

HARVARD KENNEDY SCHOOL

magazine

SUMMER 2015



DOUGLAS ELMENDORF
APPOINTED NEXT DEAN

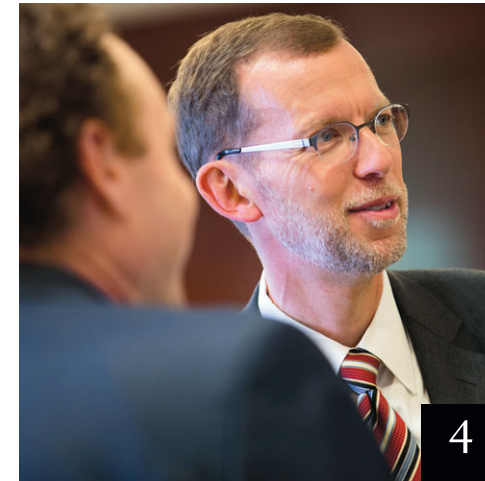
A large crowd of graduates in black gowns and caps, many holding up blue and yellow globes. The scene is brightly lit, suggesting an outdoor or well-lit indoor ceremony.

*Ask yourself this:
If we can't, what place can?
And if we won't, then who will?*

—DAVID T. ELLWOOD



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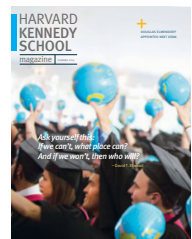
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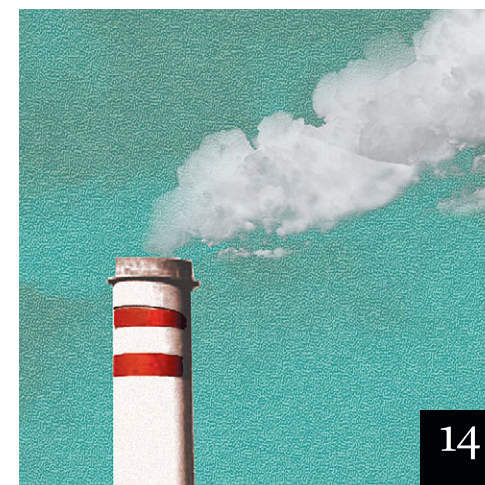
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On the cover: Commencement 2015, photograph by Jessica Scranton

Above: Groundbreaking ceremonies for the HKS Campus Transformation Project, May 7, 2015. Pictured (left to right): University Provost Alan Garber; HKS Campaign Chair David Rubenstein; lead project architect Graham Wyatt; lead project donors Les and Abigail Wexner; Dean David T. Ellwood; Executive Dean John Haigh.



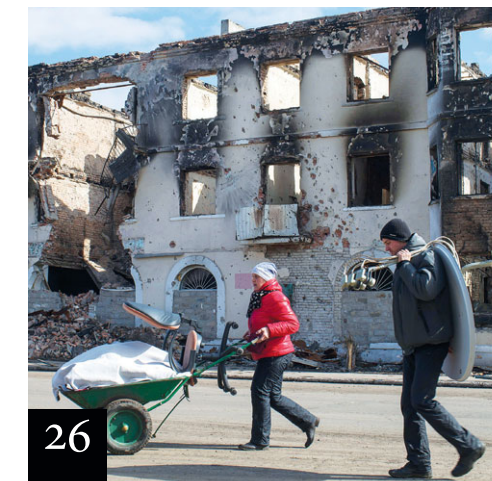
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OPPOSITE PAGE: MARTHA STEWART; TOP LEFT TO RIGHT: STEPHANIE MITCHELL/HARVARD STAFF PHOTOGRAPHER, WHITNEY CURTIS, OLIVER MUNDAY, JEFFREY MACMILLAN, MARTHA STEWART, MARKO DJURICA

Dear Reader,

With this issue, as I step down from the Harvard Kennedy School deanship, I want to express my gratitude to all of you for a wonderful 11 years. Serving as your dean has been an immensely rewarding experience.

As I've said many times over these years, this is the best job in the world. I truly mean that. The Kennedy School is a very special place, and having the privilege of leading it has been an amazing adventure. As dean, I have had the good fortune to welcome to the school world leaders from numerous arenas—heads of state, human rights activists, social entrepreneurs, and so many former and current elected officials—who are grappling with the hard challenges we face today. It's been an enormous privilege to hear from the leading voices of our time.

And in my travels, I've had the chance to listen and learn about people and innovations and opportunities I'd never even dreamed existed. I met with some of the wisest and kindest people in the world—and some of the most powerful. I witnessed incredible humanity, and I found a relentless desire for service almost everywhere.

I've had the immense satisfaction of working with a dedicated faculty whose first-rate research is helping shape public policy both domestically and internationally and whose excellence in teaching will be felt for generations to come in the students we train. It has also been gratifying to build our faculty to include scholars whose work reflects the changing, complex world we live in. And every day, I am amazed by the commitment of our staff towards making the school work better in its mission to make the world better.

And nothing has given me more pleasure during my time as dean than meeting the inspirational students and alumni who are our best antidote to the all-too-pervasive cynicism about the world. It's impossible to work with our students and meet our alumni

who are doing amazing work and not feel tremendous hope for the future. Our alumni serve everywhere, from small towns and villages around the globe to the highest levels of government. I never cease to be awed by their spirit and capacity to make a difference.

As we launched the school's capital campaign, I also had the privilege of working with people who believe in our mission and have made it their own. It has been truly inspiring to work with these remarkable individuals who have chosen to give so generously of their time and resources. Their advice and support have been invaluable. The Kennedy School campaign is succeeding beyond expectations and we could not have done it without them.

I am proud of what has been accomplished over these past 11 years—most especially, because we accomplished it together. We all share the optimism and belief that we can make the world a better place, and we are absolutely committed to fixing it. I step down now with a sense of excitement for I believe the school is poised to make a great leap forward.

Finally I would like to extend my sincerest congratulations to Doug Elmendorf, a first rate scholar and extraordinary public servant, who will succeed me in January as dean. I wish him the very best. Until then, the school will be in the extremely capable hands of Academic Dean Archon Fung, who will serve as the acting dean. We are so fortunate to have two such wonderful leaders to move the school forward during this exciting new phase in its history.

Dean David T. Ellwood
June 2015



Dear Alumni and Friends,

It is with both gratitude and excitement that I write to you as acting dean, a role I assume as David Ellwood steps down from his amazing 11 years of leadership and before Dean Douglas Elmendorf arrives in January to guide Harvard Kennedy School into its next era.

As a member of the faculty for 16 years, I have been enormously fortunate to engage with many sides of our multifaceted school. I have seen how our many teaching programs—from degree programs to executive education—transform our students into wiser and more capable public leaders. Year after year, our many research centers bring together the best minds from both inside the school and the wider world to generate ideas to address the world's most important problems—international security, human rights, social policy, regulation, gender inclusion, cities, global development, the public sphere, and democracy itself. Indeed, the Kennedy School is an irresistible center of gravity that attracts those who want to invest some large measure of their energies in solving social problems.

This past year, in my role as academic dean, I have gained a profound appreciation for the essential ingredient that binds everyone in the broader Kennedy School community together and makes our school so valuable and distinctive among the great institutions of teaching and

research around the world. That binding value is our plural but common commitment to public service. Some of us strive to understand and develop policy, others focus on making organizations work, or on leadership and strategy. Some examine and contribute to government, while others concentrate on civil society or even upon fostering the public commitments and contributions of the private sector. But what we all have in common is that we chose the Kennedy School and that we choose to remain connected. None of us chose the Kennedy School in order to achieve great wealth or notoriety. We chose HKS because there is no finer community of rigorous, smart, and capable people devoted to working for the public—to exercising creativity, analysis, and leadership in order to address the most pressing problems of societies around the world.

In this interim period as acting dean, I look forward to working with you to keep the Kennedy School's mainsprings strong by maintaining our unifying commitment to public service; fostering the rich diversity and many perspectives of the Kennedy School's faculty, staff, students, alumni, and friends; and by cultivating the incredible energy and creativity of those who make up our expansive community.

Acting Dean Archon Fung
June 2015



(Left to right) David T. Ellwood,
Doug Elmendorf, and Archon Fung

KENT DAYTON; OPPOSITE PAGE: STEPHANIE MITCHELL/HARVARD STAFF PHOTOGRAPHER



A PASSION FOR PUBLIC SERVICE

DOUGLAS ELMENDORF began taking an interest in economics—he loved its ability to help explain the world and create the tools to improve people’s lives—as an undergraduate at Princeton, before moving to Harvard for his doctoral studies. He taught at Harvard for four years before heading to Washington in 1993, where over two decades he worked as an economist in a series of increasingly influential positions at the Federal Reserve Board, the Council of Economic Advisers, the Treasury, and the Brookings Institution, before eventually being appointed director of the Congressional Budget Office in 2009. He will become Harvard Kennedy School’s 10th dean in January 2016, succeeding Dean David T. Ellwood and Acting Dean Archon Fung. He spoke to *HKS Magazine* on June 11, as his appointment was announced.

How does it feel to be returning to Cambridge and to Harvard?

Universities are really exciting places. Harvard students are just wonderful: Their energy and enthusiasm, and their confidence that they can change the world, are exhilarating. And combining that freshness of perspective with the expertise of the Harvard faculty makes for a tremendously interesting intellectual environment. I love the idea of being in that mix again. In addition, my advisers when I

was at Harvard for graduate school were committed not only to fundamental economic research but also to economic policymaking. They reinforced in me the view that better analysis can lead to better policy and that better policy can lead to a better world. I think those connections are incredibly interesting intellectually and very rewarding to pursue, and I’m delighted to have another opportunity to do that at Harvard.

What draws you back to Harvard and Harvard Kennedy School after two decades in public service in Washington?

I’ve spent my whole career interested in public policy and public service, and I’ve been so fortunate in the opportunities I’ve had in Washington. Part of why I’m thrilled to become the dean of Harvard Kennedy School is to help students see the many rewards of public service. One of those rewards is that the problems are intellectually challenging and interesting. A second reward of public service is that the people who work in public service are very engaged with the world and care a lot about the world, so they’re often terrific people to work with. And the third obvious reward is that helping to make the world a better place provides a tremendous sense of satisfaction.

How will you approach your role as dean?

Organizations don’t function best if individuals with leading positions in the organizations just rattle off directions; rather, organizations function best if the people who make up those organizations work together effectively to achieve the organizations’ missions, and that’s especially true in a place like the Kennedy School, which has so many talented people. So my role as dean will be to help people work together—to encourage and support and guide that collaboration. What the Kennedy School accomplishes will be what we, as a community, accomplish together. Moreover, the school is much more powerful because of the combination of people who are part of its community than it would be with just a brilliant faculty, or just engaged students, or just a skilled staff. I want to ensure and facilitate ongoing collaboration among all those different groups that share a belief in the importance of effective public policy and public service.

What is Harvard Kennedy School’s role in shaping public policy?

The Kennedy School is in a terrific position. David Ellwood’s leadership and the hard work of the entire Kennedy School community have created a very strong institution that is ready to face new challenges. And the world desperately needs more good policy ideas and more good people to put those ideas into practice.

How can the Kennedy School make itself heard?

The environment in Washington is a very noisy one, and I think it’s difficult for policymakers to separate the signals—the useful information—from the noise. That means it is a perennial problem for organizations that are doing serious analysis to have that analysis heard. When I was at CBO, even though we had an institutional position that led policymakers to listen to us to some extent, we spent time thinking about how to make it easier for policymakers to hear what we were saying. I think that is an even greater imperative for the Kennedy School. We need to keep working to be sure that what experts at the Kennedy School are learning and saying about the world is being heard and understood by policymakers in Washington, in state capitals and by local governments throughout this country, and in national capitals and other cities around the world.



Top to bottom: Harvard University President Drew Faust introducing Douglas Elmendorf as the new dean of Harvard Kennedy School beginning January 2016; Elmendorf meeting with the Kennedy School community; Elmendorf with (left) former HKS Dean Graham Allison (1977–1989) and Harvard University Provost Alan Garber; Elmendorf with his wife, Karen Dynan.

STEPHANIE MITCHELL/HARVARD STAFF PHOTOGRAPHER

MARTHA STEWART (1, 2, 4), STEPHANIE MITCHELL/HARVARD STAFF PHOTOGRAPHER (3)

PUBLIC INTEREST



MARTHA STEWART

TIFF Top Ten

HONORS A book by **Brigitte Alepin's** MC/MPA 2006, *La Crise Fiscale Qui Vient*, about the looming fiscal crisis, was the inspiration for the film *The Price We Pay*, named a top-10 feature documentary at the 2014 Toronto International Film Festival. Directed by Harold Crooks, *The Price We Pay* exposes how “offshore” finance has shifted the tax burden from corporations and the wealthy to the middle class and the poor. The film debuted early last winter in France, where it played in 70 theaters.



ABDULLAZIZ SAID / MPP 2016

Apollo Night at the Forum

STUDENTS The spirit of James Brown, Aretha Franklin, and Motown was alive at the Forum for Apollo Night, where students from around Harvard shared songs, dance, and poetry. The co-emcees were Kennedy School students Vedette Gavin MC/MPA 2015 and Derwin Dubose MC/MPA 2015. Apollo Night was sponsored by KSSG, the Office for Student Diversity and Inclusion, and the Black Student Union.

Former President of Finland at HKS

LEADERS **Tarja Halonen**, who served two terms, from 2000 to 2012, as the president of Finland, was the 2014–2015 Angelopoulos Global Public Leaders Fellow at Harvard Kennedy School for the past academic semester. Halonen is the first woman to serve as Finland's president.

“This experience has not only given me a window into American society, but it has also reopened, through your eyes, windows into my own society.”

New Faculty for 2015–16

FACULTY Two leading historians of international relations, **Fredrik Logevall** and **Arne Westad**, joined the faculty in July. Logevall has been named the Laurence D. Belfer Professor, and Westad has been named the S.T. Lee Professor of U.S.-Asia Relations. Currently at Cornell University, Logevall is a specialist in U.S. foreign relations who has also been named professor of history on the Harvard Faculty of Arts and Sciences. Westad, currently at the London School of Economics and Political Science, is an expert on the history of eastern Asia and the Cold War era.



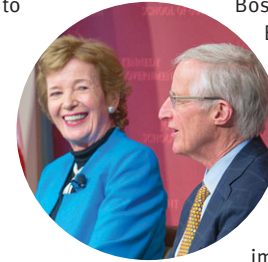
KENT DAYTON

Research Centers Honored

HONORS For the second year in a row and the third time in four years, the Global Go To Think Tank Index has ranked the **Belfer Center for Science and International Affairs** the best university-affiliated research center in the world. In addition, the **Center for International Development** has been ranked the third best university think tank and the fifth best international development think tank. Last year marked the sixth consecutive year CID appeared on the index. The index is produced annually by James McGann, director of the University of Pennsylvania's Think Tanks and Civil Societies Program.

Neustadt and Schelling Awards

HONORS Ireland's former president **Mary Robinson** received the Richard E. Neustadt Award in April. Robinson served as president from 1990 to 1997 and as UN High Commissioner for Human Rights from 1997 to 2002. The award is presented annually to honor one or more individuals for creating powerful



MARTHA STEWART

solutions to public problems. **William Nordhaus**, the Sterling Professor of Economics at Yale University and chair of the Boston Federal Reserve Bank, was presented with the Thomas C. Schelling Award, given annually to an individual whose remarkable intellectual work has had a transformative impact on public policy.

Liter of Light Shines

ALUMNI **Illac Diaz** MC/MPA 2012, whose Liter of Light project is working to provide essentially free lighting to millions of people in the developing world, received the Zayed Future Energy Prize in the nonprofit organization category earlier this year. Using recycled plastic bottles, water, and bleach, the simple, cheap technology provides a zero-carbon solar light that helps households cut their electricity bills by up to 50 percent. Diaz's program has already installed bottle lights in more than 350,000 shops and homes.



PHOTO COURTESY OF ILLAC DIAZ MC/MPA 2012



MARTHA STEWART

Miami Herald Honored

RESEARCH CENTERS *Miami Herald* reporters Carol Marbin Miller, Audra Burch, Mary Ellen Klas, Emily Michot, Kara Dapena, and Lazaro Gamio were awarded the Shorenstein Center's \$25,000 Goldsmith Prize for Investigative Reporting for “Innocents Lost,” a report showing the breakdown of Florida's child welfare system. The Shorenstein Center also presented the Career Award for Excellence in Journalism to **Marvin Kalb**, its founding director.

Wilson at Library of Congress

RESEARCH Sociologist **William Julius Wilson**, the Lewis P. and Linda L. Geyster University Professor at Harvard University, recently completed a scholar-in-residence program at the Library of Congress John W. Kluge Center. Wilson spent four months at the center reviewing his earlier research on race and inequality through the lens of recent events. In May, Wilson delivered a public lecture titled “Reflections on Issues of Race and Class in 21st Century America: Revisiting Arguments Advanced in *The Declining Significance of Race*,” Wilson's 1978 book.



KENT DAYTON

Dancer Receives Arts Medal

ALUMNI Former New York City Ballet dancer **Damian Woetzel** MC/MPA 2007 was awarded the 2015 Harvard Arts Medal by Harvard President Drew Faust in April. A principal dancer with the company until his retirement in 2008, Woetzel currently serves as director of the Aspen Institute Arts Program



TOM FITZSIMMONS

and helps direct numerous arts projects around the world. The medal honors a distinguished Harvard or Radcliffe graduate or faculty member who has achieved excellence in the arts and through his or her work has made a contribution to education or the public good.

