partnerships in the Water and Sanitation Sector for Local Government Units in the Philippines.” Together with arranging for project loans and municipal bonds to finance local government infrastructure, privatization ventures have been his quiet cup of tea. “It would be nice to hear from similarly situated classmates or schoolmates from HKS,” he writes.

Gabriela Romanow MC/MPA is happy to report that “Double Exposure, Photographing Climate Change” has been successfully traipsing across the country to museums from Boston to Las Vegas, with plans to crisscross the country a few more times. She is still looking to place this fine-art photography exhibit, so she asks anyone with ideas or contacts to get in touch. She is also delighted to say that she has moved “to almost Harvard Square”—next door to Mt. Auburn Hospital. Jake, 17, is starting the college hunt from Phillips Academy in Andover, and Max, 15, is a freshman at Brooks.

Brig. Gen. Wayne Schatz Jr. MPP relocated with his family to the Washington, DC, area in January after completing an assignment at Little Rock AFB, where he was the 19th Airlift Wing and installation commander. Now he is working in the Pentagon on the Joint Staff in the Operations Directorate as the deputy director for global operations. “There are a few Class of 1985 MPPs in the area, and Kim and I look forward to visiting with HKS friends,” he writes.

Ann Tutwiler MPP is the senior agricultural trade policy advisor in the USAID Africa Bureau, a new position created in response to last year's food price crisis. She helps implement the President's Global Food Security Response and develops agricultural programs, policies, and strategies to increase the income of African farmers. Previously she was a program officer in the Global Development Program of the William and Flora Hewlett Foundation, focusing on improving agricultural markets for the poor.

1986

Hamid Bin Ali MC/MPA is the permanent representative of Malaysia to the United Nations.

Pedro Burelli MPA2 is living in Washington, DC, working in Russia's consumer sector, and actively seeking a democratic solution to burgeoning crisis in Venezuela.

Sarah Burns MPA has relocated from Washington to Los Angeles. She often runs into former HKS dean and UCLA

chancellor Al Carnesale and former HKS instructor Michael Dukakis on the UCLA campus. She is associated with a new nonprofit called Just Foreign Policy dedicated to reforming U.S. foreign policy. Sarah also worked for the United Nations Development Program and was NGO liaison to the UN population, environment, and development conferences.

James Doane MC/MPA retired from the Department of State in March 2000. Since then he has been a consultant to the Department of State and has served in Iraq, Eritrea, Israel, and Colombia. He has also been a part-time professor at the George P. Schultz National Foreign Affairs Training Center's Foreign Service Institute.

Rabbi Micah Greenstein MPA2 is the senior rabbi of Temple Israel in Memphis and chairs the Israel Committee of the Central Conference of American Rabbis. He also serves on the executive committee of the National Civil Rights Museum, where he has run into classmate **Gayle Rose** MPA 1985. “I am especially proud of my two apartment mates from Kennedy School days, **Nancy Sutley** and **Lee Rosen**, both MPP 1986,” writes Micah. “Nancy is working in the White House and Lee is a leading oncologist in Los Angeles.”

Stephen Lowe MC/MPA is involved with the General Services Administration (GSA) in two challenging real estate transactions involving federal government properties. He is working with the U.S. Army Reserve to dispose of the Barnes Building in Boston and with the Forest Service to sell 15 acres of land two blocks from the center of Jackson Hole, Wyoming. He is also working with the FDIC on the takeover of failed banks.

Margaret (Peg) Raymonde Thomas MC/MPA, co-owner of Strategeries.com—strategic, entrepreneurial, and financial consulting services—is teaching “Nonprofit and Public Financial Analysis and Budgeting” at the University of Minnesota's Hubert Humphrey Institute of Public Affairs. Peg and Steven's son, Ethan, was initiated into the Jack and Jill organization's “Rites of Passage,” while daughter, Maya, captain of her U14 ice hockey team, went to the 2009 Minnesota Girls' State Ice Hockey Tournament.

Felisa Tibbitts MPP was a fellow at the Carr Center for Human Rights this past academic year. Her first book, *Community Based Paralegal Programs: A Practitioner's Guide*, has been published by the Open Society Institute, an accomplishment qualified by her daughter's observation that her mother does not seem to be able to write books that people read. As always,

Felisa welcomes contact from former classmates.

1987

Nadine Hack MC/MPA, president of beCause Global Consulting, was a guest of Presidents Ellen Johnson Sirleaf of Liberia and Tarja Halonen of Finland at the International Colloquium on Women's Empowerment, Leadership, Development, Peace, and Security, held in Monrovia, Liberia. Nadine will coordinate mechanisms to enable participants — including United Nations, national government, business, and NGO leaders — to support their respective initiatives to advance gender equity in all sectors of society.

Liz McDannel MC/MPA did it all in 2008: retired (perhaps only temporarily), married (first time!), and moved to Santa Monica. The man responsible for this madcap year is Dale Bell, a public television media strategist and executive producer, also one of the producers of *Woodstock*. The two met six years ago when the Los Angeles Opera "ticket gods" seated them next to each other for an opera they hadn't planned to attend. Liz has retired from 17 years in renewable energy regulatory matters at Southern California Edison and a career in press, public policy, and politics.

Jessica McWade MPA2 has been president of McWade Group for 10 years. The firm specializes in leadership, strategy, and message development. Jessica is completing her doctorate in leadership and organizational development at George Washington University. Her dissertation considers why vision and mission are universally considered essential components of strategy in theory, but too often fail to meet this test in practice. She expects a book out on this subject in 2010.

Josef Reum MC/MPA was named interim dean of the George Washington University School of Public Health and Health Services in September of 2008.

Shigetaka Seki MPP has been executive director of Vinyl Environmental Council and advisor to the Japanese chemical industry on climate change mitigation since 2007.

1988

Volker Baas MC/MPA was elected vice president and treasurer of the Harvard Club Rhein Main, Germany. His focus will be on the establishment of a privately financed scholarship program for German Harvard students. He also looks forward to contributing to the

meeting of European Harvard Clubs in Berlin in September 2009.

Jonathan Best S&L has announced his intention to run for mayor of Stratford, Connecticut. This would be the second mayoral election in the town's 360-year history. In 2005 the town changed the form of government from a council/manager to a strong mayor. "I thought it would be an interesting challenge," says Jonathan. "I am looking for assistance with the campaign. If you have interest, let me know" (see bestforstratford.com).

Lance Billingsley S&L has retired from government service and the active practice of law. "So as not to be tempted to 'un-retire,'" says Lance, "I've moved to Rehoboth Beach, Delaware, and am enjoying a very laid back way of life." He keeps busy by substitute teaching in special education in his local school district and coaching girls' soccer at the local high school. He still has fond memories of his time at HKS.

Jim Kessler MPP has lived and worked in DC since leaving the Kennedy School: 12 years in Congress and eight in the nonprofit world. Four years ago, he cofounded a think tank called Third Way and he serves as its vice president for policy. "Take a look at our Web site, let me know what you think, and feel free to pass along policy ideas and papers." He is married to Jane Lueders and has a daughter, Liberty Jane, 4.

Robert Levy MC/MPA announces that he has been elected to a second four-year term on the City of Plantation, Florida, City Council. His new term ends March 2013. Plantation is a suburb of Ft. Lauderdale with a population just under 100,000.

1989

Gil Armijo MPA2 is executive assistant to the chair of the Santa Barbara County Board of Supervisors. And, he writes, he is "personally promoting and advocating for green sources of energy as the best way to end our dependence on fossil fuels, which in turn protects our fragile environment while providing renewable sources of energy that eventually will be much more economical than any other form of energy."

Ole Gunnar Austvik MC/MPA has received his PhD from the University of Oslo. His thesis is titled "The Norwegian State as a Natural Gas Entrepreneur. The Impact of the EEA Agreement and EU Gas Market Liberalization."

John Barrett Jr. MC/MPA, SONS 1988 retired this past summer from Northrop Grumman. But he expects there's a

good chance he'll "flunk retirement" once again in the coming months. It would be the third time. But "once the national security business gets in your blood," he says, "it's hard to resist the call." In the meantime, he, Helen, and Bella, the wonder dog, continue to divide their free time between the Annapolis area, Ocean City, Maryland, and New York City.

James Brett MC/MPA, president and CEO of the New England Council, the oldest regional business organization in the nation, was appointed chairman of the Governor's Commission on Mental Retardation by Massachusetts Gov. Deval Patrick.

Steve Brown MC/MPA is still running a weekly alternative newspaper in Providence, Rhode Island. He, his wife, Jean, and their daughter, Jessica, 15, live in Jamestown with two dogs and two cats. "I think of HKS fondly and often," says Steve.

Shaun Casey MC/MPA served as senior advisor for religious affairs and evangelical coordinator for the Obama for America Campaign. In January, Shaun's book *The Making of a Catholic President: Kennedy vs. Nixon 1960* was published by Oxford University Press. He teaches Christian ethics at Wesley Theological Seminary in Washington, DC. (See Alumni Books page 45.)

Shari Davis MPP has been actively involved in Santa Monica politics for the past 12 years, including a run for city council in 1996. She now chairs a political action committee, Community for Excellent Public Schools, which has successfully campaigned for \$18 million in ongoing supplemental annual revenues for her local pre-K-12 school district and lobbied statewide for California to increase education funding. "Keeping up with my three great kids, Noah, 17, Hilary, 14, and Eve, 10, and husband Michael assures that I am multitasking all the time."

David Dee MPP died suddenly on January 23, 2008, from an aneurysm. With a focus on information technology policy, David worked as a consultant to both business and government in technology planning and policy. Some of his consulting projects included the development of a statewide strategic plan for the State of Massachusetts, Office of Technology Planning. David received an MBA in 1987 from the Krannert School of Business, Purdue University, where he was a Presidential Scholar. He was an active member of the Electronic Frontier Foundation.

Dermod Dwyer MC/MPA, the first Irish student to graduate from HKS, lives

near Dublin with his wife, Helen, who lectures in educational leadership and management at Trinity College. Dermod's professional interests encompass a wide spectrum in the commercial and educational life of Ireland, and he is executive chairman of the soon-to-be-opened \$500m iconic Convention Centre Dublin, the Ritz-Carlton Powerscourt Resort, and Setanta Sports TV Channel. His daughter, Caroline, married last year and is an elementary school teacher in Dublin. His son, Denis, is currently studying for his MBA at the Smurfit School.

Karen Furia MC/MPA was the lead career person at the Women's Bureau, U.S. Department of Labor, during the transition. "What a great learning experience," she writes. "I have been able to totally experience the change of government leaders. Every day brings new changes and challenges. It has been almost 20 years since I graduated, and I still get to use what I learned at HKS."

Mark Hutchinson MPP and his wife, Denduang Thongsard, had their second girl in January. Alida, 3, welcomed her new sister but at times wanted "to find the zipper to go back in Mommy's tummy." Mark and Denduang live in Bangkok, where Denduang runs Akzo Nobel's (ex-ici) packaging and coatings group. Mark does regional energy consulting work for Cambridge Energy Research Associates ("as in Cambridge, Massachusetts") and heads their office based in Singapore. His clients include a couple of HKS alums in the region, "but we need more alumni out here!" he says.

Joan Mathieu-Tate MC/MPA has relocated to Providence, Rhode Island, with husband Mark and kids Justin, 6, and Chelsea, 7. They are having a blast and enjoyed every single snowflake, after having lived in Florida for 15 years. Joan has opened a second Immigration Law Office in Providence. She hopes to see at least some classmates at future reunions and events at HKS.

Kaori Miyamoto MPA2 is working on international foreign aid policies as a counselor for the Development Co-operation Directorate in the Organisation for Economic Co-operation and Development (OECD) in Paris. "But I am interested in doing something else," she says. "Anyone with good ideas?"

David Rejeski MC/MPA has received a \$25,000 grant from the Alfred P. Sloan Foundation to establish a new Synthetic Biology Project at the Woodrow Wilson International Center for Scholars in Washington, DC. The project will track evolving public opinion toward



Reunited

CAMBRIDGE *The hundreds of alumni attending Reunion Weekend in May balanced the usual joyful gathering with sober discussions of issues including the economic crisis, the health-care dilemma, and Iraq and Afghanistan.*



The closing session of Reunion Weekend was a viewing of *Hope Deferred*, a documentary on the importance of embryonic stem cell research, created by **Brooke Ellison** MPP 2004 (at right, center).



Windy City Update

CHICAGO *Chicago area alumni shared an evening of cocktails, hors d'oeuvres, and conversation with Jack Donahue on April 22. Donahue, public policy lecturer and director of the Weil Program in Collaborative Governance, talked about his current work with Professor Richard Zeckhauser on public-private collaboration, and brought alumni up to speed on what's going on at HKS, the SLATE teaching initiative, and the new joint program with HBS.*



Indian Intelligence

INDIA India's national security concerns were the topic of conversation at a panel discussion and dinner sponsored by **Pradeep Singh** MPA 1991 (front row, second from right) in New Delhi on January 10. More than 30 visiting HKS students were invited to the India Habitat Center to join alumni for the panel discussion "National Security in India" by A.K. Doval, former director of the Intelligence Bureau of India, and Shyam Mehra, former secretary of security of the government of India.