Rodrik Returns

FACULTY Economist **Dani Rodrik** returns to the Kennedy School as the Ford Foundation Professor of International Political Economy. Rodrik, who has been teaching at the School of Social Science of the Institute for Advanced Study at Princeton since July 2013, was the Rafiq Hariri Professor of International Political Economy at the Kennedy School from July 1996 to June 2013.



KENT DAYTON

Friendly Persuasion

Karen Kalish MC/MPA 2000 (right) and Dr. Evelyn Woods, principal at Granneman Elementary School in St. Louis, discussing HOME WORKS!

PHOTO BY WHITNEY CURTIS/AP IMAGES

IN THE FALL OF 2000, on a field trip to New Hampshire during the primary campaign season, Karen Kalish MC/MPA 2000 shanghaied then-presidential candidate George W. Bush to take a moment to talk to her and her classmates in a presidential campaigning class. As Bush left to return to the campaign trail, Kalish remembers he told her, “You’re a mighty persuasive young lady.”

It was this same determination that led her to establish three nonprofits and one program over the course of her career. “I call myself a serial social entrepreneur,” she says. HOME WORKS!, the Teacher Home Visit Program that promotes parent and community engagement in underperforming schools from early childhood through high school in her hometown of St. Louis and other districts throughout Missouri, is her most recent endeavor.

Kalish credits her time at the Kennedy School with providing her the skills to take her nonprofit work to a new level. She had already established her first nonprofit, and the Kennedy School, she says, offered important perspective on that experience. Leadership courses she took, especially Dean Williams’s PAL101 and classes in nonprofits and community organizing, were particularly helpful, she says.

“The Kennedy School had an enormous impact on my life,” she says. “I loved every minute.” In fact, Kalish found the school so valuable that she decided to spend an additional year, taking another full load of classes as a non-degree student. “I just wasn’t ready to leave after one year,” she says.

The idea for HOME WORKS! came out of a program she started soon after she graduated from the Kennedy School. That program—Books and Badges—was conceived while she was on a ride-along in a police cruiser on a Saturday night in one of St. Louis’s most dangerous neighborhoods. “It was so boring,” she says. “I knew nothing about policing, but I knew there was a problem. I told the then police chief, ‘there’s more these officers can be doing.’” From that exchange, Books and Badges was born. The program puts police recruits in the academy in low-performing elementary schools weekly to read and write with the students.

“I knew that kids who aren’t reading at grade level by the end of third grade would end up in the criminal justice system, and I didn’t want the police to have them,” Kalish says.

Now in its 14TH year, Books and Badges led to HOME WORKS!, her current and most ambitious project. While in the schools perfecting Books and Badges, she saw how far behind urban

students were. Having heard about a teacher home visit program in Texas that was getting extraordinary results, she decided in 2007 to start HOME WORKS! It trains, supports, and helps pay teachers in low-performing schools to go to the homes of their students and help parents engage in their children’s education. Its goals, Kalish says, are improved kindergarten readiness, academic achievement, attendance, and classroom behavior.

To put across the importance of home, HOME WORKS! developed a pie chart showing that children in the United States spend less than 14 percent of their year in school, 33 percent sleeping, and the rest at home with family and friends. “HOME WORKS! was created to help with that 53 percent,” Kalish says. “If nothing educational or academic goes on during that time, nothing is going to change for these students. Too many of the families our teachers visit don’t know the importance of reading and talking to their children every day because no one read and talked to them. Many have several jobs and no time.”

This past year 340 teachers in 27 schools made 3,629 home visits in urban, suburban, and rural districts in Missouri. The HOME WORKS! model includes two mandatory trainings for teachers, two home visits per student a year, two teachers on every visit, two family dinners, and two staff in each school to ensure program fidelity and data collection. Teachers are paid for each visit. The results thus far, says Kalish, are “exciting and promising.”

While the program model may sound simple, the effort is anything but. “This is really hard work,” she says. Teachers must find time in their already full schedules, and parents must be willing to have a relationship with the school.

Response to the program by the schools, students, and their families has been encouraging, say program participants. Cameron Coleman, an elementary school principal, described the impact recently on a St. Louis radio show: “Something happens when a child sees their teacher sitting at the dining room table or on the couch with their parents. They’re viewed as more human, as caring more, and a bond develops that we haven’t been able to replicate by doing anything other than home visits.”

“It’s important to remember that changing parent behavior occurs at the speed of trust,” Kalish says. She is now focused on expanding HOME WORKS! to serve more of Missouri’s failing schools. “I can’t think of anything more important for this community and this country,” she says. << SA





A New Lede

Q+A In the 15 years since former *New York Times* journalist and Pulitzer Prize-winner Alex Jones took the helm at the Shorenstein Center on Media, Politics and Public Policy, the journalism industry has undergone extraordinary change. Here Jones, who stepped down as center director in June, talks about his time at the Kennedy School and what's next for the center and himself.

Q How would you describe what has taken place since you arrived at the Shorenstein Center?

In 2000, the world was aware that change was coming, but we could not have imagined then how much the media landscape would be transformed. Fifteen years ago “media” meant news media; now it means media of all different kinds — especially digital. What has also changed is that a lot more students at the Kennedy School were interested in going to the *New York Times* and the *Washington Post* back then. There are fewer of those students now, and many more who are interested in new media—students who are trying to find a berth and a future and career in this new world.

Q Can you talk about some of the highlights of your time here?

The main highlight is the opportunity I've had to work with such wonderful people — so smart, so dedicated, so eager to do something good. And then there are so many inspiring people who visited here. I remember one in particular—Ted Turner. He's one of those eccentric guys who love doing something through journalism to push the world along in a better direction. I'm sorry he's no longer at CNN. An event I found deeply moving was when we gave Molly Ivins the David Nyhan Prize for Political Journalism. E.J. Dionne was the speaker that night, but there was a terrible snowstorm, and he was late. Molly and I had to fill the time. She was very sick. Gallant soul that she was, she came up on the stage and we had a conversation for about an hour. Her gallantry was inspiring.

Q What's next—for the center and you?

When I arrived, the center was called the Shorenstein Center on the Press, Politics and Public Policy, and now it's the Center on Media, Politics and Public Policy. That's as it should be, because the media in all its forms has a very big impact on politics and public policy now. I don't feel like I'm retiring. I'm embarking on what I've heard called a “third life,” a concept I like. What exactly that will be I'm not sure, but I'm very excited about it. Journalism will certainly be part of it. Here, when scholars leave an administrative job, they go back to being scholars. I was always more a journalist than a scholar, so I'll go back to being a journalist. « SA

MARTHA STEWART

STUDENTS

Family Friendly

Marekh Khmaladze MPA/ID 2016 came to Cambridge from Georgia with her husband and three-year-old twins. Carolyne Khagondi MC/MPA 2015 left her husband and three daughters in Kenya. Andy Fortmann MC/MPA 2015 moved from Colorado with his wife and three children and a fourth on the way.

They are among the many HKS students with families. With families they bring along, with families left behind, and sometimes with families that grow while they are here. These students' life at the school comes with a few additional complications: finding affordable housing and child care; finding new schools for their children and helping their children deal with what is often a startling new culture; uprooting their families or sometimes leaving them behind for the duration of their studies; juggling the demands of parenthood with the stresses of graduate school. For some people, of course, the dueling demands of family and graduate school mean they can't come to Cambridge at all and must abandon their dream of attending HKS.

School has always been a little tougher for students with families. And engaged students and their spouses, with the support of Kennedy School administrators, have historically worked hard to create an atmosphere of camaraderie and mutual assistance to help ease the stress of the graduate school years. Recent efforts have helped ease it even more.

“The school has always been sensitive to the needs of students with families and is increasingly active in accommodating and working with them,” says Emma Heffern, assistant director of MPA and Edward S. Mason programs. “This isn't only the obvious sense of obligation toward students, but also a sense that the school is potentially losing some excellent students.”

The efforts include the creation of an additional place on the Kennedy School Student Government dedicated to the interests of students with families.

RICHARD HOWARD



Beyond the nuts and bolts of daily living, HKS has increased focus on weaving its families into the daily life of the school.

“There's accommodating families, but there's also engaging families,” says Mac Faulkner MC/MPA 2015, whose wife is expecting their first child. As student government vice president, he concentrated on students with families. Family events such as attending a Harvard hockey game or Fenway Park provide unforgettable experiences for parents and children alike and allow students who have left their own families behind to enjoy a family lifestyle. Spouses take advantage of Harvard's academic offerings, auditing courses at the Kennedy School and beyond.

Khmaladze takes a view shared by most students: Having a family is not an obstacle to coming to the Kennedy School; rather, the school is a unique place to share a unique family experience, and children are often a reminder of the value of the work.

“Of course this was going to be a challenge, but it was also going to be an opportunity,” she says of her move from Georgia. “But I think it's unfair to think of your children as preventing you from doing something. They inspire me, more than anything, to do better and to achieve.” « RDO

Institutional help for spouses has been increased. And the school is making a greater effort to reach out to students during the recruitment and commitment phase, helping them anticipate and prepare for their lives during graduate school.

Khagondi was able to defer her acceptance for a year, giving her the time to prepare her daughters, two of whom are in boarding school, for her absence. “I needed more time to transition,” she says, adding that the delay also helped her line up her finances. “I needed enough time to talk to my family.”

Fortmann, a Navy officer, connected with HKS alums through the school who helped him scout the area. He eventually settled on a home on the South Shore, which, despite the long commute, addressed his family's need for more space and preschool at an affordable price.



WHY WAS IT NOT POSSIBLE to achieve an Israeli-Palestinian peace?

Ask one former top U.S. diplomat, and you'll have the beginnings of a pretty good story. Have three of the world's top negotiation experts press every living former secretary of state on the subject, and you'll have a priceless record.

That is what the American Secretaries of State Project is in the midst of creating. A joint effort by the Harvard Kennedy School's Future of Diplomacy Project and the Program on Negotiation at Harvard Law School, the project is led by Nicholas Burns, Goodman Professor of Diplomacy and International Relations at Harvard Kennedy School; Robert Mnookin, Samuel Williston Professor of Law at Harvard Law School; and James Sebenius, Gordon Donaldson Professor of Business Administration at Harvard Business School.

Theirs is no work of journalism or another biography of famous people. It isn't designed to get America's former top diplomats to tell war stories. Rather, the project is an academic approach to a great sweep of U.S. foreign policy, focusing intensely on a few large issues that have dominated for the past half century: relations with Russia and China, the Middle East, and Europe before and after the fall of the Berlin Wall.

Ultimately, the project is about understanding the uses of American power. By returning to the same critical issues with each interview subject, Burns says, the project will create "a compelling record of American diplomacy from the 70s through our time and we hope to draw important lessons about where we succeeded and where we did not and what can be learned in terms of leadership and negotiation."

Four former secretaries of state have been interviewed so far: Henry Kissinger, George Shultz, James Baker III, and Madeleine Albright. Colin Powell, Condoleezza Rice, and Hillary Clinton have also committed to participate.

In most instances, the three faculty members, who coteach Great Negotiators, Effective Diplomacy, and Intractable Conflicts at HBS, HLS, and HKS, interview the former secretaries in front of an audience of their students, who then have an opportunity to question them further.

"The most important thing we can do as professors is to be rigorous in learning the lessons and then trying to make sense of those lessons for students and future generations," Burns says. "I think that's the great value of this project."

Burns and his colleagues will write a book, produce a series of documentaries (which they hope will run on public television), and write a number of case studies.

"The comparative advantage that we will have is that nobody has done what we're doing," Burns says. "Nobody has taken a comprehensive look at 40 years of American diplomacy through hours of in-depth interviews with these seven former secretaries of state. We will try to integrate lessons with interconnecting themes in a very methodical way."

The project was born following Baker's visit to Harvard in 2012 to receive the Great Negotiator prize. After that event Burns, Mnookin, and Sebenius began to think about inviting the other secretaries. That they were able to embark on the ambitious project is a testament to Harvard's convening power. For example, when Kissinger, a Harvard professor before he decamped to Washington to serve in the Nixon administration, came to be interviewed for the project, in November 2014, it was only his second visit to Harvard in 45 years.

The former secretaries are, above all, remarkable people and compelling personalities. And their interviews have highlighted very different styles, Burns says. Baker, a lawyer and a supreme negotiator,

"The comparative advantage that we will have is that nobody has done what we're doing. Nobody has taken a comprehensive look at 40 years of American diplomacy through hours of in-depth interviews with these seven former secretaries of state."

Nicholas Burns

was also the man who managed George H. W. Bush's campaigns, therefore enjoying consistently strong support from the president. Kissinger's approach was, in a sense, strategic and academic, formulated with a clear historical understanding and around precise intellectual constructs.

But as the four secretaries interviewed so far have proved, academic doesn't mean dry. Albright, interviewed in April, illustrated the power of personal connection. She talked about how her relationship with Russia's foreign minister, Yevgeny Primakov, was helped by a duet they performed at an ASEAN diplomatic conference. "You don't have to like everybody, but you have to learn what makes them tick," she said.

Preparation was also a common theme, driven home in Albright's case by a story that reveals the sometimes bizarre nature of high-stakes diplomacy. Before launching into negotiations with Syrian strongman Hafez Assad, Albright consulted her predecessors and was warned about Assad's use of "bladder diplomacy": He would constantly offer tea and lemonade during negotiations, hoping the other side would call for a bathroom break and thereby lose face. Albright politely declined, she said, and won that small battle. << RDO

Former secretaries of state (left to right) Henry Kissinger, James Baker III, and Madeleine Albright. Far right: During her visit in March, Albright was interviewed by (left to right) Robert Mnookin, James Sebenius, and Nicholas Burns.

RUSS CAMPBELL



BY SUSANNAH KETCHUM GLASS

ILLUSTRATION BY OLIVER MUNDAY

FROM THE GROUND UP

A LITTLE OVER SEVEN YEARS AGO, while settling in for a long-haul flight to Bali to attend global climate talks, Robert Stavins, the Albert Pratt Professor of Business and Government and director of the Harvard Project on Climate Agreements, watched others boarding the airplane and recognized numerous members of various national delegations heading to the same conference. Many of them were carrying crumpled copies of *Architectures for Agreement: Addressing Global Climate Change in the Post-Kyoto World*, a book Stavins had co-edited with his Kennedy School colleague Joseph Aldy. “You could see little yellow reference notes marking the pages of these books,” Stavins says with a smile. “That was the best thing that could possibly happen for us in the project, and I’ll never forget it!”

To Stavins, the sight spoke volumes about the essential purpose of the project, as both a research and an outreach effort, to help the negotiating teams from countries around the world identify and advance the key design elements of a scientifically sound, economically sensible, and politically pragmatic future climate regime. With climate talks reaching a pivotal point this year in the run-up to the United Nations Framework Convention on Climate Change (UNFCCC) conference in Paris in December, the project’s importance is more apparent than ever.

“This project is quintessential Kennedy School,” Stavins explains. “It’s not enough just to learn; we

have to actually do something with the results of our research.” The project’s manager, Robert Stowe, who works closely with Stavins, emphasizes the practical nature of the initiative: “In everything we do, we take seriously the Kennedy School’s mission to make the world a better place.”

Since it was established, in 2007, the project has been prolific in its output, publishing numerous policy briefs, dozens of widely distributed discussion papers, and three books. Written by scholars in the fields of economics, political science, international relations, and law, these publications cover a range of topics, presenting options for the design of a policy architecture for global climate change; examining incentives for compliance and participation in an international agreement, linkage among emissions trading systems, and other national policies; and discussing equity and justice in international climate agreements.

The project has involved close to 70 research initiatives around the world, in the United States, Europe, China, India, Japan, Australia, and Argentina. Members of the Harvard project interact with government officials, representatives of private industry, and NGOs. As Stavins describes it, this work is conducted as a two-way street, “both to learn from these various sectors, and then to communicate our findings back to these sectors.”



“We insist on being policy-relevant, but not policy-prescriptive, and that is something the negotiating teams appreciate. Whereas many groups have an ax to grind, we do not; we just want to help them understand the nature and dimensions of specific issues, and how they can address them. *Robert Stavins*”

Undoubtedly, though, in the complicated environment of international climate change discussions, the most important groups with which the project shares its expertise are the negotiating teams from individual countries. Stavins and his colleagues have worked with dozens of teams from virtually every one of the G20 countries. Members of the Harvard project attend the annual UNFCCC Conference of the Parties (as well as many of the intermediate meetings during the year), at which they hold side events to make presentations about completed research projects and ongoing work. In addition, the project has also facilitated multilateral discussions among negotiating teams.

This is especially true in the lead-up to major climate change discussions, such as the Conference of the Parties talks held in Lima, Peru, last year,

and the upcoming meeting in Paris. “We work with these teams to help them understand both the problems and the feasible solutions,” Stavins says.

Providing information and negotiation support is vital. Merely a month before the Lima talks, China and the United States jointly announced their national targets for CO₂ emissions reductions, which together represent more than 40 percent of global emissions. Stavins is confident that this announcement provided much-needed encouragement to conference delegates and is a foundation for the first major international climate agreement since the 1997 Kyoto Protocol, which is expected to be reached and signed in Paris and implemented in 2020.

One reason the negotiating teams place such a high value on the project’s input is that its approach to policy is agnostic. “We insist on being policy-relevant but not policy-prescriptive,” Stavins says. “And that is something the negotiating teams appreciate. Whereas many groups have an ax to grind, we do not; we just want to help them understand the nature and dimensions of specific issues and how they can address them.”

This may sound like an oversimplification, but clarifying the multi-faceted and complicated research conducted by the scholars with whom the project engages is, in fact, a valuable component of its work. “One tangible way we ensure that we are communicating the results of our research is to provide country negotiating teams with two-page versions of the technical papers we have published,” Stavins explains. The original research papers are typically written for publication in academic journals, and are difficult for decision-makers and their staffs to digest. Conveying the research findings is vital, however, and those who attend negotiation meetings tell Stavins they love the condensed versions.

Stavins has been working at the intersection of the environment and policy since he was involved in crafting innovative emissions trading proposals that were passed into legislation in 1990 and helped address issues such as acid rain and ozone depletion. He is likewise keen to assist countries develop feasible long-term solutions to global climate change problems. He has written at length about the faults he believes were inherent in the Kyoto Protocol, but as he suggests, they boil down to two important problems: It set out to do too little too fast, and it was deep in expectation but narrow in scope.

“Time periods are very important economically,” Stavins says. “Doing things too quickly can be costly. Obviously, we shouldn’t put in place the kind of policy that confiscates your car tomorrow

morning. But we should put in place a climate policy that provides an incentive for you to go in a more carbon-friendly direction the next time you replace your car.” In the same vein, Stavins and his colleagues have argued for years that the Kyoto Protocol was never going to be a foundation for the long term, because although it set ambitious targets, it did so for a very small set of countries. “What really makes sense,” Stavins argues, “is to start out with the right foundation—broad but shallow—and then build on that foundation over time.”

The metaphor Stavins offers is a simple one: The Kyoto Protocol was like a plan for a 70-story office tower to be built on a 10’ x 10’ foundation. The accord reached last December in Lima, which will represent the basis for the talks in Paris, is squat in its design for now, but its foundation is the equivalent of a full city block. “It doesn’t look as ambitious at first blush,” Stavins says, “but this foundation has the potential to be a 70-story office tower!”

The Kyoto Protocol called for a 5 percent reduction in emissions by participating countries, but by the time of its second commitment period, it covered only 14 percent of global CO₂ emissions, and included only the European Union and New Zealand. In contrast, after almost 20 years of difficult climate talks, the Lima agreement, backed by 195 countries, was the first of its kind to bring together developed and developing nations. The joint announcement in November of ambitious targets set by China and the United States was significant, and by June of this year, other industrialized countries and the large emerging economies of India, Brazil, Korea, South Africa, Mexico, and Indonesia announced their own contributions.

“We’re likely to eventually get to 85 percent or more of global emissions covered,” Stavins says. He is quick to note that it remains to be seen how ambitious each country’s Intended Nationally Determined Contributions (INDCs) will be, but argues that the broader foundation represented by a much-expanded geographical scope in the Paris agreement is the best way forward for action on climate change.

Stavins acknowledges that some environmental groups will pronounce the Lima and Paris talks a failure because they won’t on their own prevent an atmospheric temperature rise of 2° C. Nevertheless, he is undeterred from his belief in the success achieved by shifting the foundational structure of future climate change negotiations. Along with broadening the geographic scope, the Paris agreement will highlight an emerging architecture of climate change agreements that the Harvard project has been examining for years—a hybrid model combining bottom-up elements (INDCs) with top-down monitoring and reporting

of contributions by the UNFCCC Secretariat or another centralized body.

Members of the Harvard project continue to work on how that hybrid model can best be realized, one aspect of which involves focusing on specifics of the 2015 Paris agreement. “Our conclusions thus far,” says Stavins, “are that it’s important not to have any language on so-called supplementarity.” This refers to the requirement that each country’s compliance responsibilities must be fulfilled within its own borders. From the viewpoint of an economist, this type of regulation strikes Stavins as both limiting and incentive-destroying.

“Supplementarity prevents international markets,” he claims. “There is some of this language in the Kyoto Protocol; it’s not as stringent as it could have been, but it does discourage linkage.” And linkage between countries and systems is, according to Stavins, what allows for a convergence of carbon prices (and therefore marginal abatement costs) and lowers the overall costs involved in reducing emissions. Put simply, linkage allows companies to satisfy their emissions-compliance obligations by using permits associated with emissions reductions in other countries.

“This provides an economic incentive for everyone to be at the same marginal abatement cost (the cost of control of reducing CO₂ emissions),” says Stavins, “and if the costs are lower, we are more likely to get greater ambition. So it’s our hope that the language of the 2015 Paris agreement will be proactive in facilitating linkage, suggesting that countries may achieve their INDCs through domestic actions or by financing or otherwise stimulating actions in other jurisdictions.”

This understanding of incentive-based ambition permeates Stavins’s view of what work needs to be done in the run-up to the talks in December. It will not be easy work, and with mere months to go, the heat is on. “The delegates need to condense many, many pages of bracketed options [from the negotiating text for the Paris conference] into the brief text of an agreement,” Stavins explains. “In the process, they need to address some key issues, including how to make the INDCs [of individual countries] comparable...because if they cannot be compared, then the ‘naming and shaming’ that would provide the incentive for more ambitious INDCs over time will be absent.” Facilitating this kind of detailed work is, however, what the project thrives on, and so, Stavins confirms, “continuing to work on research and outreach that bears upon various elements of the design of the Paris agreement” will be the focus of the busy next few months.

Susannah Ketchum Glass is a writer living in the Boston area.



As the nation's first CTO, Aneesh Chopra MPP 1997 found himself in the perfect position to further his longtime passion for smarter, leaner government—a cause he continues to champion through his writing, a few start-up ventures, and an unstoppable zeal for bringing a new perspective to bear on some of the nation's longest-standing challenges.

Chief Technology Noodge

BY JULIA HANNA

ANEESH CHOPRA'S FIRST EXPERIENCE of government occurred in 1983, when he was just 11 years old. Train tracks ran near the border of the family's Plainsboro, New Jersey, subdivision, and Chopra had seen other children playing dangerously close to the unsecured area. He told his father, and that is how Chopra found himself raising his hand to describe the situation and ask for help at a town hall meeting led by their congressman.

Nothing and everything came out of that moment. No fence was ever built to make the area safer—but just



“There’s a whole new science of policymaking and problem solving around open data and open innovation.” *Aneesh Chopra*

over 25 years later, Chopra’s vantage point had changed considerably from the drab government building where as a child he made a case for change. Appointed the first U.S. chief technology officer in 2009, Chopra, who had already served as secretary of technology under Virginia Governor Tim Kaine, suddenly found himself reporting directly to President Barack Obama.

He was also very much in the public eye—on a national scale. In one of his early media appearances, Chopra made a live, televised announcement of the Open Government Initiative via the *Whitehouse.gov* website, flubbing his opening lines and laughing before recovering. The only clip picked up by *The Daily Show with Jon Stewart* featured Chopra’s gaffe. Jon Stewart’s deadpan response: “What’s so funny, Indian George Clooney?”

Stewart’s quip has dogged Chopra ever since, but his slipup did bring national attention to open government—a topic whose relevance and potential for change exist in direct disproportion to its sexiness. Chopra left his CTO post in 2012 to run for Virginia lieutenant governor and lost in the primary, but two years later he found himself back on Jon Stewart’s show, this time to discuss his book *Innovative State: How New Technologies Can Transform Government*. Packed with stories and examples of how government can leverage technology to achieve dramatic, low-cost results, *Innovative State* is a playbook that distills Chopra’s passion for bringing about greater efficiency, transparency, and collaboration in solving the nation’s challenges in health care, education, unemployment, infrastructure, and energy through the power of bits and bytes—a goal that even the most entrenched politicians can agree on.

“I wrote the book to lay out a hopeful vision for how we might solve problems regardless of political party or debate around the size and scope of government,” Chopra said in a phone interview from his office at NavHealth, an open data “intelligence service” focused on population health. (NavHealth aggregates and analyzes data to help “accountable care organizations” anticipate and inform a patient’s journey, the ultimate goal being improved care at a lower cost.) Chopra incubated the venture with Sanju Bansal and Dan Ross, his cofounders of Hunch Analytics, an open data analytics “hatchery.”

Innovative State reinforces a key message for policymakers, says Chopra: Technology is a tool they should consider using with greater frequency, particularly for issues that feel like they’re stuck in the mud. Think different, in other words. Leverage cloud computing, big data, crowdsourcing, and mobile computing power to tackle problems, using creative methods that are less costly and more effective.

Chopra’s book also targets entrepreneurs and innovators who will build the last mile of many of these solutions. “An innovative state is defined by handshakes and handoffs,” he says. The handshakes are in place, he explains, because Republicans and Democrats agree that the government should allow access to data that doesn’t violate individual privacy rights or compromise national security. Then comes the handoff to the private sector: “There’s money to be made and good to be done if you can take the baton and build goods and services that help people live better lives.”

LEVERAGING OPEN GOVERNMENT DATA in public-private partnerships was one focus of Chopra’s stint as an inaugural Walter Shorenstein Media and Democracy Fellow this past spring, an appointment he shared with Nick Sinai, former

U.S. deputy chief technology officer. (Chopra also serves as a senior fellow at the Center for American Progress.) “There’s a whole new science of policymaking and problem solving around open data and open innovation that we wanted to foster in our discussions with students,” says Chopra, whose self-described mode is to “speak, lead, cajole, encourage, and noodle” policy change at all levels to realize his vision of a smarter, more efficient, more effective government.

One effort he cites from his time as CTO is the National Wireless Initiative, announced by President Obama in early 2011 to address demand for more wireless spectrum. “Imagine an eight-lane highway that reserves four for commercial use and has reached congestion because every day more cars are on the road,” he says. “A good chunk of the remaining lanes are held or licensed by the government and could be made available for commercial broadband use.”

Chopra notes that seeds for the initiative were planted during a five-hour roundtable discussion on growing the economy held by the president with 25 CEOs, no lobbyists,

and few staffers. An additional meeting convened by Chopra with CTOs from mobile broadband providers and their supply chain provided further input and eventually led to the Wireless Initiative, which saw the government release more of its spectrum for commercial broadband use.

“This is an idea that was born out of thoughtful discussion and deliberation,” Chopra says. “It’s an example of private sector input resulting in a presidential commitment that was taken to the Hill in a bipartisan way and signed into law within a year.” An auction of government wireless spectrum authorized by the law generated \$45 billion, part of which was used to fund FirstNet, a nationwide interoperability network for police officers and firefighters—last check on the 9/11 Commission’s to-do list. Some of the proceeds will also be invested in R&D and incentives for developing the next generation of mobile broadband.

“As a result,” says Chopra, “there is much more capital investment in this space because smarter government found a way for the private sector to succeed and the American people to benefit from it. That has to be one of my favorite stories.”

CHOPRA WAS INFECTED BY THE POWER of technology’s potential early on. He graduated from Johns Hopkins with a degree in public health in 1994—just as the Internet was beginning to pick up steam—and witnessed the intoxicating

effects of Netscape’s 1995 IPO while working at Morgan Stanley. A few years later, as a student at the Kennedy School, he assisted with a team-taught course on the business, legal, and policy implications of the Internet that drew in professors from the business and law schools as well as the Kennedy School. Post-HKS, he worked for the Advisory Board, a research and consulting firm focused on health care and education.

Just over 20 years into a career devoted to butting up against some of the country’s most unmovable challenges, Chopra’s default mode is still one of energetic, unstoppable optimism, although he acknowledges obstacles that include a legacy infrastructure of old systems and equipment and a government culture that tends to fixate on the next new thing instead of transforming what is already in place. But people working in government are mission-driven, Chopra says. Government workers who are freed up to look for innovative ways to use or release government data can find a path to change that fulfills their sense of purpose even in the face of policy gridlock and shrinking budgets.

Citizen-users can also be a source of quick, low-cost change. When he was asked as CTO to help advise the start-up Consumer Financial Protection Bureau, Chopra celebrated the agency’s approach to simplifying the mortgage disclosure form. With his encouragement, the team went into “lean start-up” mode, crowdsourcing feedback from more than 17,000 participants who weighed in from across the country via a website. The form went

through six iterations in less than six months, resulting in a simplified version with easier-to-understand disclosures.

Another, more recent open government effort is Veterans Talent, a collaboration that includes Hunch Analytics and other partners. The initiative came about in response to President Obama’s call in August 2011 for employers to hire 100,000 veterans returning from Afghanistan and Iraq—a bold appeal with a few initial stumbling blocks. How could veterans tell which potential employers were trying to heed the president’s call to action? And how could employers interpret a veteran’s skills and potential when the language used by military and civilian organizations to describe experience and job requirements is often so different?

Veterans Talent worked with open government data that aggregated unemployed veterans’ skills and technology companies such as Workday, LinkedIn, and Monster to discover the demand for skills in job postings by employers that had indicated a veteran-hiring commitment. The initiative, still at the proof-of-concept stage, demonstrated the potential for workforce development programs to adopt a model that focuses more on skills than on job titles—that way, veterans whose skills in the military make them tech-trainable can be considered for entry-level tech jobs even if they don’t have formal technology credentials.

Whatever the challenge at hand, Chopra can envision a solution that somehow leverages the triple threat of public-private partnerships, technology, and open government. Yes, he says, we are still in the early days of achieving a truly “innovative state” as described in his book. But change is happening, and demand and other economic forces will continue to drive a new reality wherein more and more services traditionally provided by government may come from the private sector.

“Imagine having perfect information on the right school and program to maximize your child’s earning potential based on his or her underlying skills and talents,” says Chopra. It’s yet another example of big data at work, this one hypothetical, but he’s just picking up steam: “That’s a bit extreme, but if you look at the data of how many minority and underprivileged kids don’t even apply to the schools they qualify for—it’s a huge missed opportunity that could change their lives. Imagine if there was an app that supported the guidance system that could better advise these kids.”

That’s Chopra’s call to action: Imagine it. Try something new. Fail and try again. Open up innovation processes to users and frontline workers. Leverage technology in new ways. All these actions may use new and unfamiliar muscles, but exercising those muscles is how a path is cleared, bit by bit. It’s the sort of work that can deliver results, or at least start a dialogue—as Chopra learned by raising his hand in that town hall meeting so many years ago.

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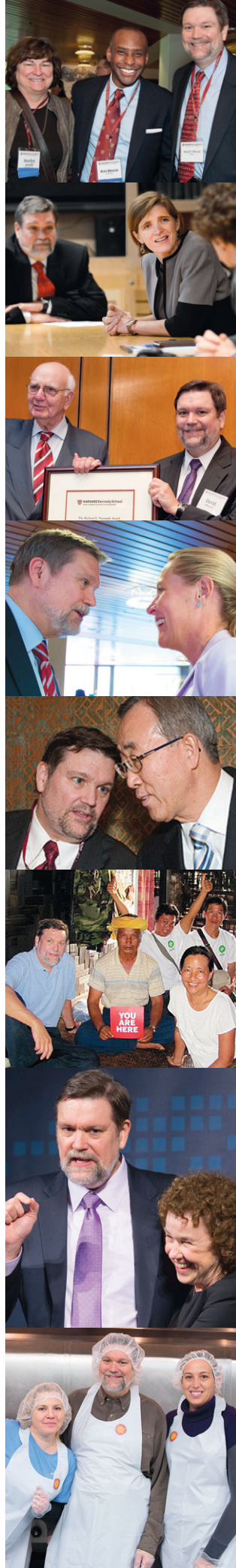
JEFFREY MACMILLAN/THE WASHINGTON POST



ELEVEN YEARS, more than **6,000** masters students, **200** PHD's, and **30,000** executive education participants graduated, more than **\$200** million in financial aid provided, more than **1,200** alumni events attended, more than **\$700** million raised, and

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revolutionary building project started. These numbers might be a place to start gauging the impact of **David T. Ellwood's** tenure as dean of Harvard Kennedy School. But even for a place as quantitative as this one, the numbers would tell only part of the story.



“ULTIMATELY WE’RE HERE BECAUSE WE WANT TO CHANGE THE WORLD—WE WANT TO MAKE A DIFFERENCE,” Ellwood said in 2004, when he became dean. By that point, he had been a professor at the school for almost a quarter of a century; had helped, as a leading economist and policy entrepreneur, to frame the debate around welfare reform and poverty; had been called to Washington to implement policy; and had played a leadership role at the Kennedy School, serving as academic dean. And so when he stepped into that second-floor office in the Littauer building, he had a clear course in mind.

He envisioned a school that played a central, connecting role in the life of the University. He saw a school that needed to measure the power of its ideas by their influence and impact. He aimed for a school where the best and brightest could come undeterred by the cost of education. By those measures, Ellwood has succeeded. As the “dean of deans” (the longest serving among Harvard’s current deans), he has succeeded in building bridges and in placing the Kennedy School at the University’s nexus. In areas from economic development to climate change to nuclear deterrence, he has seen Kennedy School faculty and ideas shape the future. He has met with alumni in the rice paddies of Myanmar and in Washington’s marbled halls of power, and has been their great cheerleader and supporter. And he has worked tirelessly to modernize and improve the learning experience and to make it more affordable. He has done all that through political upheavals at home and abroad, through economic crises, and through the hundreds of little daily maelstroms that come with the territory.

“His devotion to this mission of public service knows no boundaries. It’s very much an international commitment and it is one that seeks to break down the walls of affordability and access.”

Drew Faust, President of Harvard University

TEACHING INNOVATIVE TEACHING requires innovative teachers. Ellwood’s creation of the Strengthen Learning and Teaching Excellence (SLATE) initiative and focus on new teaching methods launched a quiet revolution at the Kennedy School. The new approach took the tradition of teaching that had been established by Kennedy School founding fathers such as Tom Schelling, Richard Neustadt, and Howard Raiffa, and infused it with modern pedagogical techniques and an evidence-based approach. SLATE largely led that charge, focusing on helping faculty enhance their teaching skills, helping shape innovative learning experiences and spaces, and meticulously measuring the impact of the changes. Ellwood also focused on addressing imbalances in the makeup of the faculty: 50 percent of tenured professors promoted or hired under Ellwood were female, as were nearly a third of all assistant professors hired. The school has also found ways to extend its teaching beyond the campus. The Case Program has been reinvigorated, and HKS cases are taught in more than 600 institutions in 68 different countries. And the school has begun to move some of its teaching online, both by creating digital content (freeing up classroom time for a more engaged type of teaching) as well as by developing online courses open to the public.