MARSHA STEWART/ISTOCK

Bay Area Talk

SAN FRANCISCO Bay Area alumni gathered together to "talk, enjoy, and sip!" at a happy-hour event at the Mercury Lounge in San Francisco on May 5. Attendees reconnected over cocktails and stuck around for a bite to eat while they reminisced with friends, old and new.



U.S./China Relations

WASHINGTON, DC A group of 80 alumni in Washington, DC, attended a conference April 28 titled "The United States and China—What Next?" The conference followed similar events in Hong Kong, Beijing, and Cambridge, Massachusetts, that have brought together senior policy practitioners, scholars, and businesspeople for informal, off-the-record discussions. The conference was cosponsored by the China-U.S. Exchange Foundation, Harvard Kennedy School, and the Woodrow Wilson Center's Kissinger Institute, and held at the Woodrow Wilson Center for International Scholars.



Gotham Gathering

NEW YORK The HKS New York City Alumni Association organized its own version of the stimulus plan for alumni and friends in the area on March 11. Attendees enjoyed an evening of drinks and mingling at *The Galway Hooker*. They report that the evening was a success, and the conversation — stimulating.

Economic Talk

NEW ENGLAND Professor **Jeffrey Frankel** discussed the economic crisis with more than 30 alumni at a cocktail reception hosted by **Sean Rush** MPA 2007 in Wellesley, Massachusetts, on March 26. Frankel's address, "The Worst Financial Crisis in 75 Years: Origins, Magnitude, Response, and Lessons," was followed by a lengthy and informative Q&A session.





May Reunion Weekend

Nearly 400 members of the Classes of 1984, 1989, 1994, 1999, and 2004 returned to Harvard Kennedy School's campus May 15–16 to celebrate Reunion Weekend.

synthetic biology, assess the adequacy of existing regulations to address any potential risks, and work to expand the policy dialogue around the science and its environmental, social, and ethical implications (see *synbioproject.org*).

Yvonne Thayer MC/MPA says that since retiring from the Foreign Service, she works about half the year on refugee issues and plays the other half. She set up the United States' refugee admissions program in Baghdad in 2008 and ran the program in Havana in 2006. She also monitors agencies that resettle refugees around the United States. In between, Yvonne kayaks, bikes, skis, gardens, and travels, and mentors young women interested in foreign affairs careers.

1990

Merritt Helfferich MC/MPA has been a consultant for Innovation Consulting, Inc., of Fairbanks, Alaska, since 1997. He does grant proposals, grant management, and external grant project evaluations. Also he was one of the initial executive board members of the World Indigenous Nations Higher

Education Consortium. He and his wife, **April Crosby** MPA 1990, floated the Colorado River through the Grand Canyon last year, and hiked the Colorado Weminuche Wilderness with llamas carrying the packs the previous year.

Thomas Luce III IOP became chief executive officer of the National Math and Science Initiative after a stint in Washington as assistant secretary of education for planning, evaluation, and policy development. NMSI is a nonprofit formed in 2007 by leaders in business, science, and education to address the troubling decline in math and science achievement in the United States (see *nationalmathandscience.org*).

Lawrence (Bud) Meyer MC/MPA retired in February 2009 from the John S. and James L. Knight Foundation after 14 years as the chief communications strategist. Bud has started his own firm, Meyer Communications, LLC, which provides strategic communications consulting to national foundations and nonprofits. Bud also chairs the board of the Communications Network, a membership organization promoting strategic communications in philanthropy. He and his wife, Anne Robertson, live in Miami and Washington, Virginia.

Francis Muller MC/MPA was recently appointed by Australia's federal and state transport ministers as a commissioner of the National Transport Commission, which leads regulatory reform to improve transport productivity, efficiency, safety, and environmental performance. Frank was appointed for his expertise in climate change policy. He continues as a professorial visiting fellow at the Institute of Environmental Studies, University of New South Wales. He lives in Sydney with his partner, Leslie Loble, and their two boys, Jeremy and Adam.

Thomas Parris MPP was promoted to vice president of ISciences, LLC, and serves on the National Research Council's Geographical Sciences Committee. He lives in Shelburne, Vermont, with his wife, **Victoria** MPP 1994, and sons David, 13, and Noah, 9.

David Pollak MPP writes that in 2008 he left his position as cochair of the New York State Democratic Party—to which he was elected in 2006—and became the New York State director of the Obama for America presidential campaign. He also serves as a member of the Democratic National Committee.

Pierre Spaninks SMG was elected president of the Dutch Association of Freelance Journalists and vice president of the Dutch Association of Writers and Translators. Apart from being a business writer and communications consultant, Pierre is a certified carriage driver, working with Gelderlander purebreds. He lives in Zwolle with his wife, Karen Spaninks-Broek MD, and their daughter, Emma.

Juan Van Peborgh MPA2 has been living in Argentina since 1990, where he married Dolores, who was already his fiancée when he was at HKS; they have three children. Juan is a partner at the Buenos Aires office of the executive search firm Egon Zehnder International, which he joined in 1995.

Gretchen von Helms MPP is married to fellow attorney Jan Ronis and has three children (ages 5, 8, and 10). Gretchen lives in San Diego, where she practices criminal defense law. She is also on the board of La Cuna, a charitable organization that helps place foster children ages zero to five in permanent and/or adoptive homes. She is a frequent legal analyst on local and national television.

MARTHA STEWART

Stephen Wilkins MPA2 was appointed chief real property officer for the Chicago School District, the nation's third largest school district. As the District's senior leader for facilities, he oversees its \$1.4 billion capital and new construction program and \$150 million for operations and maintenance of more than 600 school properties, administrative offices, and charter schools.

1991

Julie Ames MC/MPA was recently appointed to the board of directors of the San Diego Symphony Orchestra and serves as co-chair of the advisory board. She was also elected senior vice president of the board of the Epilepsy Foundation of San Diego. In 2007, she left the biotech firm Invitrogen to start her own communications and public affairs firm, The Cambridge Group. Julie and husband **Chris** MC/MPA still reside in Carlsbad, California, with their two children, ages 10 and 12. Chris retired from the U.S. Navy and works at General Atomics Aeronautical Systems.

Rick Berger s&L retired as deputy fire chief of the Stockton, California, Fire Department in June 2002. He now works part-time for a Sacramento testing consultant, writing promotional examinations for fire and police departments, and is also involved with several nonprofit agencies in Stockton.

Michael Brown MC/MPA is still a community organizer, now with MICAH, a congregation-based community organization in Massachusetts. He also does some speaking and traveling in relation to his recent book, *Building Powerful Community Organizations*. His wife and daughter, 9, enjoyed cross-country skiing last winter. His older daughter, Corita, 36, is moving to Philadelphia, where she hopes to find a good job in the nonprofit world.

Michael Fenn s&L was deputy minister for the Ontario, Canada, ministries of municipal affairs and housing and community safety for eight years. In 2005, he was appointed the founding CEO of one of Ontario's new regional health authorities and then the first CEO of Metrolinx, the new Greater Toronto and Hamilton regional transportation authority. Michael's articles on public policy and public administration have appeared in a number of journals and books.

Roger Keithline MPA2 and his wife, Justine, welcomed their daughter, Nora, into their family last October.

Arlene Kirsch MC/MPA is executive director of WE CAN Corporation (*wecan-center.org*) on Cape Cod. Recognizing

that every community member's well-being contributes to that of the whole community, WE CAN supports local women in life transitions with services that bring increased opportunity, self-sufficiency, and stability.

Marianne Cooper Lee MC/MPA reports that after eight years sailing the Caribbean, they have sold the boat and bought a house in La Antigua, Guatemala. They will be working on early childhood education of Mayan children and helping in the health clinics. "At Christmas I will send a note to my classmates hoping that you might help us sponsor a teacher in a very poor community which is attempting to bring Mayan children into the 21st century. They often fail first grade because they don't speak Spanish. Gracias."

Charlie O'Malley HKS has launched a consulting business, The Smart Collective, with environmental explorer David de Rothschild. With offices in London and Los Angeles, The Smart Collective is working with large global companies on smart approaches to integrating environmental and social considerations into core strategy. Charles was recently named as one of London's most influential players in the environmental sector. He would be interested to hear from others working in this area.

Michele Villinski MPP is on sabbatical this year from her position as associate professor of economics and management at DePauw University (Greencastle, Indiana). Recently, she was in Surabaya, Indonesia, on a Fulbright Fellowship.

David Witzel MPP left Forum One, the firm he started with HKS classmates **Jim Cashel** and **Chris Wolz**, and joined the Environmental Defense Fund in January. "Turns out I'm working with a strong Kennedy School contingent here as well," he says. He's director of the EDF Innovation Exchange, working to accelerate innovation in business to address pressing environmental challenges, including climate change (see *blogs.edf.org/innovation*).

1992

Khaleda Akhter MC/MPA sends best wishes to all her Mason Fellow classmates.

Timothy Atkin MPA2 was appointed as the EVP and COO at SRA International. In this newly created role, Timothy will drive operational efficiencies to enhance the company's performance. He brings 25 years of strategic management consulting and advanced IT technology experience to this position. In the past, Tim served with the U.S. Coast

Guard, earning the Coast Guard Meritorious Service Medal, Commendation Medal, and Achievement Medal, and lectured at the Army War College and National Defense University.

Ship Bright MC/MPA is now at the helm at the Renewable Resources Coalition (RRC) in Alaska. RRC is at the forefront of saving the world's largest wild sockeye salmon fishery from the proposed Pebble Mine in the Bristol Bay Watershed. "Pebble Mine would be one of the world's largest hardrock sulfide copper/gold mines and a direct threat to the traditional subsistence, commercial, and sport fishery and sustainable economies of southwestern Alaska," writes Ship.

Charisse Carney-Nunes MPA2/JD announces the publication of her newest children's book, *I Am Barack Obama*. It's a collection of stories by children inspired by a president who grew up as an ordinary child and ultimately learned that he had the personal power to change the world. Charisse lives in Washington, DC, with her husband and her two children. (See Alumni Books page 45.)

Sylvia Cates MC/MPA has been appointed chief counsel for the California State Lottery Commission by Gov. Arnold Schwarzenegger. Prior to joining the State Lottery, Cates served as deputy legal affairs secretary for the Office of the Governor, where she was a member of the tribal-state gaming compact negotiation team.

Angela Duran MPP married Lill Lewis in May 2008 in Little Rock, Arkansas. Angela is the president of Southern Good Faith Fund, a nonprofit affiliate of Southern Bancorp. Southern Good Faith helps low-income families buy homes, start businesses, and attend college, using both direct service and public policy. In 2006, she was named Nonprofit Executive of the Year by *Arkansas Business* newspaper.

Havi Echenberg MC/MPA is a social policy analyst with the Library of Parliament. She is assigned to the Senate Committee on Social Affairs, Science and Technology, which is currently focusing on poverty, housing, and homelessness.

Dale Kreisher MPP has been a foreign service officer since 1994 and is on his fourth overseas tour with the State Department. He is serving as spokesman for the U.S. Consulate General in Hong Kong and is slated to transfer in September to the U.S. Embassy in Beijing, where he will serve as a cultural affairs officer. Dale is still single, but has recently fulfilled a lifelong dream of

becoming a Kentucky Colonel. "So I've got that going for me," he writes.

Gail Murray MC/MPA was the president of the board of directors of the San Francisco Bay Area Rapid Transit (BART) District in 2008. In November she was elected to the board without opposition to a second four-year term. She also finished her term as a Harvard Alumni Association director representing the Kennedy School. "Whenever I flew to Boston from California for an HAA meeting," writes Gail, "I made a fun side trip to North Carolina to visit my daughter **Julie** MPP 1993. Julie now has two girls, ages 10 and 8."

Jamie Sadler SEF retired three years ago after 32 years of federal service. Last year he returned to the workforce as an organizational strategy consultant (Far East/Pacific/Oceania) based in Kailua. He expects to write a book with **Dan Borges** SEF 2005 soon. "Thank you to **BG (Ret.) Tom Jones** SEF 1991, HKS faculty, and all who shared the experience with me."

John Sassi SEF retired from the U.S. Army Corps of Engineers in July 2005. He still lives in New Jersey and spends time enjoying his grandchildren. "I wish the best to all my classmates," he says.

Neal Schwartz MPP is the principal of Schwartz and Architecture and an associate professor of architecture at the California College of the Arts (CCA) in San Francisco. Recently he was on the board of directors for the National AIDS Memorial, spearheading the effort to construct a permanent memorial within Golden Gate Park's AIDS Memorial Grove.

Andrew Sieg MPP is a managing director at Citigroup, heading up a new business called myFi, designed to give middle-class families the tools to take control of their entire financial lives.

1993

H. Douglas Adams s&L completed his PhD in public policy at Saint Louis University in 2005. In 2008, he joined the faculty of Saint Louis University School of Public Health, serving as the associate chair of community health. He will teach administration and policy in the policy graduate program there.

Damon Coletta MPP reports that 15 years after his debut as one of the professors in the HKS Talent Show choir, he is teaching and researching for real as professor of political science at the U.S. Air Force Academy, near Colorado Springs. A grateful beneficiary of Professor Malcolm Sparrow's popular elective information management, Damon

The Making of a Career



Sandy Hessler

Sandy Hessler MC/MPA 2000 is the calm in the storm. As assistant dean and director in the Office of Career Advancement, Hessler is on the front lines with her team, assisting students in their search for internships and job offers during a severe economic downturn. In the face of a less-than-encouraging forecast for the coming months, Hessler maintains an outlook that could best be described as realistic optimism.