LEARNING THE KENNEDY SCHOOL, despite its intense focus on practice and impact, is a school first and foremost. Training future generations of public leaders remains its great, ambitious goal. And at a time when public resources (and pay) are decreasing and the cost of education is increasing, financial aid has been Ellwood’s top priority. He more than doubled student aid, growing it from \$11 million to \$24 million, providing financial help to more than 4,000 students. Annually, 46 percent of the student body receives scholarship assistance averaging approximately \$49,000 per recipient—up from about \$22,000 in 2004. Ellwood created 40 new fellowships and raised about \$75 million to endow them. He also provided \$3.3 million in support to an average of 120 graduates a year through the HKS Loan Assistance Repayment Program. And Ellwood’s focus on making strong connections to other parts of the University resulted in the creation of the joint HKS/HBS master’s program and renewed the joint HLS/HKS master’s program.



BUILDING ELLWOOD HAS, in a sense, grown up with the Kennedy School, and the Kennedy School has grown up with Ellwood. When he arrived, in 1980, the campus was only a couple of years old and consisted of a largely empty lot, anchored in one corner by the Littauer building. As he departs, Ellwood leaves a school on the verge of a construction project that will increase its usable space by nearly a third, adding state-of-the-art instruction and collaboration spaces. The school has raised \$400 million of its capital campaign target of \$500 million, fully funding the campus redevelopment and providing resources for additional financial aid, research projects, teaching innovations, and much else besides. Ellwood focused on placing the school on a secure footing, despite the shock of the 2008 global financial crisis and the subsequent recession, and HKS is now viewed within the University as a model of financial management.

ENGAGING THE OFFICIAL COUNT of Ellwood’s meetings with alumni, at events or one-on-ones, stands a bit above 1,200 over 11 years. More than 51,000 alumni of the school’s master’s, doctoral, and executive education programs are living around the world, and Ellwood seems to have met a good number of them. He has functioned as a pipeline between the campus and the school’s broader community, displaying an infectious and wonkish enthusiasm for innovative thinking and effective leadership and exchanging ideas. He has worked hard to improve outreach to alumni, to bring them back to help the school improve, and to connect them with students, through efforts such as the J-term shadowing program. He has also engaged continuously with students and with the intellectual life of the school. More than 200 students have taken advantage of Dean Ellwood’s office hours. And he has welcomed, introduced, and moderated approximately 152 Forums.



PARTING WORDS “THE NEXT DEAN will take over a job I have loved from the first minute,” Ellwood remarked shortly before stepping down. “I will depart that role, not from weariness or lagging excitement, but for a simple principle of renewal. Institutions and individuals must change and grow and struggle anew in order to grow.” The school has grown substantially during Ellwood’s tenure, not in obvious ways, such as the size of its student body or the number of research centers, but perhaps in its maturity. “When I became dean, HKS had the features of a small business grown big, or perhaps more precisely a collection of entrepreneurial people and enterprises in a common orbit,” Ellwood says. “The excitement and the challenge of leading HKS is finding a way to create more order and strategic direction without losing the energy and impact of boundary crossing, innovative, entrepreneurial idea generation, and teaching.” Throughout, Ellwood never lost sight of the fact that the job of dean is a management job, requiring planning, execution, and careful balancing of the school’s resources and its ambitions. But none of that would matter, Ellwood says, without the school’s mission: “To make a contribution that is bigger than our individual interests. It is who we are. And it is what makes the magic.”

“David embraces the mission of the school because he stands on two legs: one in the academy and one in the world of public service.”

Graham Allison, Dillon Professor of Government, Former Harvard Kennedy School Dean

PHOTOS BY MARTHA STEWART, TOM FITZSIMMONS, RICHARD HOWARD, GAIL OSKIN, JESSICA SCRANTON, KRISTEN ULANDAY, RUSS CAMPBELL



Home

A destroyed building in the Ukrainian town of Vuhlehirsk

Right: Ukrainian Prime Minister Arseniy Yatsenyuk and Finance Minister Natalie Jaresko



Front

Finance Minister Natalie Jaresko MPP 1989 seeks to stabilize her country's finances and return Ukraine to economic growth.

BY MARI MEGIAS

INFLATION. INSTITUTIONAL CORRUPTION. High unemployment. These are just several of the many challenges facing Ukraine, which recently placed fourth in Bloomberg's so-called misery index of 51 troubled world economies.

Natalie Jaresko MPP 1989 wants her country to lose the dubious distinction of even appearing on this list—and she, more than maybe anyone, is in a position to make that happen. As the minister of finance for Ukraine, this HKS alumna finds herself in perhaps one of the most difficult jobs in the world: righting the economy of a young, post-revolutionary nation while it is involved in a bitter and bloody territorial conflict with secessionist forces and its neighbor Russia.

With an inflation rate expected to rise to 17.5 percent in 2015, unemployment predicted to climb to 9.5 percent, and a GDP of only

\$3,082 per person, Ukraine has a formidable path ahead. But Jaresko doesn't let these statistics get her down. "I wouldn't have taken the job if I weren't optimistic about Ukraine's future," she told *HKS Magazine*.

A challenging environment

"Optimistic" is not the first word that comes to most observers as they ponder the status of Ukraine. Located at a key strategic point between Russia to the east and the European Union to the west, Ukraine has deep ties to both but a desire, as Jaresko puts it, to "fulfill its European destiny." This aspiration is complicated by Ukraine's close economic ties with Russia—its top trade partner—and the fact that 17 percent of Ukraine's population is ethnically Russian.

ABOVE: TOBIAS SCHWARZ; LEFT: MARKO DJURICA



“Our nation is facing many more challenges than most countries, and it’s critical that we reach agreement on the very difficult reforms that are absolutely necessary.”

The tension between Ukrainians who prefer to align with Russia and those who believe that Europe represents the country’s future began to escalate in 2013, when then Ukrainian President Viktor Yanukovich repudiated an association agreement with the European Union and instead sought to strengthen his country’s relationship with Russia. This decision led to the Euromaidan (“Euro Square”) protests in several Ukrainian cities and to the ousting of Yanukovich following a special election in May 2014.

The protests did not sit well with some people in Ukraine’s primarily Russian-speaking south and east—or, unsurprisingly, with Russia, which promptly moved troops into the Crimean Peninsula, taking control of the region. At about the same time, local militias, supported by Russian troops, seized government buildings in the eastern cities of Donetsk and Luhansk.

Approximately 12,000 Russian troops are occupying parts of Ukraine, according to the U.S. government. In addition, Russia has not only closed Ukrainian banks in Crimea, replacing them with a Russian subsidiary, but also appropriated several public and private enterprises, including real estate and media outlets. According to local estimates, more than \$1 billion in assets have been seized by Russia in the peninsula. This

figure doesn’t capture the human cost of the conflict: More than 6,000 people have died, tens of thousands have been wounded, and more than a million have been displaced to other parts of Ukraine or to Russia.

The American perspective

These were the circumstances when Jaresko became Ukraine’s 15th finance minister since the country gained independence from the Soviet Union, in 1991. Sworn in on December 2, 2014, she brings an unusual perspective to her role: The daughter of Ukrainian immigrants, Jaresko is an American who was raised in the Chicago area.

Both her parents came to the United States as children after World War II. Her father, who was born in central Ukraine during one of the Stalin-induced famines, ended up in a displaced persons camp in Germany before emigrating to America. Her mother was born in Germany because her grandmother had been taken there by the Nazis during the occupation of Ukraine. They, too, found themselves in a displaced persons camp and moved to Chicago after the war. Jaresko’s parents met in the city’s tightknit Ukrainian immigrant community.

Jaresko grew up with a profound sense of gratitude for the opportunities America had provided her

family. “I was raised in a very spiritual family, a family that was extraordinarily grateful for what the United States enabled them to have,” she says. “They came to America with nothing and were able to build a normal, middle class life.” Her father even served in the U.S. military during the Korean War.

Jaresko attended DePaul University, which at the time was primarily a blue-collar commuter college with strong connections to Chicago’s various immigrant communities. After receiving her degree in accounting and political science, she applied to the Kennedy School. “I believed in the greatness of democracy and public leadership,” she says. “I had read about Lincoln and Kennedy as a child, and public service was something I felt a strong pull toward as a grateful first-generation immigrant.” She arrived at Harvard Kennedy School both intimidated and inspired: “I was fearful that I couldn’t step up. But I felt very strongly about JFK’s call to service.”

Kennedy School lessons

The lessons she learned at the Kennedy School remain invaluable. “The entire curriculum influenced me,” Jaresko says. “I find it more and more useful every day. First, I learned facts about things like international trade policy, which allow me to understand critical issues and apply theory in a very real world. Second, the reality is that policymaking isn’t just about facts but about your ability to convince others of your perspective—the ability to find solutions when there are enormous shades of gray.”

Jaresko notes that Ukraine is a post-revolutionary society in the ninth quarter of a recession during wartime. “Our nation is facing many more challenges than most countries, and it’s critical that we reach agreement on the very difficult reforms that are absolutely necessary. The Kennedy School helped me craft my approach. I even use the HKS rule within my ministry, the one-page rule—that my staff needs to be able to describe their subject in one page.”

About her HKS curriculum, she says, “Everything was built from a practical perspective and is a very useful contribution to how I think.” In particular, she cites as key influencers the former faculty members Richard Haass and Edith Stokey and the current Douglas Dillon Professor of Government and director of the Belfer Center, Graham Allison.

“I was lucky—I did my PAE [policy analysis exercise] with [then-lecturer] Richard Haass and my client was John Herbst, who in 2003 became the U.S. ambassador to Ukraine,” she says. Her PAE, titled “The Soviet Union and the General Agreement on Tariffs and Trade,” led her to work with Robert Zoellick MPP 1981 at the State Department’s

presidential management desk of economic affairs. When the Soviet Union fell apart, in 1991, Zoellick asked if she wanted to work at the U.S. embassy in Ukraine. She jumped at the chance.

Jaresko eventually left diplomatic life for the private sector, serving as president and CEO of the U.S.-sponsored Western NIS Enterprise Fund, where she invested millions of dollars in Ukrainian small businesses. After Ukraine’s Orange Revolution in the mid-2000s, she cofounded Horizon Capital, raising money for Ukrainian businesses from American and European investors.

Asking what she can do

Jaresko—who, with a monthly salary equivalent to \$250, is essentially volunteering her time as minister—will need to maintain her hopefulness as the country claws its way out of dire economic straits.

But some observers—including Nicholas Burns, Goodman Professor of Diplomacy and International Relations at the Kennedy School, who has known Jaresko since their time at the U.S. State Department working on Eastern Europe’s economic development after the fall of the Berlin Wall and describes her as a friend—believe Jaresko is the right choice.

“She couldn’t have entered there at a more difficult time, but I think she’s the perfect person,” says Burns. “She really does understand the global economy and she really understands the huge challenges ahead for Ukraine.”

Those challenges are indeed enormous.

“We experienced 23 years of communism, a regime that borrowed \$40 billion that we cannot afford to pay back, and the Ukrainian people are demanding reform,” Jaresko says. “I’m discussing with international creditors arrangements to deal with medium-term debt and to achieve banking stability. Then we can rebuild the investment climate and reach economic growth in 2016.”

Jaresko says she believes in the strength of the Ukrainian people. “We never give up, even against one of the largest nuclear powers. We’ve prevented Russia from taking any more territory. And every day, people are volunteering at hospitals, providing housing, and volunteering to fight in the war. This gives us optimism.”

Through it all, Jaresko is thankful for her Kennedy School network. “I have many friends who’ve been very supportive. It is important that the HKS community, which is so influential, has a good sense of what’s happening in Ukraine. We are fighting for the freedoms that many people take for granted and are defending global principles of freedom and sovereignty.”

“The Kennedy School helped me craft my approach. I even use the HKS rule within my ministry, the one-page rule—that my staff needs to be able to describe their subject in one page.”

YURIY KIRICHENYI

BY E.J. GRAFF

“What does the research say?”

IN 2000, U.S. public health authorities declared measles eliminated. That was tremendous cause for celebration: Measles is one of the world’s most contagious diseases and was once a major public health threat. It still is in other parts of the world. Before the measles vaccine, the virus killed roughly 500 Americans each year, left others deaf, and sent 48,000 to the hospital, according to the Centers for Disease Control & Prevention.

But in 2015 a measles outbreak at Disneyland sickened 150, reaching seven states. And journalists are at least partly responsible for the disease’s return.

Why? Most people know about the fraudulent and thoroughly debunked claim that vaccinations lead to autism. That claim launched a movement of “all-natural” parents who refuse to vaccinate their children against measles and other infectious diseases. Many reporters covered the controversy with conventional journalistic “balance”: offering the quotes and claims of “both sides,” as if they were equally valid. But one side’s claims were based on facts, and the others on fraud: the false equivalence encouraged the anti-vaxxers. Meanwhile, research shows that reporting on a public health question as if it were a political controversy leads citizens to discount the science and take “their” political or cultural group’s point of view, while also breeding mistrust of medical professionals. In Orange

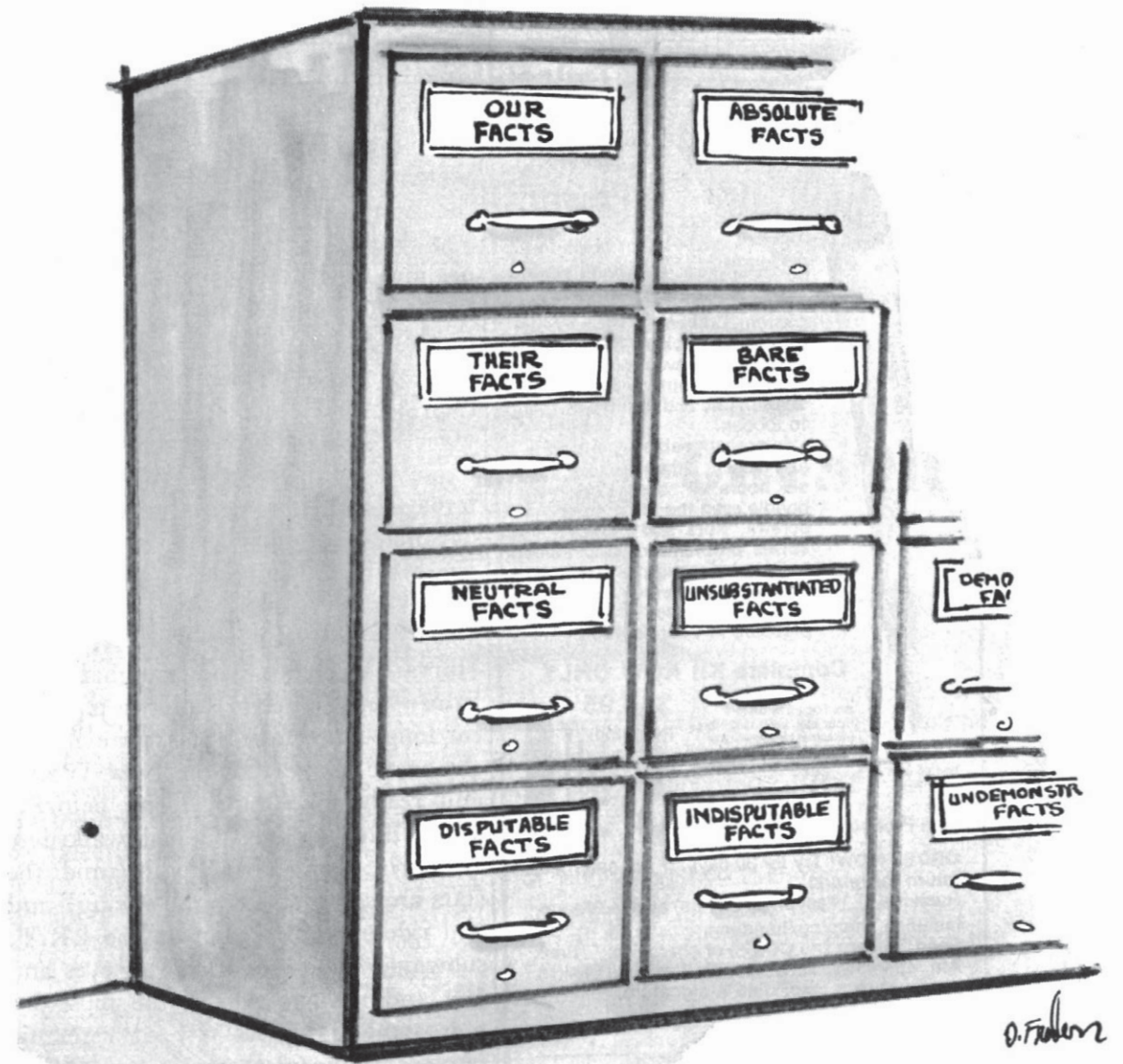
County, California, where Disneyland is located, the vaccination rate was below 90 percent—and public health officials say that 95 percent is the level at which “herd immunity” protects the community against outbreaks and epidemics. Below that, risk increases dramatically because individual immunization is effective but not a guarantee.

Voilà: measles outbreak.