“It’s going to be tough, but we still get 50 job postings a week that meet our criteria,” she says. “The problems in areas like housing, oversight of major markets, energy, and the environment haven’t gone away—in fact, they’re potentially more daunting. That creates an increasing demand for people who look for solutions through the multidimensional view that we teach here.”

Hessler notes that the election of a new administration in Washington has injected energy, hope, and inspiration into many students, although that doesn’t translate into job offers for the Kennedy School’s, 45 percent, international population.

“It’s a matter of figuring out how we can help create opportunities around the world,” says Hessler. “In that regard, our alumni offer an incredible network that produces great dividends.” To further leverage that resource, Hessler’s office is deploying new strategies to connect

students and alumni, using technology and social networking tools to ensure that people can find one another easily.

In her first year on the job, Hessler has implemented a number of changes in the areas of communication and outreach, bringing together different parts of the school and its resources to help students in their job search. She has developed organizing gateways for job opportunities (energy and the environment, for example), regardless of whether the position is in the private, non-profit, or public sector. “We need to have some frameworks that will help us measure our progress in these various areas,” she observes.

As she describes her own path, Hessler laughs: “Taking this job would make the last 20 years of my career look like it was planned.” After seven years in brand management at Procter & Gamble, in 1992 she helped found Imagitas, a marketing services com-

pany. She has also taught for many years, most recently at Tufts University, focusing on leadership, entrepreneurship, and communications.

“When I coach students, I ask, ‘What are the skills and talents that you most enjoy using? What areas of interest are you most passionate about?’ If you know the answers to those two questions, your career always will have a common thread running through it, no matter how circuitous the path.”

Hessler also emphasizes the importance of a holistic view. “Everyone wants a fulfilling career, but it has to fit in with all the different pieces of your life,” she says. With four children, ranging in age from 7 to 15, Hessler speaks from personal experience. “Teaching and consulting helped me keep a foot in the door when I needed a more flexible schedule at home,” she notes. “I often point out to students that their first job is only one step on a very long ladder and that it can be a curvy ladder.”

Passion, Hessler adds, is the necessary common denominator for any career path, although she tempers that with this real-world advice: “Dream big, but always have a backup plan.” That holds true no matter how dire the headlines. “You can see this as a time of anxiety or opportunity,” she remarks. “I view it as our century’s version of the Industrial Revolution.”

◆◆ JH

recently published *Trusted Guardian*. (See Alumni Books page 45.)

Col. Joe Guirrerri SEF was promoted to program director at K-Force Government Solutions (KGS) in January. Joe is also a federally appointed member of the DOC-NIST Information Security and Privacy Advisory Board (ISPAB), composed of 12 members of government and industry who advise OMB, and indirectly Congress, on security and privacy issues.

Maarit Hirvonen MC/MPA moved back to her beloved West Africa last September. “I returned to UNICEF,” she says, “to have one more go before my ultimate retirement with something utterly challenging and fascinating and motivating. I now head the UNICEF office in Abidjan, Cote d’Ivoire, in a country emerging from a devastating civil war.”

Bob Holden S&L, former governor of Missouri, is the founder of the Holden Public Policy Forum at Webster University, a leading site for distinguished speakers and the promotion of an ongoing public policy dialogue. Bob is also vice chairman of the Midwest U.S.-China Association and founder of the One Bright Future Foundation. He and his wife, Lori Hauser Holden, have two sons, Robert and John.

Laurel MacLaren MPP was appointed deputy country representative of the Asia Foundation’s Indonesia office last December. She is based in Jakarta.

Chris McNeill S&L is the directing attorney in the Kentucky Department of Public Advocacy, overseeing a 14-lawyer public defender trial office that represents indigent criminal defendants in Paducah, Kentucky, and five area counties.

Jason Saul MPP was recently appointed to the faculty of Northwestern University’s Kellogg School of Management as lecturer in social enterprise, teaching nonprofit management, corporate social responsibility, and performance measurement. Jason is also CEO of Mission Measurement, LLC, a firm that measures and improves social impact for nonprofits, foundations, and corporations. “And,” he writes “my son, Jonah, turned 1 on March 27!”

Timothy Wilkins MPP is head of the firm-wide environmental practice and managing partner of the Austin, Texas, office of the international law firm of Bracewell & Giuliani, LLP.

◆◆ 1994

Joanne Adams MC/MPA, S&L 1990 is project manager for the Afghanistan

Subnational Governance Program with the United Nations Development Program in Kabul. The program advises the government of Afghanistan on public administration reform, institutional reform, organizational restructuring, and capacity building at all levels of government.

Loren Blackford MPP is a “green” consultant to Living Cities, a community development funders’ collaborative, and she serves on the boards of the Sierra Club Foundation, the High School for Environmental Studies, and her block association. She lives in New York City with her husband and two kids, ages 10 and 8.

Hue Dang MPP worked three years for the Federal Reserve Bank of Boston after graduation, spent four years in Singapore working for Barclays Bank and Citibank, and then moved to Hong Kong in 2000 to be director of business development for Thomson Financial. She and husband Chris have two children, Max, 6, and Sophia, 4. She was a full-time mom until last fall, when she became director/head for Asia/Pacific Region of the Association of Certified Anti-Money Specialists.

Diara Holmes MPP is a partner in the Exempt Organizations practice at Caplin & Drysdale, in Washington, DC. She lives in Chevy Chase, Maryland, with her husband, Damon T. Jones, and their children, Miles, 4, and Maya, 3.

Reinhard Junghanns MC/MPA returned to Latin America in October 2007 as head of cooperation of the European Community delegation in El Salvador. His responsibilities include the identification, programming, and implementation of EC external assistance to El Salvador.

Patricia Longstaff MC/MPA is a professor at the Newhouse School of Public Communications at Syracuse University and splits her research time between two widely different areas. She uses complex adaptive system (CAS) analysis for communications regulatory problems, and she concentrates on the attributes of resilient systems at the Institute for National Security and Counterterrorism.

Professor Carlos Losada S&L is director general of ESADE Business School. The school has an outstanding reputation in the business domain, but is increasingly fostering its programs in the public sector (through IGDP-Institute of Public Governance and Management) and the Go sector. “My experience in our program is helping me a lot in this endeavour,” writes Carlos.

Damon Munchus MPP was appointed by the Obama administration to be deputy assistant secretary for banking and finance within the Office of Legislative Affairs at the U.S. Department of the Treasury. He commutes between DC and New York, where he lives with his wife, Dana, and their two identical twin boys, Dylan and Davis, who recently celebrated their second birthday.

James Turnure MPP is pleasantly ensconced back home in St. Paul with wife Jenny and daughter Margaret, 2. “A new baby is due in September!” writes Jim. He gets to put his training to good use as an environmental policy manager for a major energy company and he spends a lot of time on climate change, clean energy, and technology R&D. “The brick pizza oven in the backyard is nice, too,” he says.

◆◆ 1995

Taylor Batten MPP is the editorial page editor of *The Charlotte Observer*. He and his wife, Lauren, have three children.

Padmini Batuwitage MC/MPA says that even though it has been nearly 15 years since graduation, she still has the same happy memories of the wonderful time she had at HKS. She still works in the Ministry of Environment but now as additional secretary. The knowledge and skills, along with the diversified views and experience, she gained during her time in Cambridge are still relevant to her work.

Christopher Delbrueck MPA2 is working in Sweden’s energy industry as deputy CEO for E.ON’s Swedish subsidiary. “I would be happy to hear from my old fellow students as I have lost contact with most of you,” says Chris.

Gregg Fields MC/MPA is teaching in a new graduate program in business journalism at Tsinghua University in Beijing, generally considered the most prestigious school in China. Gregg’s program is one of several recent moves the Chinese government has made toward greater freedom of the press. The Kennedy School influence on Chinese journalism includes his dean, Li Xiguang, a former Shorenstein Fellow, one of the country’s chief proponents of improved reporting and greater transparency.

Lorene Flaming MPP left Afghanistan in November 2008, after three-and-a-half years working on rural development programs. Currently she is taking a break. She skied the season at Stevens Pass, Washington, and is preparing for a trip to Tibet in August. And she is look-

ing for a job in corporate social responsibility or philanthropy on the West Coast.

Ellen Goldberg MC/MPA has been in London for the past two years as executive director of the New Israel Fund UK, following six years in Israel for NIF. She has two to three more years to go and will then return to Israel. Both her children are in Israel. Tal, who was age 12 when Ellen was a student, is an aspiring chef; and Idan, then age 10, is studying electrical engineering and computers.

Lynn Hamilton MC/MPA worked for Ashoka, an international nonprofit that finds and funds social entrepreneurs, for three years after graduation. Her environmental and political work in California began in 1998, when she and her husband, Don Frank, purchased 20 acres of redwood forest in Occidental, which they preserved with a forever wild conservation easement. In 2006, Lynn was elected to the Sonoma County Democratic Central Party. She spent a month in Nevada working on the Obama campaign.

Daniel Silverman MC/MPA accepted the newly created position of vice president and chief medical officer of Sinai Hospital/Lifebridge Healthcare in Baltimore. Prior to joining Sinai Hospital, Danny was chief medical officer of Princeton University for five years. He invites classmates to e-mail him.

Mike Walker MPA and **Emily Fleschner Norton** MPP claim they haven’t changed a bit since graduation, unlike their firm, Beacon Consultants Network, Inc., a marketing consulting company that specializes in effecting human behavior change. Founded in 2002, Beacon helps government and nonprofit clients create programs, products, and services that change the way people—and organizations—think and act. Among their projects, they promoted the development and adoption of energy-efficient technologies on behalf of the EPA’s Energy Star Program and helped EDF persuade corporate fleet managers to invest in hybrid vehicles (see beaconconsultants.com).

◆◆ 1996

Richard Bejtlich MPP has been working at General Electric for two years as director of incident response, detecting and responding to digital intrusions affecting GE. Richard has applied the writing and policy skills developed at HKS to write several books on digital security, including *The Tao of Network Security Monitoring*, *Extrusion Detection*, and *Real Digital Forensics* (see taosecurity.blogspot.com).

Sarah Bryer MPP is the director of the National Juvenile Justice Network, an organization that works to make all state juvenile justice systems fair, equitable, and developmentally appropriate for all youth in conflict with the law. She lives in Washington, DC, with her husband, Evan Gottesman, and daughter, Sasha Gabrielle, 2.

Jean-Marc Deroy SMG has continued serving the United Nations System at the Specialized Agency in charge of Industrial Development (UNIDO). At headquarters in Vienna he has been in charge of funds, program, administration, and internal oversight. He participates frequently in the activities of the local Harvard and HKS alumni associations and is, thus, relinked regularly with the challenging environment enjoyed during his time of studies along the Charles River.

Fernando Estrada MC/MPA has finished his PhD thesis on applied administration, with a focus on corporate governance and how information technologies create value for shareholders. His research promotes transparency in corporations for all shareholders, including retirement funds, especially in the face of the current world financial crisis.

Jeremy Hunter MPP reports that after living with kidney disease for 17 years, he had a successful transplant in December. The donor was one of his students. He also cofounded CoreWorks Consulting with Scott Scherer. CoreWorks teaches executives both internal and relational skills to remain effective in the face of uncertainty and volatility. Their work is based on Jeremy's "Practice of Self-Management" and "Executive Mind" courses at the Peter F. Drucker School of Management at Claremont Graduate University.

Sayuri Inoue MPP was back in Cambridge for the 2007 to 2008 academic year as a research associate at the U.S.-Japan Relations program in the Weatherhead Center for International Affairs at Harvard. Her research paper on corporate governance in the United States and Japan will be published as an occasional paper from Weatherhead. Now she is back at the World Bank in DC, but sometimes misses her days in Cambridge.

Natalie Keng MPP says her family history documentary has launched a new food and culture adventure: Chinese Southern Belle! She and her mom are team-teaching "Country Asian" cooking classes ("Eggrolls 'n' Sweet Tea") and doing market tours. "It's mostly good fun and eating," says Natalie, "but we also hope to create a stronger, shared sense of community

across differences and similarities, and a deeper understanding of the American immigrant experience at the same time" (see *chinesesouthernbelle.com*).

Eileen Luna-Firebaugh MC/MPA published *Tribal Policing: Asserting Sovereignty, Seeking Justice* in 2007. The book, coming out of her research into the self-policing of indigenous communities, was the first on American Indian tribal police in 40 years. The research became international in 2008 with her work as a consultant and trainer in community oversight of the Nigerian National Police. This year she is expanding her work to Liberia and Swaziland.

Olga Mandrugina MPP is vice president for Europe, Asia, and Middle East for Advanced Engineering Associates International, Inc. Since 1991, she has managed power, environmental, economic, and social sector activities in Armenia, Afghanistan, Bosnia-Herzegovina, Egypt, Indonesia, Moldova, Russia, and other countries. She has also worked extensively with the World Bank, the U.S. Trade and Development Agency (USTDA), and the European Bank for Reconstruction and Development (EBRD).

Stephanie Mickle MPP serves as legislative counsel for housing and banking issues for Senator Bill Nelson (D-FL) in the U.S. Senate.

Maj. Gen. Guy C. Swan III NSF was recently appointed chief of staff for the Multi-National Force in Iraq. A 1976 West Point graduate, he has been serving as the director of operations for the command since last September.

Rolando Vela s&L, formerly public affairs manager for Time Warner Cable, has been the city manager for the town of Laguna Vista since last October. Rolando is currently mobilizing the small cities in Cameron County to have legislation filed at the state level to address the annexation problems caused by the city of Brownsville.

1997

Pablo De Lafuente MPA2 is still working for Monsanto in business development with a focus on sugarcane and biotech soybeans. He moved to São Paulo in 2006, where he and his wife are raising three children and preparing for the arrival of their fourth.

Joy Goodwin MPP says that for the past three years she has been head of development at Plum Pictures, an independent film company in New York, where she lives with her husband, Ethan Basch, and their daughter, Eliza, born November 2008. Joy works on a

mix of studio and independent films and writes occasional theater pieces for *The New York Times* and *The New Yorker*. She would love to hear from fellow alumni who work in the film industry.

Leith Greenslade MPA2 was appointed to the GAVI Alliance Immunize Every Child Board in January. GAVI was started in 2000 by Bill and Melinda Gates to dramatically reduce global deaths from vaccine-preventable diseases. Every year, 3.8 million children die from pneumonia and diarrhea, and almost half of the deaths could now be prevented with the introduction of vaccines.

Robert (Bob) Hall Sr. s&L was recently inducted into the initial class of the Missouri Recreation and Park Hall of Fame. His service included terms as president of the Missouri Parks and Recreation Association (1972–1973) and of the National Recreation and Park Association (2000).

Elizabeth (Liz) McKeon MPP recently became a member of the Council on Foreign Relations. Last summer, she left Washington and returned to Moscow to head the Ford Foundation office in Russia.

Sean Rowland MC/MPA, the founder of Hibernia College, was named the Ernst & Young Entrepreneur of the Year 2008. Hibernia is an online college offering postgraduate programs in pharmaceutical medicine, primary teacher education, and financial management. In January he was also included in *Irish Entrepreneur Magazine's* "100 Greatest Self-Made Irish Entrepreneurs" feature.

Racheal Seymour MPP, a producer/writer/actress, finished principal photography on her first short film, *Heartburn*. Between appearing in a recurring role on *The Young and the Restless*, getting killed as a DEA agent on the critically acclaimed TV drama *Weeds*, and hosting Beverly Hills commercials, Racheal earned her brown belt in the Japanese firearm martial art called Hojutsu (Way of the Gun) and can't wait to play this summer in LA's Ice Hockey League as a goalie.

Andres Vinelli MPP, PHD 2002 has been appointed chief economist at the Public Company Accounting Oversight Board, which oversees the auditors of public companies in order to protect the interests of investors and further the public interest in the preparation of informative, fair, and independent audit reports. He is happy to report that he is indeed using all those quantitative methods and managerial techniques that kept him awake for so many nights at the Kennedy School.

Katia Vlachos-Dengler MPP became a researcher at the Institute for Strategy and Security Policy of Austria's National Defense Academy in October 2008.

Deborah Wachenheim MPP and LeRoy Wong, a graduate of the Ed School, live in the Boston area and have two children, Stella, 4, and Hannah, 1. Deb works at Health Care For All, a state-wide consumer health advocacy organization, managing its health-care quality improvement campaign.

1998

Roger Goodman MPA2 is serving his second term in the Washington state legislature. "My seat mate is **Reuven Carlyle**, MPA2 1993, a house freshman this year. We Kennedy School grads literally stick together!" He is putting his HKS training to good use in the legislature and also in his "day" job (since the legislature there is part-time) as a drug policy reformer with the King County Bar Association in Seattle.

Charles Hokanson Jr. MPP has started his own Arlington, Virginia-based consulting firm offering policy, strategic management, and donor relations advice to nonprofits and foundations. He had previously served as president of the Alliance for School Choice and Advocates for School Choice.

Jenny Ungbha Korn MPP is earning her PhD in sociology, studying online social media. She would be happy to meet with any alumni who live in or are visiting the greater Chicago area. "I'm on MySpace, Facebook, LinkedIn, and Twitter, and would be grateful to be connected with you on any of these sites."

Peregrine Russell-Hunter SMG serves as the deputy director of the Defense Office of Hearings and Appeals and has served as the acting director over the past year. He is also an adjunct professor of law at the Georgetown University Law Center in Washington, DC, where he teaches trial advocacy and civil litigation practice. He and his wife, Janet, have three children: Hannah, 11, Sarah, 8, and Malcolm, 5.

James Westcott MC/MPA reports that in January 2004, he was in a bad car accident which caused a number of physical injuries. While recovering, he had a vivid dream. "The dream led to a wonderful journey of awakening and a short film, *Promise*, which I wrote, produced, and directed," he says. "My wife, Nancy, refers to the short film as my third child. Yes, my girls are doing well."

Per Wimmer MPA2 set a world record last October by becoming the first, with Ralph Mitchell, to tandem sky-dive the

Spycraft

Robert Wallace NISM 2000 and H. Keith Melton

Beyond the gadgets and the tales of intrigue, *Spycraft* takes the reader on an unprecedented tour of the CIA's Office of Technical Services, tracing the office's role through the Cold War and into the War on Terror. Wallace, a former OTS director, and Melton, a historian of espionage, "take readers into a world deep beneath the surface of our democracy."



I Am Barack Obama

Charisse Carney-Nunes MPA2/JD 1992

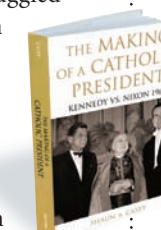
"*I Am Barack Obama* includes accounts of children already using this inspirational moment in history to imagine their futures in compelling ways," writes Carney-Nunes, who was a student with Obama at Harvard Law School and is currently a senior vice president of the Jamestown Project. This illustrated book includes children's thoughts on the meaning of Obama's election.



The Making of a Catholic President

Shaun Casey MC/MPA 1989

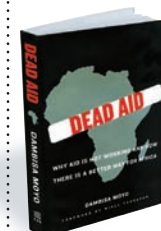
John F. Kennedy saw the religion issue—his Catholicism—as the single biggest obstacle on his path to defeating Richard Nixon in the 1960 presidential campaign, writes Casey. The book describes how both campaigns struggled to use Kennedy's religion to their advantage and the lasting impact those strategies, such as the mobilization of evangelicals by the Republican Party, had on American politics.



Dead Aid

Dambisa Moyo MPA2 1997

"Aid has helped make the poor poorer, and growth slower," Moyo states in the opening to her uncompromising criticism of development policies. Moyo, born and raised in Zambia, and until recently an economist at Goldman Sachs, calls for the adoption of alternatives, including trade, foreign direct investment, remittances, and micro-finance.



Trusted Guardian

Damon Coletta MPP 1993

Coletta's book examines the benefits for the United States and its allies of sharing information systems. "In certain manifestations of power where the United States presently dominates, it can serve the national interest if relevant technologies are shared rather than hoarded," writes Coletta, a professor of political science at the U.S. Air Force Academy.



Global California

Abraham Lowenthal MPA 1964, PHD 1971

"When private actors have such large roles in production, finance, investment, communications, culture, and trade, it is misleading to think of 'policy' on international questions as uniquely made by the federal government in Washington," Lowenthal writes. California's influence, he argues, demands that the state take more control over international issues.



BoomerWalk

Brent Bohlen MPP/JD 1976

A lifetime of competitive sports had taken its toll on his body, Bohlen recounts in *BoomerWalk*. "I was mourning losses in my life—loss of the ability to do activities that I loved, loss of vigor from not being able to aerobic condition, and loss of the challenge of athletic competition," he writes. In racewalking Bohlen found an activity perfect for his generation.



The Obama Administration and the Americas

Abraham Lowenthal MPA 1964, PHD 1971

Edited by Lowenthal, Theodore Piccone, and Laurence Whitehead, *The Obama Administration and the Americas* suggests that despite the many pressing foreign policy issues facing the United States, it should waste no time in engaging with Latin America.



Trade for Peace

Patrick Mendis HKSEE 1996

"America has been a nation of great rivalry ever since the arrival of the European settlers," writes Mendis. His book "traces the history of the two foreign policy traditions from their incarnation in the colonial settlements to their evolution into a lasting rivalry between Hamiltonian and Jeffersonian ideals."



highest point on Earth, Mount Everest, from an altitude of 30,000 feet. In December he announced his third scheduled trip to space. Per also owns and runs his own investment bank, Wimmer Financial, specializing in capital markets and corporate finance activities.

1999

Barbara Barrett IOP was U.S. ambassador to Finland until January. During her time in the position, she bicycled 900 kilometers, visiting dozens of sites. At the invitation of the Finnish Air Force, she flew a Finnish F-18 Hornet. She is also president and CEO of Triple Creek Guest Ranch, in Montana, which was rated the #1 U.S. hotel in *Travel & Leisure's* World's Best Awards 2008 and the #4 hotel worldwide.

Lisa Campeau-Fenzel MC/MPA and **Mike Fenzel** MC/MPA have been married for nine years, after meeting at HKS. Lisa has spent seven of those years with the World Bank working in East Timor, Sudan, Grenada, and Mongolia on various post-conflict and post-disaster projects. Mike completed a White House Fellowship on the National Security Council and served three tours in Iraq and Afghanistan with the U.S. Army. They are fortunate to have three beautiful children: Marcus, 3, Christopher, 2, and Sara, 5 months, who are the source of all their joy. The family is living in Carmel, California, while Mike is pursuing a PhD in national security studies at the Naval Postgraduate School.

Jean Charest S&L, premier of Quebec, was made a commander of France's Legion of Honour in February.

Rachel Gisselquist MPP finished her PhD in political science and is back at HKS as the research director of the Index of African Governance. Now in its third year, the project assesses governance in all sub-Saharan African countries. This June, Rachel married **Omar McDoom** (Belfer ISP/ICP Research Fellow, 2004–2007) in Honolulu.

Daniel Juceam MPP married Lauren Gayle Rott at B'nai Jeshurun Synagogue in New York City in May. Daniel is a branch chief in the Division of Enforcement of the U.S. Securities and Exchange Commission in Washington, DC.

Lt. Col. Stephen Mannell Jr. MPP is the chief of operations at the U.S. Army Special Forces Command at Fort Bragg, North Carolina. He retires from the Army this summer and looks forward to new challenges as the chief financial officer of Strategic Solutions Unlimited, Inc., a proven provider of all things intelligence. Steve makes his home in Fay-

etteville with his wife, Megan, and three children, ages 7, 5, and 3.

Terry Pierce MC/MPA, DPA 2001 is special advisor for disruptive innovation, Department of Homeland Security, Science and Technology Directorate (DHS S&T). He is also the director of the Center of Innovation at the U.S. Air Force Academy. After 28 years of service, Terry retired as a Navy captain. Terry and his wife, Lynne, live in Monument, Colorado.

Michael Rodman MPP and **Laura Sarlo** MPP are happy to announce the birth of their daughter, Catherine Elizabeth, last November. "Katie was born hours after President Obama was elected," writes Mike, "so Laura and I like to think of her as the first member of Generation O." Laura is a global sovereign analyst at Loomis Sayles in Boston, and Michael is the director of communications at the Harvard Graduate School of Education.

Cynthia Tin-Oo MC/MPA left her home country, Myanmar, and has been living with her family in Atlanta since 2004, where she is working part time as a consultant for nonprofit organizations. Her husband, Dan, is still with the CDC, and her son, Phyo, graduated from Grinnell College and is working at the United Nations in New York. In May 2008, she flew back to Myanmar right after Cytone Nargis hit to work in a relief and recovery program for six months.

Stefan Wisbauer MPA2 writes, "Prevention is powerful medicine." He is working with the former secretary of health Tommy Thompson and U.S. Preventive Medicine on scalable prevention solutions from primary to tertiary prevention (see *thepreventionplan.com*). A version for kids is also in development. "I'll be able to test it 'in-house' since I have a baby daughter," says Stefan.

2000

Ariel Castiglioni MPA2 is living happily in Argentina with his wife, Cris, and two children, Tom, 9, and Mathew, 5. "If you visit Buenos Aires, let me know," he says, "and remember that you have a friend of the HKS family" (see *conocimiento y direccion.com*).

Teresa Chapa MC/MPA moved after graduation with her husband, Ronaldo, to Washington, DC, where she works with the U.S. Dept. of Health and Human Services for minority and health disparity populations. As one of very few Latinas at HHS, she works hard to build programs, institute initiatives, and mentor a diverse health workforce. Teresa lives with her husband and two

daughters, Aura and Savannah, in Maryland.

Ignacio Estella MPA2 has worked as a business development director at IBERDROLA for the past few years. "Energy is a field with extraordinary challenges and opportunities," says Ignacio. He lives in Madrid and invites classmates or other alumni to get in touch.

David Gorman MC/MPA has transitioned from service as a captain in the U.S. Navy to civilian life. After a three-month vacation, in April he joined Stanley Associates of San Diego.