That’s just one example of how our current model of journalism is failing civil society, according to Thomas Patterson, the Bradlee Professor of Government and the Press at Harvard Kennedy School and acting director of the Shorenstein Center on Media, Politics and Public Policy. He’ll quickly offer you a long list of others. “Good public policy reporting can be some of

the most difficult journalism,” Patterson acknowledges—and the consequences of failing at it can be deadly serious. In his 2013 book *Informing the News: The Need for Knowledge-Based Journalism*, Patterson argues that Americans are profoundly misinformed—in part because far too many journalists, talk show hosts, pundits, and bloggers are misleading them, whether intentionally or not. He goes further, explaining that the fault lies in journalism schools and the profession’s norms, crafted a century ago, which offer inadequate training in covering complex issues.

At the Shorenstein Center, Patterson worked with then center director Alex Jones to launch an audacious attempt to transform those norms. Before reporting on any serious issue—public health, war and peace, environment, crime, education—they believe journalists should have a basic grasp of the factual, peer-reviewed research into that public policy topic. In 2008, the Shorenstein Center started planning a website that would promote knowledge-based reporting through case studies on journalism. That plan evolved into a dynamic website called Journalist’s Resource, which offers summaries of the most important research on critical public policy issues, on the understanding that democracy is best served not by shouting matches or fact-free opining but by a shared grounding in the facts. The goal:



revamp journalism schools and transform the next generation in the profession so that before reporting on any public policy issue, journalists automatically ask themselves, What does the research say?

Outdated Tools

Journalist’s Resource emerged from a project launched by the Carnegie Corporation of New York and the John S. and James L. Knight Foundation. Vartan Gregorian, president of the Carnegie Corporation, says that journalists cannot meet democracy’s needs unless they become “knowledge professionals” who have “mastery not only of technique but also of content.”

Carnegie hosted a meeting focused on revitalizing journalism education in June 2002, and a product of that gathering was an expression of interest by the Knight Foundation in forming a partnership with Carnegie to work on the issue. In 2004, they commissioned a study by McKinsey titled “Improving the Education of Tomorrow’s Journalists.” While the report was complimentary about journalism education, the overall judgment was that a “crisis of confidence” had seized the discipline, and that journalism schools were not providing a solution to that crisis. It singled out the need to raise the degree of mastery that journalists bring to the field and the level

of analytical skills required to explain a complex world.

The Carnegie-Knight Initiative on the Future of Journalism Education was announced by the two foundations on May 26, 2005, and included four universities with journalism schools—Columbia, Northwestern, UC Berkeley, and USC—and Harvard Kennedy School’s Shorenstein Center. Over the years, the initiative has added other universities and now totals 12. The Shorenstein Center has acted as its research arm.

Patterson was affiliated with the initiative in his role as research director of the Shorenstein Center and wrote four Carnegie-Knight reports: “Young People

and News,” “Mandatory Testing and News in the Schools,” “The Internet and the Threat It Poses to Local Media,” and “Creative Destruction: An Exploratory Look at News on the Internet.” Research for *Informing the News* was also supported by the initiative.

Journalists are still being trained to rely primarily on the same tools that were enshrined in the early 20th century: interviewing and observing. Those may have been sufficient when what citizens most needed were eyewitness accounts of distant events. But today we are bombarded with firsthand information from cable, cell phones, webcams, YouTube, Twitter, and Facebook. Would-be reporters are drilled in such basics as how to interview, observe, write, and structure a traditional news story—but not in covering the complex global issues that, more and more, bedevil our public policy. As a result, many reporters cover “all sides” of an issue by quoting anyone who has an opinion, treating speculation as the equivalent of research-tested knowledge. That harms democracy, resulting in citizens who lack the information to push their leaders to make smart decisions.

Technological pressures on journalists combine with intense financial pressures on the news industry. Speed has become a hallmark of the new age of reporting. Many journalism schools continue to function as trade schools focused on craft rather than professional schools that teach understanding. For instance, Patterson says, one standard newswriting course’s only required reading is the *AP Stylebook*, which explains form and ignores how to think about content.

Breaking into Journalism

Biannual meetings with journalism school deans and several years of research led to the idea for Journalist’s Resource: make it easy for journalism professors to teach both knowledge and practice by creating a central resource that would offer relevant knowledge online. “The idea was to select gold-plated research, solidly grounded in data and peer review, that speaks to the issues reporters are

likely to cover,” Patterson says, “and turn that into a classroom resource.”

With funding from the Carnegie and Knight foundations, the Shorenstein Center hired Leighton Kille as a “web journalist.” Kille brought broad journalistic experience to the effort. He had worked at an alternative weekly in San Francisco and had covered general news and the arts at the *Boston Globe* and had been a managing editor. His undergraduate degree was in economics and computer science, leaving him comfortable amid statistics and research. And he had technical experience in setting up websites and production sites.

For two years, the Shorenstein Center worked to figure out exactly what reporters, editors, and journalism professors on the front lines of today’s news really need. The 11 journalism school deans and the two foundations also contributed their unique insights into what would be most useful.

In 2011, John Wihbey came to the project from WBUR, Boston University’s public radio station, bringing complementary skills that included familiarity with daily radio and newspaper reporting. Wihbey had been the new media reporting editor and deputy senior producer for “On Point,” and had worked as a reporter for the Newark-based *Star-Ledger*. Importantly for this project, he also had an MS in journalism from Columbia University. Wihbey’s social media skills opened the site to a much broader audience. Wihbey is assistant director and Kille is research editor.

“A project like this might not have had this sort of impact a decade ago,” Wihbey says, “but a combination of digital trends really helped accelerate its reach—from the rise of social media to the increasing openness of scholarly literature online.

It has long been a dream of the academic world to get more research in the hands of mass media and to reach the wider public, but until a few years ago, you just didn’t have the channels and delivery mechanisms.”

The site has grown enormously. It began with a handful of studies on climate change, grew to 300 policy studies by the fall of 2011, and had more than doubled, to 700, by 2012. Today, Journalist’s Resource has a research database of more than 1,500 scholarly articles, with summaries that

distill more than 8,000 key studies across many disciplines. The website is on course to have one million visitors and more than 2.5 million page views this year. Journalist’s Resource was named one of the “best free reference websites 2013” by the American Library Association.

Syllabi, Skills, and Studies

Journalist’s Resource has three main parts: syllabi, skills, and studies.

Syllabi. Whether in basic news or feature writing or in specialized beats such as business, science, and politics, the syllabi cover the usual journalism fundamentals—and add units about how to seek out reliable research; to analyze and evaluate data, statistics, and research; and to put news in a meaningful context.

Skills. Today’s working journalists aren’t neglected: The skills section offers continuing education for those who seek to sharpen their reporting. Journalists have a (sometimes deserved) reputation as innumerate former English majors. The site shows them how to overcome math phobia and teaches basic research and statistical terms such as “regression analysis” and “selection bias.”

Studies. These lie at the heart of Journalist’s Resource. Every week, Wihbey and Kille sort through recent academic and governmental studies, selecting the most important and reliable ones to translate for reporters. “We want to offer access to relevant and actionable research, but we treat anything that has a public policy angle, from municipal issues to international development,” says Kille, whether it’s a currently hot topic or a perennially important one such as literacy. They hire Kennedy School MPP students to examine a study’s methods closely for rigor and reliability and to take a first pass at summarizing the findings. Kille and Wihbey edit those write-ups and link material to related studies in the database.

Atop posts about individual studies are meta-summaries, offering a wider view of the relevant research on a hot issue. For



“Glad you brought that up, Jim. The latest research on polls has turned up some interesting variables. It turns out, for example, that people will tell you any old thing that pops into their heads.”

instance, with Uber and Airbnb lately in the news, one recent “research roundup” examined claims and critiques about the “sharing economy,” summarizing the key academic debates and studies on whether, say, Uber enriches or exploits its drivers, or whether it hurts or helps local economies and housing markets when Airbnb’s “hosts” sidestep local rules and regulations for landlords and hotels. The two staffers are meticulous about portraying its research findings neutrally, without expressing opinions about what conclusions should be drawn from those findings.

That’s useful both to journalism professors and to journalists now in the field. Today’s overburdened reporters simply do not have the time or the resources to master a body of research on each of the many subjects they must cover every week. Challenges include the ever-accelerating 24-hour news cycle; the avalanche of information available via the Internet and cable; and the collapse of newspapers’ traditional business model, leaving fewer resources for serious or analytic reporting. For them, it can be a boon to find careful summaries of the key issues. Melissa Eddy, Berlin correspondent for the *International New York Times* website writes, “Several of the studies have been very useful in helping me to better interpret the news... Health care and guns are two topics that immediately jump to mind.”

The site is also helpful in showing journalism teachers how to teach the ideal of informed public policy reporting. According to Mark Poepsel, a communications professor at Southern Illinois University, Journalist’s Resource is “taking the promise of social science and applying it in ways that are meaningful for journalists and journalism students.” Poepsel appreciates the help in getting journalism students to think about “backing up their claims with more than just a quote from a politician or some other official source.”

Reaching Every Reporter

Wihbey and Kille spread the gospel of knowledge-based reporting in a variety of ways, attending conferences, posting on Twitter and Facebook, and sending out a weekly e-mail to 21,000 subscribers scattered across geographies and at every level of the profession, from small weeklies in Iowa or India to reporters at the *Wall Street Journal*, the *Washington Post*, and the *New York Times*. Most traffic comes from general online searches when a topic is hot. After the Ferguson and Eric Garner protests began, the site’s post summarizing the research on race, law enforcement, and controversies over reasonable versus excessive force got more than 80,000 unique page views.

The Carnegie and Knight foundations have recently renewed their commitment with matching grants over the next three years. The Shorenstein Center is in search of more sources that will enable the website to expand. Patterson says, “John and Leighton are unbelievably dedicated to this. I can’t tell you how good they are. They wear all the hats: As researchers, searchers, writers, marketers, they’re doing it all.” More resources would make it possible to enlarge the staff.

Numbers aren’t the primary way the Journalist’s Resource assesses its place in the newest journalism wave. “In the past couple of years, there’s been a significant rise in explanatory journalism, with news sites like 538, Vox, and Wonkblog,” which focus on explaining our world by relying on empirically based research, Kille explains. “Clearly the public and policymakers have an appetite for facts. We feel we are part of a movement.” Kille feels proud of his part in helping reporters, readers, and policymakers “get used to asking the question, What does the research say?”

According to Alex Jones, “Journalist’s Resource has proven to be a hugely powerful tool for development of knowledge-based journalism, a better, deeper form of journalism, which, when published or aired, better informs tens of millions of Americans each year. The research and insights from Journalist’s Resource directly reach scores of thousands of working journalists, as well as journalism students and professors. This enormous resource has been created by two staff members at the Shorenstein Center and they deserve a tremendous amount of credit for their work.”

The goal “is to make reporting more accurate, more trustworthy, and more relevant so that you have an informed citizenry on important issues of public policy,” Patterson says. “I think that is of tremendous interest to every graduate of the Kennedy School.”

E.J. Graff, a senior fellow at the Schuster Institute for Investigative Journalism, is the managing editor of the Washington Post’s “The Monkey Cage.”



Signing on the Dotted Line

FORUM | “It was another way to make politics,” Mehdi Jomaa told the John F. Kennedy Jr. Forum in February as he spoke about his time as prime minister of Tunisia in the run-up to the country’s historic 2014 presidential election.

Jomaa was lured from the private sector, where he led an aerospace division of the French energy giant Total, to public service as Tunisia grappled with the consequences of its Arab Spring revolution in 2011. An outsider in politics, he was eventually elected to head a transitional government in 2013.

Asked by Harvard Kennedy School Dean (and moderator) David T. Ellwood how he had gone about forming his government, Jomaa said he’d wanted a smaller, nimbler cabinet, with fewer ministers and advisors (“commandos,” in his words). He avoided the usual suspects and looked for people with skills, personality, and resilience, and with a talent for managing people and money.

And then, he said, he offered them a simple contract: “You will stop earning money, you will join the team, you will work hard, you will not be thanked.... You are forbidden to resign, you are forbidden to quit the ship, you have to continue until the last day.” They all accepted.

Following the successful presidential election—the country’s first free and open election for a national leader since independence, in 1956—Jomaa stepped down in early 2015. He urged the audience to have faith in the country’s future.

“Tunisia is like a start-up,” he said. “It’s small today, it’s risky, but it has big leverage. A leverage on prosperity, a leverage on democracy, a leverage on peace. So I invite all of you to believe in it, to bet on it, and to invest in it.”

The event was cosponsored by the Belfer Center for Science and International Affairs, the Middle East Initiative, and the Mossavar-Rahmani Center for Business and Government.

JOHN F. KENNEDY JR. FORUM



FORUM | **Release Form** “I saw this woman; I took an awful picture of her,” Brandon Stanton told the audience at a John F. Kennedy Jr. Forum in February as he showed a slide of a woman dressed head to toe in green. He talked about the difficult beginning of his career as a photographer and author of the blog *Humans of New York*. “But I remember she told me something. She said, ‘I used to be a different color every single day, but one day I was green and it was the best day of my life.’” That was the moment Stanton realized that his skill at approaching strangers, taking their pictures, and learning something intimate about them was what could set him apart. The event was sponsored by the Institute of Politics.

MARTHA STEWART



FORUM | **Critical Mass** As women begin to reach critical mass in the upper echelons of leadership, society will start to see better management and outcomes, according to **Jay Newton-Small**, a *TIME* Washington correspondent, spring 2015 IOP fellow, and moderator of a panel of women leaders from both the public and private sectors. Panelists included the former IOP director **Jeanne Shaheen**, a U.S. Senator from New Hampshire; **Fernande Duffly**, an associate justice on the Massachusetts Supreme Judicial Court; and **Amy Schulman**, a senior lecturer in business administration at Harvard Business School. The event, Women in Power: The Impact of “Critical Mass,” was sponsored by the Center for Public Leadership and the Institute of Politics.

NILAGIA MCCOY



“Use data to figure out how effective you are. **Use data** to help you tell your stories and improve the reach of those stories.”

CNN digital editor-in-chief **Meredith Artlely** on writing for digital.



“It became apparent very quickly that this was a story that was about much more than an 18-year-old boy who had been **shot in the street.**”

Washington Post reporter **Wesley Lowery** speaking about the August 2014 shooting of Michael Brown in Ferguson, Missouri.



“To change the world, you’ve got to **stand up** when everyone else is sitting.”

Bryan Stevenson MPP 1985, founder and executive director of the Equal Justice Initiative.



“I’ve never been in awe of **celebrities.**”

Broadcast legend **Barbara Walters** at a *Conversation with Barbara Walters*.

“Are they **reporting a war** or trying to sell me a war?”

Daily Show co-creator **Lizz Winstead** on the moment, when watching Gulf War coverage, she began to conceive of the satirical show.

Barbara Walters event sponsored by the Institute of Politics. Bryan Stevenson event sponsored by the Dean’s Office, the Institute of Politics, and the Program on Criminal Justice Policy and Management. Meredith Artlely, Wesley Lowery, and Lizz Winstead events sponsored by the Shorenstein Center on the Media, Politics and Public Policy.



Whose Kids?

Our Kids

The American Dream in Crisis

Robert Putnam

Malkin Professor of Public Policy

ANDREW WANTS TO BE A FIREFIGHTER when he gets out of college and also maybe work in real estate and perhaps, at some point, pursue a career in public service. Raised in a comfortable home by two doting parents, he sees a future filled with possibility, surrounded by people who believe in him, in a community in which he trusts.

Kayla grew up among the ruins of dead-end jobs and broken marriages, with the only constant in her life a loving but down-on-his-luck father. Caring counselors at her school helped her find a way to community college. But with her father suffering from brain tumors and she being his main caregiver, she feels a tenuous grip on her future.

Andrew and Kayla are the faces of *Our Kids*, Robert Putnam's new book. Putnam sees in their disparate lives, and in the national trends they represent, the clear outlines of a country tilting toward a caste system.

America today is more racially and religiously integrated than ever, but it is starting to splinter along class lines. The wealthy have become wealthier and the poorest haven't had a real pay hike in decades. Public schools are more economically segregated than they used to be. Americans are more likely to marry people of the same social class and to have less exposure to people who are not economically like them.

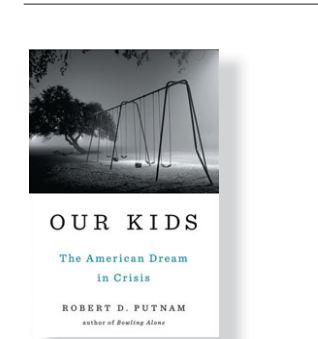
"Over the course of the past four decades, our sense of 'we' has shriveled," Putnam says. "Now when people talk about 'our kids' they talk about their own biological kids, they don't think about all kids."

Putnam's body of work, which includes *Bowling Alone*, the seminal analysis of social capital, and *American Grace*, about the country's religious life, has long led the way in explaining America's changing social fabric. He turned his attention to matters of class and opportunity following an exchange with a student in one of his Harvard undergraduate seminars. That student, from a blue-collar town, didn't buy data that showed younger Americans were becoming more civically engaged and interested in public service. It might be true here at Harvard, she argued, but not where she grew up. Putnam challenged her to prove her point, and to his surprise, she did. What's more, she found that engagement wasn't the only difference. Regardless of race, the data seemed to show, for young Americans, education and wealth were becoming destiny.

So Putnam went looking to see what had happened to the country of his childhood (rife with problems such as racism and gender barriers, he readily agrees, but more egalitarian). Working with a team of researchers and ethnographers, he started by looking at his hometown, Port Clinton, Ohio, talking to high school classmates—to the women who had interrupted their college careers to get married, to the black students who lived with racism but found champions who helped them make it to college and beyond, to the rich kid whose parents taught him

that he should never flaunt the family's wealth, and to the blue-collar kid who was encouraged by his minister to go to college and eventually became a minister himself. He found a cohort of men and women who, growing up during the high-water mark of American equality, seemed to find opportunity at every turn and a community that allowed them all to succeed.