Jennifer Janis-Martin MPP and Paul Martin are proud to announce that their son, Brady Robert, was born last October.

Karen Kalish MC/MPA is founder and executive director of two nonprofits in St. Louis. Cultural Leadership is an intense year-long program that gives teens the tools to bring about social change and end discrimination, and the Teacher Home Visit Program builds bridges between parents and teachers who may not be connecting and communicating effectively. Karen recently received the NAACP Community Leadership Award for her work with teens, diversity, and literacy.

Jeff Katz MC/MPA had an op-ed, "Adoptions' Numbers Mystery," in *The Washington Post* in November and was interviewed on CNN in December about children waiting for foster care while large numbers of potential adoptive parents are turned away by public child welfare agencies.

R.B. Michael Oliver MC/MPA is director of corporate and foundation relations at Pine Street Inn, Boston's largest shelter and resource center for the homeless. The shelter provides comprehensive services and programs aimed at ending the experience of homelessness for its guests. Michael welcomes any inquiries, requests for tours, and general updates from friends, classmates, and colleagues.

Patrick Oliver Ott MC/MPA writes that after some excursions into academia in Germany, which he found unsatisfactory after his Harvard experience, he went back to the finance sector. In 2007 he started his own company with a special all-finance service (*crchie.com*) catering to English-speaking expats living/working in Germany. Married since 2004, he is now also a happy and proud dad of little Paulina, born June 2008.

Rosemary Powers MC/MPA is chief of staff at the Massachusetts Department of Environmental Protection, after six years as chief of staff to HKS classmate

and Massachusetts state senator **Jack Hart**. "Love to hear from other HKS alums!" she writes.

Cassandra Ritas MPP has for the past few years been developing and piloting policy analysis and advocacy trainings for community-academic partnerships working to improve the policies that impact health in their communities. Also she has been hanging out with her son, Atticus, 3. She invites alumni to check out his development at *atticus-rooke-ley.com*, and to follow her progress at *polycypeople.org*.

Suzanne Siegel MPP, former advisor to the Philadelphia police commissioner, is completing a travel memoir about a trip she took around the world. She is also working as the assistant to Sean "Diddy" Combs.

Felicity Spector MC/MPA has had a fabulous year covering the 2008 elections for Channel 4 News, which she says "was one of the most exciting experiences I've had in 20 years of journalism." She was also selected to be part of a photo shoot with leading fashion photographer Rankin for his forthcoming London exhibition. The final photo proves "that despite being over 40—I can still work that 'too cool for school' look," she writes.

Robert Wallace NISM 2000 announces that the softcover edition of *Spycraft: The Secret History of the CIA's Spys* by *techs from Communism to al-Qaeda*, which he wrote with H. Keith Melton, was released in June. Bob is the former director of the CIA's Office of Technical Services. (See Alumni Books p. 45.)

Hao Wang MPA2 and his wife, Olivia, welcomed their second son, Alexander Wang, in January 2008. In the summer of 2008, Hao was appointed deputy commissioner and chief information officer of the New York State Office of Mental Health. The Wang family currently lives in Hanover, New Hampshire.

Patrick Woods HKSEE reminds classmates that he is the fellow from Ireland. From 1998 to 2009 he was secretary of the Washington State Apprenticeship and Training Council, which included managing the Specialty Compliance Division for Washington's Department of Labor and Industries. Today he is in a temporary position with the state's Lifelong Learning Account (LILA).

2001

Samuel Arie MPA2 has taken a career break this year from BCG to start up a small energy services business in the UK. "All going well so far," he writes, "but we're only just getting started."

Kitty is working for the humanitarian policy team at Save the Children. Their family now includes three children—Lucy, 5, Eli, 3, and Milo, 1—who are a lot of fun, each in a different way.

John Bairos HKSEE is the manager of government and community relations for the Comcast Western New England Region.

Steve Coufal S&L retired from the Omaha Police Department in 2003 and went to work for the Omaha Airport Authority. This March he was appointed executive director. Steve and his wife, Cindy, have two children in college and one in high school.

Panagoula (Youly) Diamanti-Karanou MPP has been pursuing a PhD in public and international affairs at Northeastern University since 2007. "I am concentrating on ethnic identity and conflict with a geographic focus on Greece and the Balkans," she says. She has two little boys, one is two-and-a-half and the other one year old.

Cynthia Hogle MC/MPA has been a public diplomacy officer since February for the Provincial Reconstruction Team in Wasit, Iraq. Reconstruction teams are multidisciplinary interagency teams, paired with and supported by military units, that assist Iraq's provincial governments. As public diplomacy officer, Cynthia is working on projects related to education, women's issues, and media development, and also facilitates visits of Iraqi leaders and scholars to the United States.

Juan Sanchez MC/MPA holds the Stanley J. Dudrick Chair of Surgery at Saint Mary's Hospital in Waterbury, Connecticut, and is chair of the legislative committee of the Connecticut chapter of the American College of Surgeons.

Lelde Schmitz HKSEE writes that after more than a quarter century helping governments formulate and implement economic adjustment programs, mainly in the Caribbean, Latin America, and Africa, she decided to leave her senior position at the IMF in 2007. Since then she has enjoyed blending international consulting on economic and development policies with other pleasurable activities, such as international philanthropy, getting involved in the art scene, sailing, traveling, and living on two continents.

Loren Bachelder Wright MC/MPA married John Wright in January after a five-year courtship. They are making their home together in Woolwich, Maine, where she was recently named a trustee of the community hospital. "In February, I was pleased to reconnect with classmate **Theo Sackey**, who is

working on African infrastructure development in Lagos, Nigeria," writes Loren.

2002

IJ Bae MPA2 is still with Diageo, happily helping people enjoy their lives with "our wonderful brands" such as Johnnie Walker, Smirnoff, Guinness, and Baileys. He says that Grace, his first daughter, is getting lovelier every year and Angela, his second daughter, will be celebrating her first birthday in March. IJ has started reconnecting with HKS friends in Asia Pacific. "It was great to meet old friends at Rob's wedding in Beijing last year," he writes.

Hyung (Daniel) Du Choi MC/MPA has been Washington bureau chief for one of Korea's leading newspapers since February 2006, covering U.S.-Korea bilateral relations and U.S. policy toward Northeast Asia. Over this time he has interviewed a wide range of prominent public figures. "I have been particularly keen to highlight the enduring people-to-people relationships between Korea and the United States," writes Daniel.

Paul Fahey HKSEE has been elected to the board of directors of the E9-1-1 Institute, which supports the Congressional E9-1-1 Caucus. Paul is the director of external affairs for PlantCML, the nation's largest public safety emergency communications provider. He earned an MPA from Suffolk University and was an adjunct professor there for eight years. He is completing a doctorate in business administration (DBA) at Golden Gate University in San Francisco, where he now resides with his partner of 12 years, Dennis Choe.

Buzz Jacobs MPP has started Polisecc, LLC, a strategic consulting firm in Tallahassee (see *polisecc.com*). For the past few years, Buzz served as southeast regional campaign manager for John McCain's campaign, director of immigration security policy at the White House, and a strategist for the FBI.

Julie Kenney MC/MPA says that in 2002 she founded IPSII, Inc., a nonprofit dedicated to increasing independence, productivity, self-determination, integration, and inclusion (IPSII) for people with disabilities and their families. Mike, Joseph, and Julie still live in their little Cape Cod home in Richfield, Minnesota. "We have a quiet life, full of love and giving back to others in our community," she writes.

Robin McKinnon MC/MPA recently completed a PhD in public policy and public administration at George Washington University in Washington, DC. Her dissertation assessed the

economic impact and policy implications of increased obesity prevalence in the United States. Robin now works as a health policy specialist at the National Institutes of Health in Bethesda, Maryland.

Heidi Metcalf MPP has joined the Hudson Institute in Washington, DC, as a senior fellow and the deputy director of the Center for Global Prosperity. She is also engaged to Stephen Ross Little, with plans to marry in September.

Sergio Rivera-Zeballos MPA2 and his wife, Vivian, were blessed with the arrival of their second daughter, Isabela Anahi, last September. At the same time, Sergio embarked on a new professional activity, joining the Inter-American Development Bank (IADB) in Washington, DC. In June he moved his family to Lima, Peru, to work in the IADB's regional office and cover the Andean region's project finance business opportunities in the natural resources and biofuel industries.

Manuel Rybach HKSEE is interested in reconnecting with his HKS classmates, especially anyone based in the Asia Pacific region. As executive director, Office of the Regional CEO Asia Pacific, Credit Suisse, he is currently based in Hong Kong. He continues to lecture on public affairs management at the University of St. Gallen HSG, Switzerland.

Alan Spotnitz MC/MPA was appointed medical director of patient safety and quality initiatives of the Clinical Practice at Robert Wood Johnson Medical School.

Jennifer (Jennie) Stultz S&L writes that being mayor of a city (Gastonia, North Carolina) in the past decade has been quite challenging, but her Harvard experience always renews her fortitude when she remembers that, "leadership is being able to share bad news at a rate the public can absorb... and still survive." And she says, "Marty, you'll be happy to know that I often share the 'standing on the balcony' analogy, especially before my city council makes a strategic decision." She would love to hear from other alums.

2003

Asim Ali MC/MPA reminisces about the great time he had "with the friends, teachers, and community at HKS." "What a variety of classes we had: the cool calculations of Frankel, the heated discussion of Heifetz, and the speed-talking of Betsy." After returning to Pakistan, he taught for nearly two years at the Civil Services Academy and then worked for a year in the prime minister's secretariat. In 2006, after 15 years in the civil service, he joined the corpo-

rate world, where he enjoys the focus, speed, and global viewpoint of the multinational world.

Catherine Barber MPA/ID is having a great time running an international campaign on climate change for the UK government. She works with embassies to promote the idea that it makes economic sense to move to a low-carbon world. "Working with colleagues in Washington is particularly fun right now!" she writes. In her spare time she has been traveling and singing, including a choir tour to Australia (and the Sydney Opera House).

Christopher Castilian S&L is now regional manager for government relations at Anadarko Petroleum Corporation and oversees all legislative, regulatory, and local government issues for the company in Colorado and Utah. He also manages the community relations program, which works to support the communities where employees live and work, through charitable, philanthropic, and volunteer opportunities.

Ruben de Lara HKSEE is the executive director of TSPI Development Corporation and president of the TSPI Mutual Benefit Association (MBA); TSPI is recognized as a pioneer in microfinance in the Philippines. Since 1980, TSPI's first year of operation, its client outreach has grown from 20 projects that employed 94 Filipinos to 367,705 members, impacting the lives of no fewer than 14.7 million poor.

Carolyn Dresler MC/MPA was in Mumbai mid-March for both the World Conference on Tobacco or Health and a meeting immediately following of the Human Rights and Tobacco Control Network (HRTCN). Since starting down the path of health and human rights in tobacco control while at HKS, she has been working on growing this movement nationally and internationally.

Harry Gural MPA became the communications director for Congressman Barney Frank in the spring. "I look forward to seeing my HKS friends in DC," he writes.

Korbkul Kaewtip LKY is an expert state attorney attached to the Office of the Attorney General of Thailand. She also works as the coordinator of the Child and Women's Rights Protection Network. She would like to refer alumni to the summary report of the Pattaya Conference on Criminal Justice in Responding to Crimes of Violence Against Women and Children.

David Kapell MC/MPA, S&L 2002 retired in April 2007 after 13 years as mayor of the village of Greenport, New York, to devote his energies to his real

estate business. He has also begun a consulting business helping private individuals and entities interface with local government on Long Island. Dave and his wife divide their time between Greenport and Miami Beach, where he recently gained licensure as a real estate broker.

Theresse Kawarabayashi MPA2/MBA says that after working for the UN in Bangkok and New York, she studied at Oxford and then moved to war-ravaged southern Sudan to work again for the UN. A Special Operations duty station of the UNDP, the region has been affected by one of Africa's longest and bloodiest wars, which left two million dead. "We have ballistic blankets and blast film on our office windows for explosions," she writes. "Sudan is the 106th country I've visited and the 15th country I've lived in."

Ken Kelash MPA was elected to the Minnesota state senate in a January special election. The day before he was sworn in, Minnesota announced a \$5.2 billion deficit, or 17 percent of the budget. "I wish they had addressed this in my 'Leadership in Crisis' class," he writes. In June, Ken collected his early retirement pension after 32 years' membership in the carpenters' union, the last thirteen as a union employee.

Parag Parekh MPA2 and his wife, Purvi moved back to the Boston area in 2008. Parag is an ophthalmologist at Ophthalmic Consultants of Boston, and Purvi is an internist at Harvard Vanguard Medical Associates. They live in Scituate with their two children, Jay, 2, and Sonia, 1 month.

Francisco Perez Calle MPA2 returned to Colombia in 2004. He is now consulting on social policy for developing countries and also teaching a research seminar for undergrads on economics and a UN course on social protection for Latin American government officials. He is also publishing a blog on social policy (see lasillavacia.com). His most recent accomplishment was getting two birds as pets for his beloved kids, Jerónimo, 6, and Gabriel, 3, who are growing fast.