Then Putnam spoke to younger generations from Port Clinton. And then he and his team spoke to dozens more in Oregon (where he found Andrew and Kayla), Alabama,



"Now when people talk about 'our kids' they talk about their own biological kids, they don't think about all kids."

Robert Putnam

Georgia, Texas, California, and Pennsylvania, examining the "concentric circles of influence—families, school, and communities—within which today's youth are growing up." Putnam can tell much of the story he learned by simply splaying his index and middle fingers into a scissors shape. Beyond the well-documented and growing inequality of wealth, he found something more pernicious: By almost any measure—church attendance, children living in single-parent families, adolescent obesity, college completion—graphs show with depressing consistency the uneven trajectories of Americans according to the level of their household education—highly educated up; less educated down.

The real danger, however, is not necessarily the inequality of income and wealth but the inequality of opportunity: the sense that because of the circumstances of their birth, certain Americans are destined to fail. That is a future, Putnam argues, that Americans should resist—because it is morally wrong, because it will cost America dearly in economic growth and productivity, and because it threatens the country's democratic legitimacy.

The book ends with a discussion of policy options that should appeal to all political persuasions—"purple policy," Putnam calls them. He has launched the Closing the Opportunity Gap Initiative, convening experts in a series of working groups to determine possible approaches and potential solutions. Both his diagnosis and his prescriptions are finding a ready audience among leading politicians and policy practitioners and across a country that is perhaps beginning to notice the tears in the fabric.

"What we've lost as a society as a whole," Putnam says, "is the idea that we should invest in all kids." << RDO

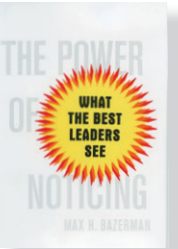
MARTHA STEWART

The Power of Noticing

What the Best Leaders See

Max Bazerman

*Codirector, Center for Public Leadership
Straus Professor of Business Administration,
Harvard Business School*



A WELL-KNOWN VIDEO ASKS viewers to count the number of times a team passes a basketball. Most viewers focus so hard on the players that they fail to see a person in a gorilla suit walk through the scene. For Bazerman, the video serves as a metaphor for a problem with serious consequences: that a failure to notice can lead "to poor personal decisions, organizational crises, and societal disasters."

In his book, Bazerman offers myriad demonstrations of this dynamic, particularly among leaders whose overconfidence, bias, or complacency causes them to overlook salient information. He also taps behavioral psychology to show patterns of faulty decision making. Bazerman taught a class in which he asked executive students whether to race a car on certain days, offering information on the air temperature when mechanical failures occurred. Few of the students thought to ask about temperatures when mechanical failures did not occur, which would have provided evidence for a correct decision. Likewise, engineers at NASA didn't ask that question about the O-ring that would malfunction in the *Challenger* space shuttle. "We limit our analysis to easily available data rather than asking what data would best answer the question at hand," he writes.

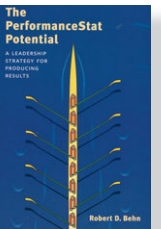
He recommends as a leadership skill a "noticing mind-set," which involves observing what doesn't make sense, asking about alternative solutions to problems, and inviting outsiders to share insights about the organization. Although leaders need to be focused, they should also remove blinders and discern what isn't right in front of their eyes—there solutions often lie.

The PerformanceStat Potential

Leadership Strategy for Producing Results

Robert Behn

Senior Lecturer in Public Policy



THE LEADERSHIP STRATEGY first created and implemented by the New York Police Department—what Behn dubs "PerformanceStat"—has the potential to improve performance across the public sector, from municipalities to federal agencies. In his book, he outlines the core principles of this strategy, offering multiple examples of how public executives have used them to affect the behavior of people and organizations.

On the surface, PerformanceStat looks simple. But if you observe it in action (as Behn has done in three dozen organizations), you discover that to produce real results, public executives need to engage in a variety of leadership behaviors: clarifying and reiterating purpose, following up on assignments, recognizing accomplishments, and remaining persistent. Indeed, Behn argues, to really make the strategy work, an organization's executive team must engage in 16 separate leadership behaviors.

Since the original PerformanceStat—NYPD's CompStat, created in 1994 to reduce crime—the strategy has been adopted by a variety of governmental jurisdictions and public agencies. New York City's

Department of Children's Services created ChildStat. The Los Angeles County Department of Public Social Services established DPSStat. The Federal Emergency Management Agency developed FEMAStat. And when Baltimore launched CitiStat, it was the first jurisdiction to use the strategy for all its agencies.

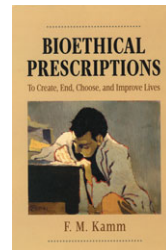
One of the key leadership behaviors, argues Behn, is creating targets. Targets are motivational; they give an organization something very specific to accomplish. But they also create accountability. When the organization fails to hit its targets, the leadership team is vulnerable to criticism. He concludes, "Performance leadership requires a dangerous commitment."

Bioethical Prescriptions

To Create, End, Choose, and Improve Lives

F.M. Kamm

Littauer Professor of Philosophy and Public Policy



A WIDELY PUBLISHED AUTHOR on issues of life, death, and morality, Kamm presents a collection of 27 philosophical essays with practical applications for some of the most controversial problems of our time. The essays, produced over the past 25 years and revised for this volume, published by Oxford University Press, offer intricate analyses while also drawing conclusions about what are just courses to follow on issues ranging from abortion to physician-assisted suicide.

On the latter topic, for example, Kamm constructs a four-step argument leading to the conclusion that with a patient's consent, doctors may permissibly intentionally cause death and furthermore have a duty to do so when death is a lesser evil or is imminent and will relieve pain. In another case, she argues for the morality of embryonic stem cell research, concluding that the moral importance of embryos does not supersede the large benefits of the research. The essays are replete with hypothetical scenarios for consideration—for example, whether people with schizophrenia who can't pay for treatment and who make only moderate progress should continue to be treated with the drug clozapine.

Kamm also examines the views of other philosophers, such as Ronald Dworkin on abortion and Peter Singer on the relevance of disability when allocating scarce healthcare resources. In the final section, she examines philosophy itself, including how we come to know about ourselves.

Hard Times

Leadership in America

Barbara Kellerman

McGregor Burns Lecturer in Public Leadership



KELLERMAN, A LONGTIME AUTHOR on leadership—and critic of the "leadership industry" and the "leader-centrism" that dominates leader learning in America—argues in her latest book that putting leadership in context is essential for anyone who wants to inspire others and create change in the 21st century. Kellerman writes that contexts as well as followers are typically overlooked in favor of focusing on developing individual skills and capacities intended to engender leadership. Even when context is considered, Kellerman

points out, it usually pertains to the leader's immediate situation, not to the social and political forces that shape all institutions and organizations.

As a remedy, Kellerman, the founding executive director of Harvard Kennedy School's Center for Public Leadership, presents a checklist of 24 factors that constitute contextual expertise. The book explores how America's history and ideology influence leadership. It also assesses the impact of ongoing changes—those that are long-term, such as in religion and politics, and those that are short-term such as in markets, media, and technology.

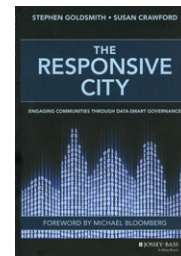
Kellerman acknowledges the implicit complexity of the checklist and that no individual can master all 24 items. Yet she contends that an awareness of what she calls the leadership system—which includes leaders, followers, and context—will produce more informed and effective leaders than the conventional training that focuses primarily on leaders themselves. In light of the hard times of the title, leaders must know "what it takes to overcome the conceptual odds," she writes, including the ability to look not only inward but outward, to learn more deeply from the past, to grasp more fully the present, and to anticipate more closely the future.

The Responsive City

Engaging Communities Through Data-Smart Governance

Stephen Goldsmith

Paul Professor of the Practice of Government



GOLDSMITH AND SUSAN CRAWFORD, a visiting professor at Harvard Law School, detail how digital technology can revolutionize the way local governments operate—and highlight the leaders with the vision to embrace that change. For decades, they write, local government performed and measured activities but did not produce solutions. For example, it reported on the number of homeless beds but did not take action to reduce homelessness. This century's digital tools, however, "push both government and its constituents to focus on results rather than compliance."

Through case studies, the authors write about public officials who "break down inertia" and give "citizens confidence that government represents them." One is a chief information officer for the City of Boston, who instituted a customer relationship management system called Citizens Connect, which facilitated citizens' reports of problem issues and shared the reports with all users, thereby increasing transparency. Another is the director of Indiana's State Department of Child Services, who redesigned the department's data services, giving caseworkers laptops and tablets so that they could access pertinent information in real time from other departments and stakeholders, which empowered them to make better decisions.

The authors offer advice to leaders who seek to create data-driven and responsive government: Problems should be seen as horizontal, not vertical. Instead of protecting turf, agencies should collaborate and solve problems together. Government should use technology to connect with citizens. And technology should be used to free employees to act with discretion. As they write, "The real payoff will come when technology changes legacy processes for good to create truly data-smart and responsive cities."



Patrick Johnson MC/MPA and Phyllis Johnson MC/MPA lead the class of 2015 in a global celebration.

1961

Arnold Zack MPA just completed his 30th year teaching dispute resolution/mediation in the Labor and Worklife Program at Harvard Law School. “Have been teaching the same topics for MIT/Sloane School at its affiliated business schools in China twice a year for the past five years.”

1965 | 50th reunion

1967

Harry Harris MC/MPA writes that retirement continues to elude him. After a long career in government and academia, he remains as founder and president of HealthCare California. Entering its 11th year, the company maintains its position as the largest home health agency in central California. With the Affordable Care Act and a dynamic health care industry, the company’s achievements abound. At the same time, Harry is an inveterate global traveler enjoying the pleasures of new adventures and establishing friendships along with occasional consultancies.

Douglas Johnston MC/MPA received the inaugural Distinguished Scholar Award in Religion and International Affairs from the International Studies Association at its annual conference in New Orleans on February 20, 2015.

1969

Jack Underhill MC/MPA presented a paper at the annual conference of the American Society for Public Administration in Chicago, titled “The Unfinished American Dream: Reducing Youth Crime and Violence.” He has previously written on prison reform, strengthening low-income families, education, and poverty-related topics.

1970 | 45th reunion

1972

Michael Dyett MCRP is still at Dyett & Bhatia doing city and regional planning for cities in California and Arizona, with some work in the Gulf for the UAE. The Urban Planning Council is fascinating and supporting good initiatives on sustainability. “Pursuing VanVeber Photography to keep my visual awareness alive!”

Henry Ryan MC/MPA writes, “A book of mine, *Turning Points: Stories of Love, Crime, and Faith*, has just become available on Amazon and Kindle. It consists of four novellas

and appears under my pen name, Duke Ryan. The easiest way to find it is to type ‘Turning Points Duke’ in the search box.”

1973

Melvin (Mel) Masuda MC/MPA, professor of law at Hawaii Pacific University, has been named one of “Hawaii’s Living Legend Lawyers” by the Hawaii Bar Association. You can see a video interview of Mel recounting his law career in Hawaii at hsba.org. Mel, who started in the MPP program and switched to MPA, had a nice one-on-one reunion with U.S. Senator **Jack Reed** MPP 1973 (now ranking minority leader of the Senate Armed Services Committee) when Jack passed through Hawaii recently.

1974

Sandford Borins MPP, public sector innovation guru, has done presentations based on his recent book, *The Persistence of Innovation in Government*, at the OECD in Paris, a conference on open government in Mexico City, and the Humphrey School at the University of Minnesota.

1975 | 40th reunion

1978

Robert Sabbatini MCRP writes, “Since 2006, I have been working as a sole proprietor specializing in the planning and design of university and college campuses. I am currently leading a team of consultants on a campus physical framework vision plan for the University of Oregon. More can be viewed on my website: www.sabbatini-loyd.com.”

1979

Peter O’Connor MC/MPA is living on Longboat Key, Florida, where he now writes a weekly opinion column for a local newspaper. “After Kennedy School I worked in Saudi Arabia and in Boston. I spent 10-plus years in local government here, including two terms as an elected Commissioner (before defeat in a reelection bid — watch those developers).”

1980 | 35th reunion

Edward Burns MC/MPA was awarded the 2014 Gideon’s Trumpet Award for his distinguished pro bono representation of poor defendants in civil cases. The Senior Partners for Justice, in cooperation with the Boston Bar Association’s Volunteer Lawyers Project, awarded the prize. Edward was chosen from

among 1,000 eligible candidates. His specialty is predatory lending in credit card and/or student loan cases.

1981

William Hamilton HKSEE received a 2015 University of Nebraska Distinguished Alumni Award in May. His wife, Penny R. Hamilton, will be similarly honored. A nationally syndicated columnist, pilot, and parachutist, William is already a laureate of the Oklahoma Journalism Hall of Fame, the Colorado Aviation Hall of Fame, and the Oklahoma University Army ROTC Wall of Fame. In addition to HKS and Nebraska, William earned degrees from the University of Oklahoma, The George Washington University, and the U.S. Army Language School and was named a Distinguished Graduate of the U.S. Naval War College.

Richard Paton MC/MPA has published his second management book. He will be teaching an MPA course at Carleton University, in Ottawa, on leadership in nonprofit organizations. His book is *Leading Business Associations: Making Successful Transitions*.

1982

Gasby Brown MC/MPA is a newly elected board member for the Recreation Wish List Committee board of directors. RWLC’s mission is to support the Washington, DC, Department of Parks and Recreation to achieve its goals of providing quality enrichment services to District children and teens during nonschool, weekend, and summer hours in safe, well-maintained facilities and parks. Access to recreation and sports, technology, and academic enrichment programs provides an alternative to antisocial behavior.

Ahmad Chowdhury MC/MPA writes, “Hi, classmates. I would love to know your present status and continue our connections. An email from you would be welcome. Thanks.”

Guy de Fontgalland MC/MPA writes, “After some 25 years on the long road across some 20 countries, with various assignments, which included short stints with the World Bank/IFC, the UNDP, in Bangladesh and Afghanistan, I am settling down now for some five years in Georgia in the Caucasus, directing a boutique investment company. Georgia is newly born from the former Soviet empire, has wonderful people, culture, and traditions, and is bordered by Turkey, Azerbaijan, Armenia, and Russia. It is one of the vibrant emerging markets with a current GDP of 5.8 percent and set to grow. Get in touch if you wish to know more.”

Bob Gleeson MPP now serves as Professor and Albert A. Levin Chair of Urban Studies and Public Service at the Maxine Goodman Levin College of Urban Affairs at Cleveland State University.

Matt Palmer MPA writes, “Lisa and I celebrated our 30th wedding anniversary recently and our three daughters are now grown and out of the house (oldest two both are engaged)! I continue to serve as president of The Joseph Group Capital Management, an investment advisory firm established by my twin brother, Mark, and me back in 1999.”

1983

Richard Backer MCRP, after a 25-year career in corporate real estate acquisition and development at Pembroke Real Estate at Fidelity Investments and Gunwyn Development, transitioned to a new career and was ordained as a rabbi in January following nine years as a hospital and hospice chaplain. “I am currently the pastoral care coordinator at Winchester Hospital and Lahey Health, Boston-Metro North.”

Ferdous Begum MC/MPA was recently appointed as council member of the International Institute on Ageing (United Nations–Malta) Satellite Centre for SAARC Countries, “and my credentials as the first woman tax commissioner of Bangladesh have been placed in the Tax Archives.”

Janet Corcoran MCRP has been working with the Aspen Institute’s Franklin Project, NYC Service, and the United Way of New York City to expand service-year opportunities for New York City youth. She’s also recently joined the NationSwell Council.

Ned Daly MCRP is pleased to report that his debut film, *Pastiche Vol 1 No 1*, was an official selection at the Seoul International Extreme Short Image and Film Festival in September 2014.

Paul Sturm MC/MPA has been appointed executive director of the National Network of Consultants to Grantmakers, a professional learning community working to elevate and strengthen philanthropy and civil society across the United States and Canada.

1984

Richard Gann HKSEE retired after 41 years of fire safety research at the National Institute of Standards and Technology. He wrote the government’s reports on the 9/11 building collapses, led the research that enabled the less fire-prone cigarettes that are now mandatory in much of the world, and received the Presidential Distinguished Rank Award, the highest recognition for a senior federal employee. He chairs the ISO Subcommittee on Fire Threat to People and the Environment. His recent textbook, *Principles of Fire Behavior and Combustion*, provides firefighters and fire protection engineers with understanding of how fires start, grow, cause harm, and are extinguished.

J. Gregory Payne MC/MPA was a guest lecturer on public diplomacy at Blanquerna School of Communication in Barcelona. He is also interim chair of communication studies at Emerson College in Boston, a position he held for a decade in the 1990s, during which time the graduate program grew to more than 350 students.

Earl Anthony Wayne MC/MPA writes, “I am enjoying my fourth year as U.S. Ambassador to Mexico. I have worked hard to promote increased educational exchanges as well as to grow the economic ties and to help deal with security issues. Still draw very good lessons from my MPA year at the Kennedy School.”