Dr. Jose-Luis Sagripanti NISM put the skills developed at HKS to good use by researching and writing "Global Survey of Research and Capabilities in Genetically Engineered Organisms that Could Be Used in Biological Warfare or Bioterrorism." It appeared as a U.S. Department of Defense Document in December 2008.

Rahul Sakhuja MPP is completing a fellowship in cardiovascular medicine at Massachusetts General Hospital and

Brigham and Women's Hospital in Boston. His research focuses on comparative effectiveness of various devices in cardiology. Next year, he will be an interventional cardiology fellow at MGH. Rahul also continues to work on health-care policy through Harvard Medical School and the Harvard School of Public Health. He lives in Cambridge with his wife, **Palak Shah** MPP 2009.

Paul Scapicchio MPA will be escorting a seven-member delegation of U.S. elected officials to India from October 31 to November 10 as part of the American Council of Young Political Leaders international exchange program. He would love to hear from HKS grads with ties to India for advice prior to assuming his role this time as leader of a delegation.

2004

Cheryl Abbott S&L recently led a roundtable of scholars and practitioners titled "China and India: Comparative Perspectives" at the global Fulbright Alumni Conference in Beijing. She is a member of the board of directors of the HKS New England Alumni Association and serves as an appointed advisor to the long-range planning board in her town.

José Ardavin MPP announces the February birth of his daughter, Daniela. The same month he was appointed acting head of the OECD Mexico Centre for Latin America. As such, he is representing the OECD in the region and overseeing the different projects it is carrying out in the area.

Ken Biberaj MPP married Valerie Durollari last March in a small family ceremony at New York's Russian Tea Room, with a larger reception at the Westmount Country Club. *The New York Times* April 5 "Vows" section featured the festivities. Earlier in the year *Good Morning America* did a behind-the-scenes profile piece on The Russian Tea Room, where Ken is executive vice president. He is also director of investment sales at Broadway West Enterprises, Inc.

Deborah Cameron S&L says, "Greetings from Tennessee, fellow HKS participants! The Senior Executives in State and Local Government program was a life-transforming experience for me in 2004." She listened, learned, went back to Tennessee, and changed everything. "I changed jobs, left an unhappy personal relationship, and relocated to Nashville from Knoxville." Life now finds her working to recruit and retain businesses as a member of the Tennessee Valley Authority's economic development team.

Gerald Culliton HKSEE was recently appointed by the secretary of the U.S. Department of Veterans Affairs to be system director for the VA Hudson Valley Healthcare System in New York. As director, he oversees a wide-ranging system of health-care services for veterans in the southern tier of the state.

Brig. Gen. (ret) Duane Deal NISM is the director of National Security Space Programs for The Johns Hopkins University Applied Physics Laboratory in Laurel, Maryland. The lab is a leading space research center that has produced 64 spacecraft, including prototypes that led to today's GPS system.

Buck Song Koh MC/MPA is head of public affairs, Southeast Asia, for the New York-listed communications consultancy Hill & Knowlton in Singapore. He advises government clients and helps corporations and nonprofit organizations. He has taught leadership as an adjunct associate professor at the Lee Kuan Yew School of Public Policy and is the author and editor of 15 books of national and corporate history and anthologies of poetry and painting.

Capt. Scott Kuester SEF is working in the Office of Program Planning and Integration for the U.S. Department of Commerce, National Oceanic and Atmospheric Administration (NOAA).

Pedro Lins MC/MPA says that reflecting back on his time at HKS, "I really understand how much I learned and how I can make a difference in my country, using the wisdom and the knowledge that I learned not only from faculty members, but also from my colleagues." He uses that knowledge as a sustainable competitiveness consultant in Latin America. "I hope to see all of you guys at our fifth anniversary this May in Boston, and of course in Brazil anytime," he writes.

Robert Manson MPA2 turned 40 in November, not long after spending several months working for the Democratic National Convention. Since graduating from HKS in 2004, Robert married his wife, Suzanne, and became a father of two daughters, and a third child was expected in April. Robert also worked on John Kerry's presidential campaign in 2004, and then returned to Ireland to run his family-owned commercial real estate business until his work began at the DNC in Denver, Colorado.

Edward Omotoso HKSEE has been elected president of the Association of Former International Civil Servants (AFICS/New York). This organization is composed of more than 3,600 former officials of the United Nations and its system of organizations, located in 102

countries. Edward's book *A Life Around the World: Surprise International Career Leads to Global Odyssey* was published by PublishAmerica in November.

Aaron Patrick MC/MPA is a staff correspondent with *The Wall Street Journal*, based in London.

Daron Roberts MPP moved this year from Kansas City to Detroit, where he is assistant secondary coach with the Detroit Lions.

Molly Soeby MC/MPA is back in North Dakota running her own multiservice health-care company that serves individuals and corporations. "Mark and I continue to age very gracefully," she writes. Their children are doing great. Daniel owns a home, works, and goes to school fulltime. Luke is a freshman in psychology and a research assistant. Maggie is in eighth grade. Their two older sons have each given them grandchildren, one boy and one girl. "Life is good!!"

Nancy Taylor MPP is the new executive director of Citizen Schools California, part of a nationwide service movement to transform education opportunities for low-income communities in America, and formerly a national education policy advocate and reformer. Nancy's new role, based in San Francisco, is to strategically expand the organization statewide, influence education policy, and leverage multiple partnerships to transform education opportunities in California's highest-needs communities.

William (Tim) Ward III HKSEE recently retired after 31 years providing executive leadership for YMCAs in Virginia and Georgia. He currently works by assignment with the YMCA of the USA as a CEO coach. Collectively, YMCAs are one of the largest nonprofit community service organizations in America. Tim is also writing a book connecting spirituality and human performance. He resides in St. Marys, Georgia, with his wife, a lifelong educator. Their son is a first-year law school student.

2005

Chrisanti Haretos Bollinger MC/MPA and David Bollinger married in May 2008 at National Presbyterian Church in Washington, DC, and now reside in Arlington, Virginia.

James Constable SEF received honors this year from the College of Arms, recorded by the *Windsor Herald* at Windsor Castle, as an esquire. He is now allowed by letters patent to carry the sign of the Doves of Peace as an acknowledgment of 25 years of interna-

FROM THE FIELD

Dan Liu MPP 1988

Strengthening Health Care



Dan Liu

Dan Liu MPP 1988 had been working in education in Hong Kong and rural China when his employer, the international charity HOPE *worldwide*, suggested a change in venue. Even though Liu had no professional experience in health care, he was asked to run the Sihanouk Hospital Center of HOPE (SHCH) in Phnom Penh—a facility that trains medical personnel while delivering free, 24-hour care to some of Cambodia's most impoverished men and women.

Liu's commitment to public service is what had brought him to HKS two decades earlier. It is what spurred him to take the job in 2006, despite his unfamiliarity with both the medical field and Cambodia.

The responsibility that Liu now bears—juggling limited resources so as to best meet patients' needs and fulfill the hospital's mission—is immense. But despite the pressure he faces on a daily basis, he sees "enormous good being done here" and feels privileged to be part of it. The hospital treats 300 people a day, free of charge, and has provided nearly a million outpatient consultations overall since its founding, in 1996. Many of these patients come from rural parts of the country where they've had little if any contact with modern medicine.

The nation's medical establishment as a whole was ravaged during the Khmer Rouge's reign of terror in the late 1970s and the civil war that

persisted through the 1980s. Hospitals had been destroyed and few physicians were left in the country when political stability was finally restored, in the mid-1990s. When the SHCH opened, a big part of its charter was to help rebuild Cambodia's medical system.

"Everyone over the age of 35 bears scars from that period, but I don't want to overemphasize the past, as this is a new era for Cambodia," Liu says. "This is a youthful country that's growing, and our hospital wants to play a key role in the progress ahead."

There's a long way to go, acknowledges Liu, who was born and raised in the United States by parents who'd emigrated from Taiwan and China. Cambodia is a poor country, and resources can be limited. To make health care more widely accessible, the SHCH has become a major center for physician training. Initially that training was done mainly by doctors

from the United States, the United Kingdom, Australia, and other Western countries. But now, to an increasing extent, much of the training is being done by native Cambodians—albeit with a steady flow of expatriate volunteers who pass through to lend their expertise in areas such as surgery, radiology, and pharmacology. Liu views the strong and growing core of locally taught physicians as one of the hospital's biggest success stories. These alumni, he adds, are now playing a crucial role in revitalizing the nation's medical infrastructure.

Rather than trying to run a full-blown medical school, Liu says, "our focus is on clinical training, modeled along the lines of western residency programs." In addition, the hospital runs numerous short-term "continuing education" workshops that have been attended by thousands of professionals from different institutions and organizations.

Over the years, the SHCH has become a model for other hospitals in the country. "Doctors, nurses, and administrators from these institutions frequently come by to see what we're doing here," Liu says, "and to the extent possible, we bring our expertise out to the provinces as well." Resources permitting, the hospital will continue to do more outreach work of this sort, "because not everyone can afford to come to Phnom Penh," he says. "Ideally, this level of care will become available throughout the country, and our hospital is working hard to make that happen." ❖ SN

tional peace work “on both sides of the Atlantic.” He also worked, he writes, to feed a stranded population group after a hurricane disrupted all food supply.

Lt. Johann (Jo) Guzman MPP commenced the U.S. Navy’s nuclear engineering training program in Charleston, South Carolina, immediately after graduation. Over the past three years, he has served aboard three fast-attack nuclear submarines. He recently moved to Guyana to serve in the U.S. Embassy as deputy military group commander. “I will continue using the lessons from HKS in building relationships between the U.S. and Latin America, and look forward to keeping in touch with all of you.”

David Ntambwe Kayombo MC/MPA was honored in June 2008 with an award from World Vision in recognition of his long association with the organization and his contribution to bettering the lives of others. He is now the social development manager for Anvil Mining in the Democratic Republic of the Congo.

Nelson Lees MC/MPA had been looking for an excuse to visit Ethiopia since the 1990s. When his wife, Anna, an anesthesiologist at Cincinnati Children’s Medical Hospital, was invited to join the World Surgical Foundation’s first mission to Africa in Ethiopia, he joined the team to work on the diplomatic front. The highlight of his visit, he says, was reuniting with **Mulugeta Gebrehiwot**.

Christopher Mora MC/MPA is a lieutenant commander in the Navy Reserve JAG Corps. In October 2007, he accepted an active-duty recall appointment as the Navy’s military legal counsel for installations in Louisiana. Recently, he was selected for the New Orleans Regional Leadership Institute Class of 2009 and admitted to the New Orleans City Business Leadership in Law Class of 2009, as one of the top 50 attorneys in the Greater New Orleans Region.

Edward Novakoff MC/MPA was elected in February to serve on the board of directors of the Federal Home Loan Bank of Boston. He is also a senior vice president and treasury executive at Citizens Financial Group, a \$161 billion commercial bank holding company headquartered in Providence, Rhode Island.

Vanessa Scanfeld MPP cofounded a start-up called MixedInk after working in international public health for a few years. The business offers a collaborative writing tool that enables large groups to weave their ideas into a single text using a transparent and democratic system. Vanessa lives in NYC and urges classmates coming to the city to drop her a line.

James Sideras S&L is a division chief for Sioux Falls Fire Rescue, overseeing emergency medical operations. “Since 2005, the Harvard experience has been a great motivating factor in my life,” writes Jim. He has spoken at three world and several national conferences on disaster management and development of health-care critical infrastructures.

Ambassador Polyxeni (Xenia) Stefanidou MPA, HKSEE 2002, 2003, 2004 writes that in September, she will be leaving San Francisco, where she has been consul general of Greece since 2005, to assume her new position as the Greek ambassador to the Philippines. Her daughter, Yolanda Kanavarioti, is a junior at Georgetown University, studying economics.

Sudhir Vadaketh MPP writes that he moved back home to Singapore after graduation, mostly because he missed the great food. He is working for The Economist Group, analyzing and writing about the political, business, and economic environment in Asia, with a focus on Southeast Asia. He is happily married with four dogs and one cat. He invites those coming to Singapore to contact him.

Erping Zhang MC/MPA became a guest scholar at Stockholm University’s Center for Pacific Asia Studies shortly after earning his MC/MPA at HKS. His paper “Understanding China: Neo-Communism” appeared in *Svenska Dagbladet*, a major Swedish newspaper, in 2007. More of his work has been published since then, including his papers “Improving Human Rights in a Neo-Communist State” and “The Olympic Drama in Beijing.”

2006

Ovidiu Bujorean MPA2 is a senior associate with Rudyard Partners, a venture capital fund that invests in early stage consumer-oriented technologies. Recently he joined an interesting initiative as a connector. The aim of Boston World Partnerships is to generate opportunities for the city of Boston by establishing connections with other cities/countries around the world. Last summer he had an “amazing time” visiting the beautiful national parks on the West Coast.

Angela Joo-Hyun Kang, MC/MPA founded G-CEF (Global Competitiveness Empowerment Forum), a corporate social responsibility forum and emerging economies working group, under Corporation 20/20.

Jesse Andrew Mainardi MC/MPA and his wife, Vivian, are the new and proud parents of Ben. Although he arrived a

few months early, Ben is doing great and by March had actually begun to sleep through the night (“thank goodness”). Professionally, Jesse is practicing law in San Francisco, focusing on campaign finance, lobbying, and governmental ethics law. His firm represents PACs, public officials, candidates, and lobbyists.

Lubna Farooq Malik MC/MPA is working as department head at the State Bank of Pakistan (the central bank and monetary authority). “These are interesting times to be in the financial regulations arena,” she writes, “as we have new challenges to overcome.” She would love to hear from other alumni of HKS and would also like to share experiences arising out of the financial meltdown.

Queen Nworisara-Quinn MPP has joined the African Development Bank. She is working as an investment officer in the private sector department, where she focuses on direct lending within the industries and services sectors. Queen resides in Tunis, Tunisia, with her husband, Matthew.

Mark Rasmussen MC/MPA recently returned from a marine research cruise studying the impacts of climate change on the western Antarctic Peninsula, an area experiencing the highest rate of warming anywhere on the planet. The work was conducted as part of the National Science Foundation’s Long-Term Ecological Research program. Mark is president of The Coalition for Buzzards Bay, a regional environmental advocacy organization in Massachusetts.

Jacqueline Luna Reynoso MPP and Alexander Colon Baez of the Dominican Republic married in May 2008 and celebrated the purchase of their new home in October. Jacqueline was appointed as the CEO/president of the National City Chamber of Commerce in July 2008. She now leads San Diego’s largest business organization and continues to work on economic development initiatives in the region.

Clare Sanford MPP recently relocated to Minneapolis. In February she and her husband became parents for the first time with the birth of their son, Cosby Elliot.

Markus Scheuermaier MC/MPA writes that although he had not intended to return to his previous employer, the International Finance Corporation, the IFC, after graduation offered him a position in the sunny Cape Verde Islands. After managing a private sector development project there for a year, he was asked to work on investment climate

reforms in the Democratic Republic of the Congo. “It has been a challenging assignment,” he says, “but very interesting so far.”

Julie Silverstein MPP was awarded a Wexner Heritage Fellowship by a prestigious program in Jewish communal leadership. She recently completed a Fulbright Fellowship in Israel and is currently teaching courses in speechwriting and public speaking. Julie and her husband, Rustin, an attorney with Steptoe & Johnson, LLP, live in Scottsdale, Arizona, and have a son, 1.

Dana Kevin Trytten MC/MPA and his wife, Becky, are serving as Peace Corps volunteers in Fiji.

2007

Paula Castillo MPP is working for Ashoka as well as for her family’s business in Colombia.

Yansi Eraslan MC/MPA continues to serve as the president of Özel Ege Lisesi, one of the leading private schools in Turkey. He also teaches management in Dokuz Eylül University’s Industrial Engineering Department at the School of Engineering and continues to make speeches on leadership and educational issues at volunteer organizations and in professional settings. He and his wife, Ebru, reside in Izmir with their son, Kerim, and daughter, Nur.

Onesimo Flores Dewey MPP is still in Cambridge, and is now a PhD student in MIT’s Department of Urban Studies and Planning.

Nikolaos Georgousis HKSEE reports that once again the Aegean Team, put together 10 years ago to voluntarily provide medical and dental care to inhabitants of the small and remote islands of the Aegean Sea, is soon to sail. Doctors of all specialties travel by boat to reach their patients. “I have been providing dental care for the past six years, and this year is no different! All aboard!”

Idrissa Kanu MPA/ID, in his role as a principal economist with the National Revenue Authority in Sierra Leone, advises the commissioner-general on tax matters. Over time, his responsibilities have increased and become more interesting. He was on the Presidential Task Force team that negotiated the agreement with Koidu Holdings (the biggest mining company in Sierra Leone).

Karim Kavar HKSEE 2007 writes that in January the EDAMA initiative for sustainable energy, water, and environment was launched as a private-public partnership under the patronage of His

Majesty King Abdullah II. Jordan imports 96 percent of its energy and is the world’s fourth poorest country in its water resources. “Our focus on renewable energy is not out of luxury but out of necessity,” says Karim.

Kai Monheim MPP sends the following greeting to his classmates: “Hope you’re all good! All the best from constant-traveling Kai who at least enjoys his weekends in Berlin! Looking forward to seeing you around the globe!”

Martha Parker MC/MPA was recently elected vice chair of the Institute for the Economic Empowerment of Women, a nonprofit that provides entrepreneurial and leadership education for women from developing countries. She also spoke at the World Bank in March about leadership advocacy programs.

Markus Redl MC/MPA, as director for bid development and operations, managed Austria’s successful bid to host the first Winter Youth Olympic Games in 2012. The candidate city of Innsbruck received 84 out of 99 votes against the other finalist, Kuopio, Finland. Markus is continuing to support the organizing

committee in an advisory position and continues to work for the Infora Consulting Group’s public sector division, based in Vienna.

Kenneth Russell MPA writes that he and his family have enjoyed settling into Montpelier, Vermont. Since earning his degree he has worked for the speaker of the house as a communications consultant and has studied conflict resolution at Woodbury College. His wife, Tara, is studying to become a macrobiotic counselor. Benjamin, his stepson, is an avid fan of his Knights and Romans action figures, and Thomas, who is one-and-a-half, is cheeky and has a hearty laugh. Life is good.

Erin Sweeney MPP/UP is finishing her first tour with the State Department as a vice consul in Lagos, Nigeria. After nine months of training, she will head to La Paz, Bolivia, to serve for two years as a political officer.

2008

Alex Kumbukattu Shalom Alexander MC/MPA is director of business and

policy for ehealth at Advocates for Human Potential, based in Sudbury, Massachusetts. He has been working in the electronic medical records/ehealth area for more than five years. Now the stimulus bill has created a lot of activity in the field. “The highlight of our new year,” he says, “was that our kids, Alex, 9, and Lisa, 8, made a fantastic calendar of letters to President Obama. It was also great to go back to school for the 2nd International Day.”

Steven Cohen MPP is a senior consultant with the Strategy & Change Practice at IBM Global Business Services, managing organizational change and communication initiatives for large-scale consulting engagements. A professional public speaker and trainer, he also delivers public speaking seminars at the Kennedy School and teaches a course called “The Art and Practice of Public Speaking” at Harvard Extension School.

Selam Daniel MPP is working in DC as a consultant and smiles every morning on her way to work as she passes by the banners on storefronts and apart-

ment buildings welcoming the Obama family to town, although she has yet to be lucky enough to spot them. She looks forward to catching up with her favorite people in town, fellow HKS alumni, and asks their pardon for her ridiculous work schedule for the past several months. “Please don’t give up on me!” she writes.

Antonia Marie De Meo MC/MPA has been appointed head of program by the United Nations Office for Project Services. Based in Amman, Jordan, Antonia is responsible for managing programs primarily in the governance sector. With annual funding of \$35 million, her program portfolio includes projects to strengthen human rights and the rule of law, promote reconciliation, and support elections and civil society. “If you find yourself in Amman, feel free to get in touch!” she says.

Alex Gallo MPP is an instructor in American politics, policy, and strategy in the Department of Social Sciences at West Point and an associate at the West Point Combating Terrorism Center, a think tank.

Call for Nominations

Awarding EXCELLENCE

The HKS Alumni Association and Office of Alumni Relations are now accepting nominations for the following three awards to recognize and celebrate distinguished alumni who have made or are making significant contributions to people, organizations, or governments in their respective parts of the world. Awardees will be honored at the 2010 Class Reunion weekend.

Alumni Achievement Award

Instituted in 1997, this award recognizes HKS alumni who, after more than six years in their careers, have made a significant contribution to improving the human condition on a local, state/provincial, national, or international stage, and in any sector, including but not limited to public, private or nonprofit. Nominees should have achieved meaningful accomplishments or made a substantial difference to people, organizations, or governments, whether in the public eye or in the trenches. Making a difference may take various forms, from a single influential act to a series of steps that produce consequential change.

Rising Star Award

Instituted in 2001, this award recognizes HKS alumni who, within six years of beginning their careers, have “hit the ground running” as leaders, catalysts for change, or people who are making a meaningful difference to individuals, organizations, or governments. Recipients demonstrate the characteristics supporting the HKS mission, “to train enlightened public leaders and generate the ideas that provide answers to our most challenging public problems,” whether on a local, state/provincial, national, or international stage.

Julius E. Babbitt Memorial Alumni Volunteer Award

Established in 2007, this award recognizes alumni who have distinguished themselves by their volunteer achievements, activities, and contributions to HKS alumni, students, and the community at large. In memory of Julius Babbitt MC/MPA 2001, former director of HKS Alumni Programs, member of the Alumni Association Board of Directors, and chair of the New England Alumni Association, this award is given for an uncommon commitment to advance the spirit of volunteerism and service to the school and the alumni community.

For additional information, please visit the HKS Alumni Web site at www.hks.harvard.edu/about/alumni/alumni-awards.
Deadline for Nominations: November 1, 2009.

Florian Gimbel MC/MPA, a former *Financial Times* correspondent, recently joined the International Monetary Fund, where he writes policy briefs and summaries of research reports for Dominique Strauss-Kahn, the IMF's managing director.

Donna Hockey MPP recently founded Our Global Victory, a company created to join the global community in a unified effort to achieve access to quality education, protection, and opportunity for underprivileged children. The company is dedicated to supporting projects that benefit children and that progress the United Nations Millennium Development Goals by creating inter-sectoral partnerships and empowering individuals to influence corporate social responsibility policies (see ourglobalvictory.org).

Peter Howard MC/MPA is director of public policy at Food for the Hungry, an international relief and development agency, working out of the Washington, DC, office. He also serves on the organization's Emergency Response Unit, which allows him to engage in humanitarian responses around the world and keeps his policy mind grounded in the field realities.

Lt. Col. Jameson Riley Johnson SEF just returned from Iraq, where he served

as the national reconnaissance representative to the Multi-National Forces-Iraq staff for Generals Petraeus and Odierno in Baghdad. He is presently serving as the Special Operations support team leader at the National Reconnaissance Office in Chantilly, Virginia.

Cody Steven Keenan MPP is now a speechwriter for President Barack Obama.

Wenzi Li HKSEE writes, "Every woman can be, she is every woman..." When I think of Hillary's graduation speech at Wellesley, I am inspired to do more related to Chinese women." Wenzhi's focus has been on female art, and in recent years, helping women artists has been a compelling objective. But she feels that is not enough. She says many Chinese women have to face poverty and a lack of education. When she visited the earthquake area in Sichuan, she was moved by what she found.

Joshua Manning MPP writes, "Thanks to LRAP, I'm recruiting my heart out for my financially challenged (who isn't these days?) alma mater. Also spending a good bit of my free time hoping President Obama fails. It's a full life and satisfying."

Jewel Mullen MC/MPA joined the Massachusetts Department of Public Health

in December as the director of the Bureau of Community Health Access and Promotion. In her position, which combines policy making and management, she oversees the DPH divisions of Wellness, Health Promotion and Disease Prevention, Primary Care and Health Access, Violence and Injury Prevention, and the Office of Statistics and Evaluation.

Gebhard Ottacher MPA2 and **Milica Aksentich** MPA2, who got to know each other in a speed-reading class at the Science Centre and spent two great years in Cambridge, were married in June in Belgrade, Serbia.

Lionel Perez MC/MPA has been asked by the LCF Rothschild Bank to develop a fund investing in large-scale sustainable development projects: solar and wind electricity production, water and waste treatment facilities. Lionel benefited from the strong support of former HKS classmates working in the green sector. He has also started the Harvard Negotiation Club in Geneva. Regularly, 20 to 40 Harvard alumni meet and negotiate on cases provided by the Harvard Program on Negotiation.

Jamie Snashall MC/MPA returned to Australia to run the federal office in Canberra of a political lobbying and government relations firm called

Enhance. "The work has been interesting and varied, plus I have the 'novelty' of being responsible for business development, staff management, and budgets and revenue," says Jamie. Running for office remains a strong interest for him also. On the personal side, he is engaged to Narelle, with the wedding set for October in Canberra.

Joy Vermillion Heinsohn MC/MPA was promoted to director for programs at the Z. Smith Reynolds Foundation in North Carolina, where she is working on issues of tax reform, renewable energy, domestic violence, immigration, and nonprofit capacity building in the state.

Florian Zinoecker MPA2 is now responsible for corporate governance at the European Investment Bank (EIB) in Luxembourg, a job he began at the end of 2008. In February, he became the proud father of his Danish-Austrian daughter, Lea.