1985 | 30th reunion

Tessie Catsambas MPP founded EnCompass LLC in 1999 with **Laverne Webb** MPP 1984. “We work in leadership development, training and e-learning, and evaluation. A recent evaluation of Brazil’s Early Childhood Development Initiative brought me to Harvard, where I interviewed Ron Heifetz, whose adaptive leadership model is part of the initiative. What a joy to circle back to HKS! Now, with the 30th HKS reunion, the MPP 1985 class has been reconnecting, and it is great to see all the good things everyone is doing! From cyber security to the U.S. Congress, from social service to defense. Yeah MPPs ’85!”

Elaina Norden MPA has several patents in biofuels. She’s back from being in Europe a year. She has a second master’s from Johns Hopkins University.

“What a joy to circle back to HKS! Now, with the 30th HKS reunion, the MPP 1985 class has been reconnecting, and it is great to see all the good things everyone is doing!”

— Tessie Catsambas
MPP 1985



Sally Tom MC/MPA, after 35 great years in midwifery, started a second career in animal welfare by volunteering in a shelter with rescue groups and with a nonprofit organization dedicated to keeping dogs out of shelters. “I am now a Certified Professional Dog Trainer and have been training professionally for over five years. I am currently gathering experiences in helping clients with their dogs’ behavior problems to amass the 300 hours needed to certify as a canine behavior consultant. The work provides daily opportunities to offer up-to-date scientific advice, to hold puppies, and to practice kindness. What work could be better?”

1986

David Boghossian MC/MPA writes, “Enterprise Innovation Partners continues apace advising growth-stage companies, including AthenaHealth, BigBelly Solar, Kennedy School start-up OpportunitySpace, and others. Formed a partnership with Arjuna Capital to invest in ‘for benefit’ companies and other mission-driven impact investments that yield competitive financial returns and solve societal problems. We’re about halfway to the target \$40 million fund. Elizabeth and I enjoy hosting alumni board members **Bob Ferri** MC/MPA, **Wendy Pangburn** MC/MPA (chair), and **David Rosenberg** MC/MPA when they come to Cambridge and usually can gather the usual suspects — **Steve Singer** MC/MPA, **Jim Corcoran** MC/MPA, the **Harvey/Griesemers** both MC/MPA (all HKS 1986) and others for the customary frivolity. Join in!”

BEST SEAT IN THE HOUSE



Members of the reunion class of 1985 with a prime view of the Forum. Clockwise from bottom: Alice Olson MC/MPA 1985, Helen Nienhueser MC/MPA 1985, Alison Hughes MC/MPA 1985, Christine Nixon MC/MPA 1985, Tom Gardner MC/MPA 1985 (class coordinator), and Maria Nuria de Cesaris MC/MPA 1985.

TOP TO BOTTOM: COURTESY OF THE UNITED STATES CONGRESS; COURTESY OF RICHARD PATON

TOP TO BOTTOM: NOUN PROJECT; MARTHA STEWART

2015 REUNION WEEKEND

MAY 15-17

CLASSES OF 1975 | 1980 | 1985 | 1990 | 1995 | 2000 | 2005 | 2010

More than 700 Harvard Kennedy School alumni converged on Cambridge May 15-17 for "Where Ideas Meet - Reunion 2015." The record number of alumni enjoyed two Forums, one plenary session, and four concurrent panels featuring alumni. Add cocktail hours, dinners, class get-togethers, and the Alumni Awards, and it's safe to say Reunion 2015 was a resounding success.



10th



15th

BELOW: Obiageli (Oby) Ezekwesili MC/MPA 2000 and Karen Taylor Mitchell MC/MPA 2000



5th



40th

35th

ABOVE left to right: Thomas Smith MPA 1980, Grace Flores-Hughes MC/MPA 1980, Gary Van Valin MC/MPA 1975, William Dougherty MC/MPA 1980

LEFT left to right: all MC/MPA 2000, Santiago Castro, Marilyn Averill, Felipe De Jesus Calderon Hinojosa, Jeff Katz, Jack Troast



5th



20th



5th



5th



15th



CLOCKWISE from top left: Richard Morales MPP 2010, Sohaib Athar MPP 2010, and Jesus Acuna Mendez MPP 2010; Florence Koplou MC/MPA 1995 and Geralyn Sheehan MC/MPA 1995; Benjamin Supple MPP 2010 with his son; Dean David Ellwood; Gary Van Valin MC/MPA 1975



40th



ABOVE left to right: all MPA/ID 2010, Lorenda de Icaza; Claudia Ramirez Bulos; Priya Surya; Olga Lucia Romero; Marie Victoria Rodriguez (back row: Paul, husband to Priya)

RIGHT: Bud Meyers MC/MPA 1990 and Martha King MPA 1990



25th



5th

ABOVE left to right: Suzanne Cooper, Edith M. Stokely Senior Lecturer in Public Policy and Academic Dean for Teaching and Curriculum; Lindiwe Mazibuko MC/MPA 2015; Dana Born, Lecturer in Public Policy; Patrice Kunesh MC/MPA 2010, Deputy Undersecretary of Rural Development, U.S. Department of Agriculture

WHERE IDEAS MEET

Check out more photos from Reunion http://ken.sc/Reunion_2015

Stephanie Khurana MPP 1996 (center) speaks with Y2Y Harvard Square founders Sam Greenberg and Sarah Rosenkrantz. Khurana sits on the advisory board of the student-run overnight shelter.



Value Added

FROM THE FIELD | STEPHANIE KHURANA MPP 1996

How can you create something of value? And how can you convene the resources to make that creation an organized, lasting reality? Those are the challenges at the center of entrepreneurship as Stephanie Khurana sees it, and at the center of much of what she has done in a career whose arc has bent from the private sector toward social enterprises, nonprofits, and academia.

Khurana started as a tech entrepreneur, eventually leveraging her experience to co-found, grow, and sell a technology services company. She is also the founder of Higher Aims, an advisory firm that was created to allow MBAs the opportunity to work flexibly with corporate clients and NGOs. And she is a house master—with her husband, Rakesh Khurana, the dean of Harvard College—of Cabot House.

“Your career is a mosaic, and you’re filling in different parts at different points.”

The Kennedy School was an important step in Khurana’s journey, helping her to understand how to scale organizations and how to develop her leadership ability. She also graduated from HBS in 1996. But as an entrepreneur, Khurana now focuses much of her energy and skills on advising young people and young ventures on how to grow. She’s on several advisory boards for social enterprise start-ups and nonprofits, including Step Into Art, a program connecting youth in the Boston area with great works of art, and Y2Y Harvard Square, a student-run overnight shelter for young adults. (She also advises students at Cabot House on developing their projects.)

“My career is entrepreneurial by definition,” Khurana says. “I don’t have a standard career path. I try to tell students that you don’t have to have a linear, up-and-to-the-right path. Your career is a mosaic, and you’re filling in different parts at different points.” ❖ RDO

Alasdair Roberts MPP was appointed as a professor of public affairs at the Truman School of Public Affairs, University of Missouri, beginning in September 2015.

Bill Toby MC/MPA has been appointed by New York Governor Andrew Cuomo’s administration to a five-year term as cochair of the Delivery System Reform Incentive Program. DSRIP is a five-year, \$8 billion, Medicaid waiver designed to transform New York’s health care delivery system from an acute-care system to an integrated and comprehensive coordinated health care system.

❖ 1987

Nadine Hack MC/MPA was named Mentor of the Year by the Association of Professional Coaches, Trainers & Consultants. The award was presented in London at an international ceremony.

Tom Zizys MC/MPA is a labor market analyst and a fellow of the Metcalf Foundation. He has recently released a paper titled “Working Better: The Path to Good Jobs Is Through Employers.” It advocates focusing attention on the demand side of the labor market to improve outcomes. He looks forward to hearing from other HKS grads interested in workforce development.

❖ 1988

Whaimutu Dewes MC/MPA writes, “*Tena kotou*. New Zealand domiciled. Currently fully occupied serving on a number of boards of directors—*tangata whenua* (indigenous) development, energy, seafood, forestry, the Treasury. Judy and I enjoy hosting classmates from HKS that make the trip to visit our mountains, forests, rivers, lakes, and seas. *Na reira, haramai ra.*”

David Lebryk MPA was recently named a recipient of the 2014 Roger W. Jones Award for Executive Leadership. Since 1978, American University and its School of Public Affairs have annually granted the Roger Jones Award

to two federal career executives in recognition of their exceptional public service and dedication to the work and goals of government. David was recently named fiscal assistant secretary at the U.S. Treasury. The fiscal assistant secretary is the department’s most senior career official.

❖ 1989

Susan Froetschel MC/MPA writes that *Fear of Beauty*, her fourth mystery novel, received the Middle East Outreach Council’s youth literature award and the top prize for mystery/suspense from Military Writers Society of America. Her fifth novel, *Allure of Deceit*, was published in February. The books focus on parents and children who question policies and customs their communities take for granted. Feel free to contact her about fundraisers.

Momodou Sallah MC/MPA retired 10 years ago. “I am back to school after being certified as MCSE and MCITP-Enterprise. Currently, I am doing my BL, having completed the LLB. I have plans to return to the United States to do LLM at the Harvard Law School or at Yale, if admitted. I am spending my retirement by doing as many courses as possible just for fun and joy. I am having a lot of fun as a student at the age of 62.”

❖ 1990 | 25th reunion

Bruce Deal MPP writes, “Hard to believe we are coming up on a quarter century since graduation. I have been with Analysis Group for 20 years, serving as an expert witness and leading economic consulting projects. Lisa and I have two kids in college and one more in high school. Let me know if any classmates are passing through Silicon Valley—my office is in Menlo Park.”

William Decker MC/MPA is still with the Medicare program, “and the show in Washington, DC, remains as zany as ever. Now that the ACA looks like it is working out, I’ll finally retire in a couple of years and have more time to spend with the grandkids and finally write that book I’ve been meaning to get to. Or maybe not.”

Jay Madigan MC/MPA writes, “My wife, Marta, and I are living and working in Orlando, Florida. I serve as the deputy chair of the Strategic Management Practices Committee for the American Water Works Association and hope to promote ever-improving practices to natural resource management.”

Lyn Paleo MC/MPA obtained a DrPH from UC Berkeley, with a dissertation on comparing conventional and participatory evaluation. She has been teaching the master’s level



Allure of Deceit, the fifth novel by Susan Froetschel MC/MPA 1989, was published in February.



Seven for the Revolution by Rudy Ruiz MPP 1993, won four awards in 2014.

course on evaluation for a decade and is evaluation manager at First 5 Contra Costa in California.

Pierre Spaninks HKSEE is a senior business writer in the Netherlands. He led a team of independent journalists in an investigation of the debate on the New Workforce. The Dutch economy is in a stage of nearly jobless growth. On the one hand, freelancers are being blamed for the destruction of steady jobs and lifetime employment. On the other hand, they are commiserated with as the new “precariat,” because they lack a secure income, insurances, and pensions. *Journalism.nl* organized both the crowdsourcing and the crowdfunding of this project.

❖ 1991

Aixa Beauchamp MC/MPA was featured in the April 2015 edition of *Hispanic Executive Magazine* for her philanthropic work as cofounder of the Latino Legacy Fund—a permanent, committee-advised fund with a mission to strengthen the diverse Latino community of Greater Boston and to support issues and organizations that advance the socio-economic status of Latinos.

Fabiana Feld MPA is a chief financial officer at International Finance Corporation in Washington, DC. She travels to emerging markets to structure sustainable investments to improve the lives of people at the bottom of the pyramid. She is trying to instill this passion in her three boys.

Jacquelyne Weatherspoon MC/MPA received the NAACP Excellence in Service Award from the city of Manchester, New Hampshire, in October 2014.

❖ 1992

Gail Murray MC/MPA is the newly appointed chair of the Capitol Corridor Board of Directors. The Capitol Corridor is a daily intercity train that runs from Sacramento to San Jose. Gail continues to serve on the board for the commuter BART train in the San Francisco Bay Area. Gail and her daughter **Julia Brenman** MPP 1993 traveled to Cuba in May as part of the Sisters Across the Straits program sponsored by the Florida League of Women Voters.

Paul Tauber MPP is a partner in the business practice group at Coblenz Patch Duffy & Bass LLP in San Francisco. In February 2015, he traveled to Guantánamo Bay, Cuba, as a representative of the Pacific Council on International Policy. There, he observed a week of the pre-trial hearings in the case *U.S. v. Khalid Sheikh Mohammed*, who stands trial along with four others in a military tribunal for the September 11th attacks on the World Trade Center and the Pentagon.

❖ 1993

Mark Feldman MPA received a Daily Point of Light Award for his ongoing commitment to the corporate responsibility field and his volunteerism in the Boston community. The award, established by President George H.W. Bush, celebrates individuals for their community service and power to spark change and improve the world. Mark is the managing director of Cause Consulting, a Boston-based social impact strategy and communications firm dedicated to strengthening business and impacting society.

Rudy Ruiz MPP was recently published. His book, *Seven for the Revolution*, won four International Latino Book Awards in 2014 and was named one of the Top 10 Books by Latino Authors in 2014 by *TheLatinoAuthor.com*. According to *Kirkus Reviews*, Rudy’s exploration of the Latino immigrant struggle gives “voices to the voiceless” and offers “fresh perspectives on long-standing societal problems.” Rudy writes frequently on immigration issues for *CNN.com*. As a social advocate, he serves on the board of the Center for Science in the Public Interest and is CEO of Interlex Communications, a leading advocacy marketing agency.

❖ 1994

Karen Feldman MPA has been running Young Voices, a nonprofit she founded nine years ago. The organization transforms low-income youth of color from across Rhode Island into advanced leaders who push for systemic change in the public education system. The youth are actively engaged in pushing for policy change, testifying at the statehouse, and meeting with the mayor of Providence and the governor of Rhode Island to promote an education platform that they created. She would love to connect with other alumni who are interested in unleashing the power of students to make public education work for everyone.

Susan Hackley MC/MPA would love to connect with classmates who want to help bridge the civilian-military divide in the United States. “I’m making a documentary film called *A Child’s Guide to War*, about the impact of war on the lives of America’s children and families. Veterans need our support, and so do their families. Nearly 2 million American children have a parent who has served in Iraq or Afghanistan. All of us are impacted by war, and we need to have honest and respectful conversations about war. The impact on families should be factored into the true costs of war.”

“The impact on families should be factored into the true costs of war.”

— Susan Hackley MC/MPA 1994

HKS ALUMNI AWARDS

The HKS Alumni Board of Directors was pleased to present the 2015 recipients at reunion.

ALUMNI PUBLIC SERVICE AWARD

STEVE BONANO MC/MPA 2009

Steve Bonano (1962–2015) gave his life in service to others. A veteran of 30 years with the New York Police Department, Bonano was the commander of the Emergency Service Unit on 9/11. He died from a rare blood cancer most likely contracted after he inhaled toxic materials while working on recovery efforts. Previously, he served with the U.S. Navy. During his time with the NYPD, Bonano was awarded the Police Combat Cross, the department's second-highest medal, and earned his master's degree from Harvard Kennedy School. He fought daily to make the world a better place for others.

This award, established in 1997 and formerly known as the Alumni Achievement Award, recognizes an alumnus/a who has significantly improved the human condition at the local, state/provincial, national, or international levels. Recipients have made a substantial difference for people, organizations, or governments through a single influential act or a series of steps that produced positive societal change.



From left to right: Dean David T. Ellwood with Steve Bonano's parents, Tony and Vivian, and his fiancé, Miriam Rivera.



EMERGING GLOBAL LEADER AWARD

TARUN CHERUKURI MPA/ID 2013

Tarun Cherukuri is the city director in New Delhi for Teach For India and the founder and CEO of Indus Action, a nonprofit that mobilizes public resources and empowers communities to solve India's deep-rooted educational, public health, law enforcement, and accountability problems. Cherukuri has both research and teaching experience, having served as an instructor at a low-income school in Wadgaonsheri, Pune, and as a research assistant for APREST, a randomized study testing the impact of school vouchers across 180 villages in Andhra Pradesh.

This award, established in 2001 and formerly known as the Rising Star Award, recognizes an alumnus/a under the age of 35 who stands out as a leader or catalyst for change or as a person making a meaningful difference to individuals, organizations, or governments. Recipients exemplify the HKS mission "to educate enlightened public leaders and generate answers to our most challenging public problems" at all levels and across all sectors.



JULIUS E. BABBITT MEMORIAL ALUMNI VOLUNTEER AWARD

KAREN KINGSBURY MC/MPA 1998

Karen Kingsbury has been an active member of the Harvard Kennedy School New England Alumni Association since 2006, stepping down only recently from her position as treasurer because of mandated term limits. As treasurer, Kingsbury used her experience in the financial industry to help HKSNE become self-sufficient, enabling the association to invest its time, money, and effort in creating new programming for alumni.

Established in 2006, this award recognizes an alumnus/a who has made exceptional contributions to the HKS community by volunteering his or her time, creativity, and energy and by advancing the spirit of volunteerism and service to the School. It honors the memory of Julius Babbitt MC/MPA 2001, a member of the HKS Alumni Board of Directors who served as both director of HKS alumni programs and chair of the HKS New England Alumni Network.

Chris Casatelli MC/MPA 2000 accepts award on behalf of the NE Network.



REUNION WEEKEND

HKS REGIONAL NETWORK ENGAGEMENT AWARD

HKS NEW ENGLAND ALUMNI ASSOCIATION, INC.

The Harvard Kennedy School New England Alumni Association builds and supports a vibrant and diverse alumni community through lifelong learning and opportunities for public service. It offers programs such as the Cocktails and Public Policy Speaker series, where alumni hear a presentation from a uniquely qualified speaker; leadership breakfasts; survival-skills workshops, which focus on developing the expertise needed to address leadership challenges; and various public service opportunities.

Established in 2014, this award recognizes one regional network each year that has significantly strengthened the alumni community within its region and advanced the network's ties with the school.