In Memoriam

Patrick Connolly MPP 2006
Natacha Dalcorso MPA2 2006
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Gay Forbes MC/MPA 1985
James Wyly MC/MPA/JD 1971

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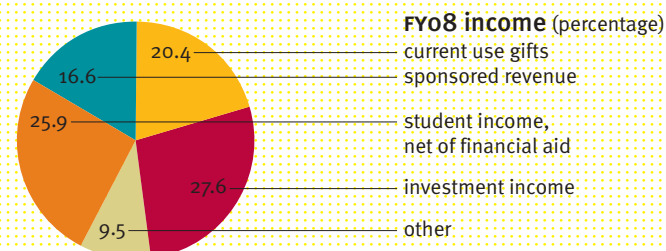
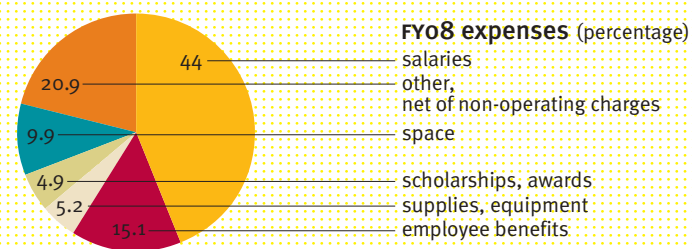


Peter Malkin and Greg Rosenbaum

Making the Case *Supporting the Kennedy School during turbulent times*

As Harvard Kennedy School continues to grapple with both the global economic crisis and a historic endowment loss at home, volunteer leaders are stepping forward to urge the ongoing and energetic support of alumni and friends. “The case for the Kennedy School hasn’t changed with the endowment loss,” says Greg Rosenbaum MPP/JD 1977, chair of the Dean’s Alumni Leadership Council (DALC). “In fact, I would argue that it is stronger than ever. The Kennedy School has a vitally important job to do in preparing leaders who deal with the world’s economic and other problems, and it can’t do that job without securing the necessary resources.”

HKS by the numbers



TONY BINALDO

To help ensure its ability to prepare these leaders, Harvard Kennedy School recently launched the Dean’s Council Challenge Fund for Graduate Financial Aid on the strength of a combined \$5 million gift from Dean’s Council Chair Peter Malkin; Vice Chair Gianna Angelopoulos-Daskalaki and her husband, Theodore Angelopoulos; and Dean’s Council members Christen Sveaas and Mary Boies. With a goal of raising \$15 million, the challenge provides a 1:2 match on all new financial aid gifts or commitments of \$100,000 or greater. “Through this matching program we hope to provide a critical boost to generations of young people committed to public service,” says Malkin. “We are also sending an important signal of support from the Kennedy School’s alumni and friends.”

Malkin further stressed the importance of unrestricted giving during difficult times. Together, Dean’s Council members make unrestricted gifts to the Kennedy School totaling more than \$1 million each year. “This is terribly important because the Kennedy School’s endowment is mostly restricted,” he says. Rosenbaum added that DALC members, who are all alumni of the Kennedy School, add more than an additional \$.5 million in unrestricted gifts annually.

“Through this matching program we hope to provide a **critical boost** to generations of young people committed to public service.”

♦♦ Peter Malkin, chair, Harvard Kennedy School Dean’s Council

Rosenbaum has set his sights on improving the Kennedy School’s alumni giving participation rate, which generally hovers around 10 percent. “I enjoy talking to people about supporting Harvard,” he says. “By making any contribution, large or small, we have the opportunity to extend a hand to those who come after us.”

In addition to serving as chair of DALC, Rosenbaum is a member of the Dean’s Council. He is president of Palisades Associates, a merchant banking firm in Bethesda, Maryland, that specializes in fixing troubled businesses.

“As we all know, this has been a tremendously challenging year for the Kennedy School and, indeed, for Harvard as a whole,” says Malkin, chair of Wien & Malkin LLP in New York City. “Still, there is no doubt about the importance of the Kennedy School’s mission and support of alumni and friends to achieve that mission.”

To learn more about the Dean’s Council Challenge Fund for Graduate Financial Aid, contact Beth Kramer, assistant dean of development, at 617-384-5323 or beth_kramer@harvard.edu. ♦♦♦

MARTHA STEWART

Cason Honored for Chairing WLB Board



Roxanne Mankin Cason

Roxanne Mankin Cason’s term as chair of the Harvard Kennedy School Women’s Leadership Board (WLB) ended on June 30, 2009. Throughout her tenure, Cason mobilized board members and others to support and advance research, teaching, and training on public policy issues related to women. A businesswoman and philanthropist, Cason led WLB during a period marked by the growth and development of its strategic partnership with Harvard Kennedy School and the Women and Public Policy Program

(WAPPP). Cason will be succeeded as chair by Barbara Annis, an expert on inclusive leadership and gender intelligence.

Under Cason’s leadership, WLB served as a vibrant champion of WAPPP, providing critical funding for its innovative gender-related teaching and research. In 2008 and 2009, WLB provided venture funding to help WAPPP and the Center for International Development launch the Closing the Gender Gap Initiative, which leverages Harvard’s capacity for rigorous research and convening power towards the empowerment of women. In partnership with the Office of Career Advancement, WLB has also underwritten several summer internships, giving Kennedy School students life-changing opportunities to serve communities, nations, and their fellow citizens around the world.

Cason’s example will continue to flourish at the Kennedy School through the new Roxanne Mankin Cason Seminar Room, which will become the hub of research and teaching activity in the refurbished WAPPP office suite. Made possible by a generous gift from Cason and her husband, Mardy Cason, the Cason Seminar Room will provide students and scholars working on gender-related studies a room of their own and an established space for convening women leaders from around the world.

During WLB’s May 2009 biannual meeting, members and friends had the opportunity to express their admiration and thanks for all Cason had contributed to WLB and to gender-related research and teaching at Harvard. “Thank you for your energy, passion, and commitment to this cause,” said Harvard Kennedy School Dean David T. Ellwood. “You have provided a vivid example to our students and faculty members of how a private sector entrepreneur can have enormous positive impact on public problems and can guide and inspire nonprofit institutions.”

Iris Bohnet, director of WAPPP and professor of public policy noted, “We are grateful for your support of the Women and Public Policy Program and your vision of a more gender-equal world that will advance women and girls and lift up societies around the globe.” ♦♦♦



Deep Breath

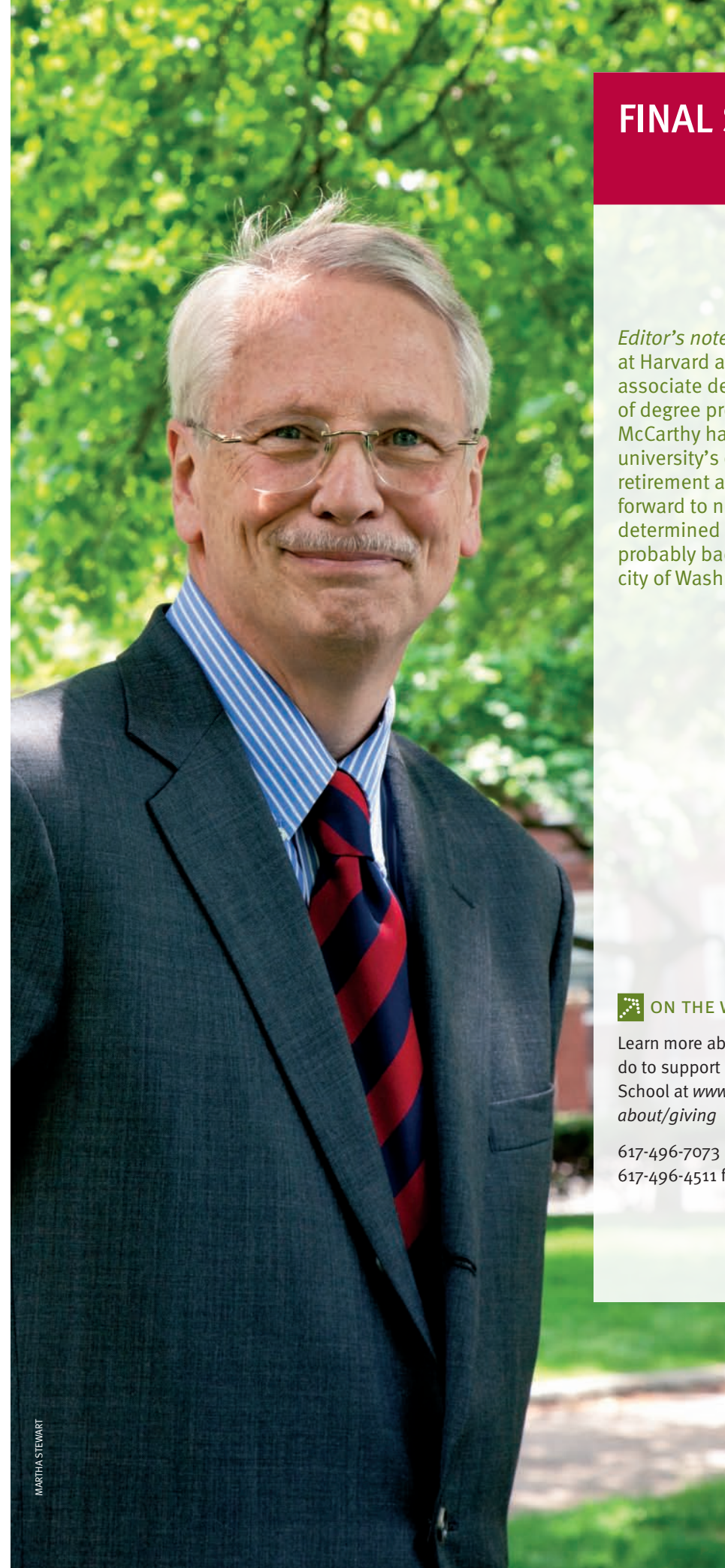
THE GRADUATING CLASS of 2009 enters a world marked by great uncertainties and incredible challenges — in many ways unrecognizable from just a year earlier. Speaking at the annual commencement ceremony in John F. Kennedy Park on June 4, Dean David T. Ellwood reminded students that they were graduating “at a hinge point in history” and counseled them to innovate, listen, and remember their humanity. “The globe is now yours — you follow in the footsteps of many remarkable alumni,” Ellwood said.

Xoli Kakana MC/MPA (left) and Naye Bathily MC/MPA (right), Mason Fellows from South Africa and Senegal respectively, took a deep breath before heading off to make some tracks of their own.

ON THE WEB

Learn more at www.hks.harvard.edu/graduation-2009

JODI HILTON



MARSHA STEWART

FINAL SAY

Joseph McCarthy
Senior Associate Dean
and Director of Degree Programs

Editor's note: After 25 years at Harvard and 13 as senior associate dean and director of degree programs, Joe McCarthy has accepted the university's offer of early retirement and is looking forward to new, yet to be determined adventures, probably back in his native city of Washington, DC.

Over the years, I have had the great privilege and honor of working with many wonderful Kennedy School students and then watching the great things they do out in the world after they graduate. I am very grateful for having had this unique opportunity, and I am equally grateful for the loyal support our alumni have provided me and the school. Not a day goes by that we don't receive offers of help from alumni around the world. These offers take the form of job postings, summer internships, referrals of potential students, networking tips, and curriculum suggestions. Without this support, we could not run the degree programs. Further, it has never failed that when we have reached out to an HKS graduate for assistance, he or she has responded promptly and enthusiastically. Access to this loyal alumni network is one of the great benefits of being an HKS student, and I emphasize that whenever I speak to prospective applicants for admission. So, this is a final opportunity for me to say thank you, my friends, and to encourage you to continue your support and always to ASK WHAT YOU CAN DO.

With my very best wishes,
Joe

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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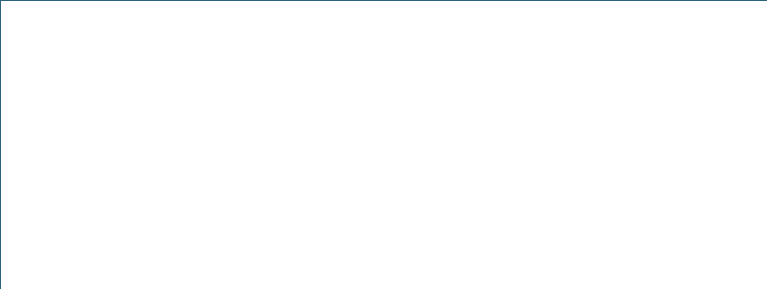
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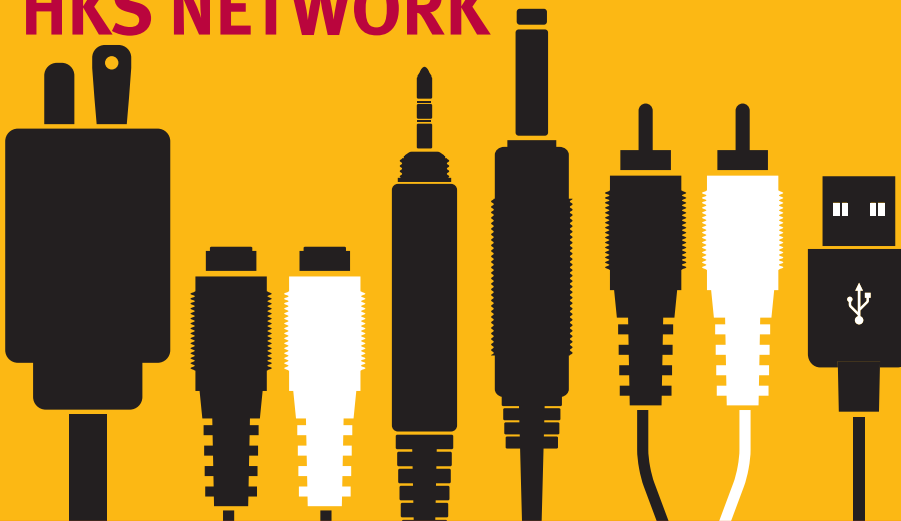
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