HKS New England Alumni Event

Sunday, May 17, 2015



From top: HKS New England Alumni held a post-reunion dinner in the Forum on Sunday, May 17; Cara Hess MC/MPA 2000 with husband James McArthur; Jeanette Cajide MC/MPA 2010 and Jimmy Tingle MC/MPA 2010; Jay O'Brien MC/MPA 2012 with wife Mary Ann.

Reinhard Junghanns MC/MPA, having served two consecutive terms as head of cooperation at the delegations of the European Union to El Salvador (2007–2011) and to Venezuela (2011–2013), has returned to EU headquarters. “At DG DEVCO in Brussels I worked on budget support and financial management. On the occasion of our class of 1994 reunion I enjoyed returning to the United States for the first time since graduation. Finally, I decided to retire from the European Commission in July 2014. However, I continue to travel and give advice to NGOs and local authorities in El Salvador and the Dominican Republic.”

Sergio Loya HKSEE has been a senior economic advisor to the Kingdom of Saudi Arabia since late 2014. His principal duties include economic planning, economic development, and management consulting to various industrial cities around Saudi Arabia.

1995 | 20th reunion

Elena Conterno MPA is learning to foster good public policies from different endeavors in Peru. For the past two years she has been president of the Peruvian Fisheries Association, and previously spent 10 years in the public sector and 8 in the field of international cooperation. She is married with two kids.

Michael Feiner MC/MPA is currently at the end of his term as German ambassador to Niger. “(If in doubt as to the exact location, pls. check a map.) About to be reposted, at time of going to press no reliable information as to when and where, though. Regrettably, I won’t be able to make it for our 20-year class reunion. Wishing all attendees a joyous and fruitful celebration!”

Sue Klaseus MC/MPA is resource development director for Good Samaritan Society—Ambassador in Minneapolis. Good Samaritan is the largest nonprofit provider of senior care and services in the United States. “After an extensive career in financial services and HKS, I spent 13 years leading university external relations efforts. I also consult with nonprofits shaping their strategic futures and preparing for campaigns. Recently, I was appointed to Wayside House board, one of the nation’s oldest treatment centers devoted to gender-specific needs of women. I am blessed by good friends, a loving family, and a continued thirst for learning, growing, and giving back.”

Kathryn McNeil MC/MPA writes that the Houston Theater District board of directors appointed her as president/CEO of Houston Downtown Alliance.

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Jack Needleman PhD has been named chair of the Department of Health Policy and Management and Fred W. and Pamela K. Wasserman Professor at the UCLA Fielding School of Public Health.

Gerilyn Sheehan MC/MPA is working for Opportunity International on innovations in community-led economic development in the global South, targeting innovators in India, Nicaragua, and the Philippines. “Minnesota will always be home, because family’s there. Empty nest now, still trying to adapt!”

1996

Ray Boshara MC/MPA, after serving as vice president of the New America Foundation—a Washington, DC-based think tank—joined the Federal Reserve Bank of St. Louis. At the Fed, he serves as senior advisor and directs a research center looking at family wealth. He published a book in 2009, *The Next Progress-*

sive Era, and continues to write for national publications, most recently the *Washington Post*. He also brought Robert Putnam to speak in St. Louis in April. Ray is married to Lora Iannotti, a professor at Washington University in St. Louis. Ray and Lora have three children, ages 18, 16, and 13.

Stephanie (Ralston) Khurana MPP recently joined DRKFoundation as a managing director and provides investments to social entrepreneurs while helping to build capacity and scale impact. She loves traveling and spending time with her husband and three kids, who are now 18, 16, and 13 with the oldest off to college this fall! (Read more on page 44.)

Dennis Weiner MC/MPA writes, “After more than 33 years of public service in the area of public safety, I’ve started an angel investment firm focused on bringing disruptive technologies to the public sector by making strategic

investments in start-up companies. My nearly 20 years as chief of police for several police departments has given me an ability to understand the impact various technologies will have on public safety. That experience, along with formal schooling in entrepreneurial finance and a significant professional network, has allowed me to operate in this niche market. My goal is to empower public safety agencies through innovative technologies."

1997

Marc Goodman MC/MPA recently published his new book: *Future Crimes: Everything Is Connected, Everyone Is Vulnerable and What We Can Do About It*, (Random House/Doubleday). *Future Crimes* takes readers deep into the digital underground to expose the alarming ways criminals, corporations, and even countries are using new and emerging technologies against us—and how this makes everyone more vulnerable than ever imagined. Goodman offers a way out with clear steps we must take to survive the progress unfolding before us. The book was listed among the most anticipated of 2015 by Apple iBooks, NPR, *Inc. Magazine*, and *New Scientist*.

John Meredith MC/MPA is serving as the executive director and general counsel for SpringSpirit, a nonprofit in Houston, Texas, that prepares lower-income youth for success on the field, in school, and in life.

Alex Rodriguez MPP was promoted to vice president, Southern Arizona Regional Office, by the Arizona Technology Council. An author, decorated military officer, and



Marc Goodman MC/MPA 1997 recently published his new book, *Future Crimes: Everything Is Connected, Everyone Is Vulnerable and What We Can Do About It*.

leading authority on business leadership, Alex began his career with the council in 2012 as the office's director.

1998

Fatimah Gilliam MPP is happily living in New York City. After leaving the UN World Food Programme last year, she decided to start her own consulting company—The Azara Group—focused on career strategy, leadership development, negotiation advising, and diversity and inclusion. She's spoken at conferences, consulted for *Fortune* 500 companies, and worked with clients in the sports industry. She's advised clients on gaining strategic leverage in advancing their careers, getting more money on the table, and creating more diverse and inclusive workplaces. For now, she's hung up her marathon shoes, but still enjoys the great outdoors and traveling.

Jason Kaune MPP ran for and was elected to the board of trustees for the Orinda Unified School District in 2014. "Our sons, Alek and Will, attend the local schools, located in the San Francisco Bay Area. I lead the political law practice at Nielsen Merksamer, a firm specializing in government law and compliance since the Watergate era."

Jenny Korn MPP presented at the largest music, interactive, and film festival in the United States, the South by Southwest Festival, for her third consecutive year.

Sebastian Lorenz MPA received a direct commission from the DEU Navy as a full commander (O5) and attending psychiatrist in the Medical Corps and was tasked with treating soldiers returning from the Afghanistan the-

aters with PTSD. He remains CEO of CareMetrics Health Services Research, the company he founded while at HKS, and maintains his private medical practice. He is based out of Berlin, Germany, and St. Gallen, Switzerland.

Jodie Smith MPP made a mid-career trip through law school and is now in her first year of practice in San Francisco at Moscone Emblidge & Otis. Her specialization is public law litigation, encompassing a broad array of issues related to public decision making, from constitutional challenges to neighborhood disputes. Her pro bono work is representing minors in school expulsion proceedings. Jodie is on the board of the Harvard Club of San Francisco and would love to hear from you if you're in the Bay Area.

1999

Michael Caccuitto MPA continues to work for the Department of Defense—currently the U.S. Army—looking for opportunities to translate research into innovation providing new military capabilities. "I am in the fantastic Research Triangle area of North Carolina, safely out of DC!"

2000 | 15th reunion

Clayton Bond MPP writes, "Ted, TABO, and I are delighted to announce the addition of Miss Lucile Elizabeth Bond-Osius to our family."

George Cheung MPP, after a decade working in nonprofit advocacy in Seattle, took a position in Chicago as a senior program officer at the Joyce Foundation. "There, I manage a portfolio of democracy-related grants covering the Midwest. Last May, Tibor Horvath and I got married and took an amazing honeymoon to southern China and Vietnam in January. While in Hanoi, we had an amazing dinner with Clayton Bond MPP and his husband, Ambassador Ted Osius. Looking forward to reconnecting at the reunion!"

Joel Cusker NSF retired as Brigadier General after 34 years of military service and is now the deputy director of the Defense Critical Language and Culture Program (DCLCP) at the University of Montana. DCLCP courses enable students to learn languages and understand cultures of strategically significant nations in the world of modernity where bilateral and multilateral relations are increasingly complex. The DCLCP provides students with language fluency (basic to advanced) and cultural awareness, allowing the conduct of effective interaction with heritage populations.

John Haederle MC/MPA has recently joined The Atlantic Council in Washington, DC, as its new executive vice president for

finance and operations. Previously, John was senior director of operations for The Pew Charitable Trusts.

Ken Johnson MPP has lived in Washington, DC, since graduation, with his wife, Gina, and two kids, Liana and Elias. "I have served as CFO of the Securities and Exchange Commission for the past five years. Before that I worked at the SEC in other roles for six years, focusing on the agency's budget. I also spent three years at the Congressional Budget Office. Gina also works in the public sector, serving as COO for an international development nonprofit called Results for Development. Liana and Elias attend DC public schools, and are developing an interest in current events and public policy as well!"

Rosemary Powers MC/MPA assumed the post of chief operating officer for the New York State Department of Transportation in February. She will be directly responsible for the regional offices, ROW, and business service initiatives.

Steven Rahman MPP appeared recently on Bloomberg News discussing alternative uses for the block chain technology that enables Bitcoin. "Currency, it's just the first use case. You could imagine that anything, like prescriptions, could be managed with the block-chain technology," he writes.

Kimberly Reott MPA writes, "I am loving living in Brussels with my husband (a U.S. diplomat at the U.S. Embassy to the EU) and two daughters. I am running a 30-plus-person social innovation design firm focused on community building called Context Partners (www.contextpartners.com) for clients like DFID, Rockefeller Foundation, WWF, and Microsoft. Would love to connect with other HKSers. Be in touch if you are in the area."

Luis Socorro MC/MPA was appointed as investigations advisor in charge of the Global Fund to fight AIDS, Tuberculosis, and Malaria (GFATM) by the United Nations Development Programme. GFTAM projects represent more than \$1.9 billion for UNDP implementation.

Ajay Thomas MPP joined William Blair & Company, a Chicago-based global investment and asset management firm, as a managing director and head of public finance in the debt capital markets group. Located in the firm's newly opened Austin office, Ajay is responsible for collaborating with his team to oversee public financing projects in Texas markets and surrounding regions. With more than 15 years of experience in Texas municipal banking groups, Ajay is a key player in establishing William Blair's presence in the Texas market and increasing the firm's national presence through expanding financing services in the municipal sector.

2001

Michael Boyle MPP was granted tenure and promoted to the rank of associate professor at La Salle University in Philadelphia. His first book, *Violence after War: Explaining Instability in Post-Conflict States*, was published by Johns Hopkins University Press.

Thomas Hedderick HKSEE was appointed financial and administrative director of the Framingham Heart Study at Boston University in 2014. One of the world's most informative and longest-running studies on cardiovascular disease, the study remains a global epicenter for epidemiological research today. Current research focuses largely on identifying genes and proteins associated with various risk factors and cardiovascular diseases. In total, Framingham investigators have identified hundreds of DNA sites associated with stroke, atrial fibrillation, valvular calcification, and other pressing health conditions. "Our collaborations span universities and nations. I hope to hear from the New/Old England group of '01, especially those from the UK!"

Cynthia Hogle MC/MPA is currently pursuing her PhD in public administration at the University of Kansas. Her dissertation focus will be on Veterans Treatment Courts—specialized courts based on the model of Drug and Mental Health Treatment Courts—offering treatment over incarceration. Cynthia also maintains her interest in issues related to Afghanistan and Iraq. She remains in contact with several of her former U.S., Iraqi, and Afghan colleagues.

Finbarr Livesey MPP is now in his second year as a lecturer in public policy and deputy director for the new MPP at the University of Cambridge. "We've successfully launched a one-year MPP (first class started in 2013) and we're now expanding the program and our research. Besides the teaching and research, I'm part of a new weekly podcast from our department in the run-up to the UK general election—reminds me of writing for the *Citizen* through the 2000 U.S. presidential!"

David Evan Markus MPP received double ordination as rabbi and spiritual director from the Alliance for Jewish Renewal after six years of study. He serves as vice chair and general counsel of ALEPH and as rabbi of Temple Beth-El of City Island, New York. In secular life, he serves as a judicial referee for the New York Supreme Court, 9th Judicial District. Previously he served as special counsel to the chief judge of New York and lead counsel for the New York State Senate.

Ken Rizer MC/MPA defeated an incumbent opponent with 53 to 47 percent of the vote in the 2014 election, and will now serve the people of his district in the Iowa House. Ken, a retired colonel, credits hard work, a popular



Robert Manson MPA 2004 at the starting line for the Marathon de Sables—250 kilometers across the Sahara Desert in six days. Manson likes running—he ran the Boston Marathon when he was a student—but he also runs for a cause. His slog across the sands raised money for the Peter McVerry Trust, which helps look after Dublin's homeless, and St. Raphael's Special School, which his son attends.

message, and applying what he learned from his classmates as well as HKS's Mickey Edwards and Bill Richardson for his victory.

2002

Michael Baumgartner MPA/ID was elected to another four-year term in the Washington state senate and named the chair of the Senate Commerce and Labor Committee. His wife, Eleanor, whom he met when they worked together on a counternarcotics team in Helmand, Afghanistan, in 2009, is expecting their fourth child this year.

Christopher Hickey MPP writes, "After a decade as a strategist in Europe, Iraq, and Afghanistan, I am attending the Army War College. Next year I will start work on a PhD in international security and economic policy at the University of Maryland. After that, I will join the Army War College faculty as a permanent military strategy professor."

2003

Catherine Barber MPA/ID has recently moved to Brasilia to lead the United Kingdom government's efforts to promote prosperity in partnership with Brazil. She works on low-carbon economics, innovation, science, and education as well as in the business environment. She is constantly grateful to her adventurous and adaptable husband, Wayne Diamond. Sings with three choirs in her spare time—a great way to meet new people. "Would love to meet HKS alumni in Brazil."

Vianney Basse MPA just joined the Paris office of the executive search firm Eric Salmon & Partners. He will focus on industry, finance, and public service. Previously an investment



Michael Boyle MPP 2001 published his first book, *Violence after War: Explaining Instability in Post-Conflict States* (Johns Hopkins University Press).

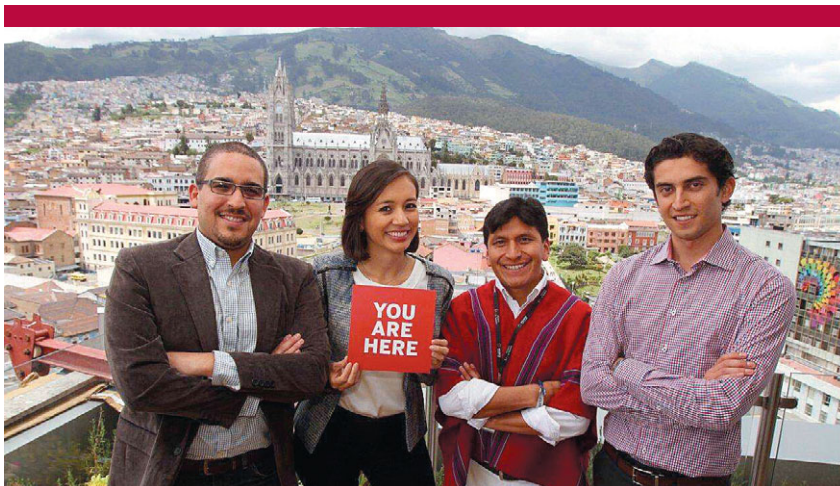


MODERN CLASSIC

Reshma Ramachandran MPP 2015 performed a modern version of the classical Indian dance "Bharatanatyam" at the HKS Got Talent show in May. Other acts included a cappella singing, Mongolian flute playing, impressions, stand-up comedy, and belly dancing.

TOP TO BOTTOM: COURTESY OF MARC GOODMAN; RUSS CAMPBELL

TOP TO BOTTOM: COURTESY OF ROBERT MANSON; COURTESY OF MICHAEL BOYLE



You Are Here has special meaning for (left to right) Sergio Guerra MPA/ID 2013, Sandra Naranjo MPA/ID 2014, Carlos Chango MPA/ID 2008, and Santiago Orbea, a Harvard Graduate School of Design alumnus. Together they are helping to innovate, transform, and enhance the tourism sector in Ecuador, which grew by 14.1 percent last year. Sergio heads the government's statistics office, Sandra is the country's tourism minister, Carlos is a community-based tourism advisor, and Santiago is developing infrastructure in the country's tourist areas.



ken.sc/flickr_youarehere

“Studying at HKS gave me strength to deal with difficult situations both at work and in my personal life.”

— Chunmei Chen MC/MPA 2006



God Loves Haiti, the debut novel of Dimitry Léger HKS 2005, was published in January by Amistad/HarperCollins.

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banker (M&A) and a government officer (foreign affairs, defense), Vianney looks forward to combining his previous private and public sectors experience with a strong flavor of good old PAL courses!

Marty Martin MC/MPA writes, “Braving Boston’s snow, **Frances Sun** MC/MPA and I participated in the roundtable discussions at HKS during the 2015 China–U.S. Philanthropy Forum hosted by the Beijing-based Center for China & Globalization. I spoke on nonprofit board leadership and fundraising at the 2015 Association of Fundraising Professionals’ International Conference. I will provide training for international and U.S. nonprofit practitioners through the Duke University executive certificate in nonprofit leadership and the related nonprofit intensive track program. I continue to provide legal, tax, and board training services for nonprofit boards and senior leadership across a wide range of issues and geographical locations.”

2004

Ken Biberaj MPP was recently appointed to serve as the chairman of the board of directors for the Manhattan Chamber of Commerce.

John Cogbill MC/MPA was selected as a member of the inaugural class of Presidential Leadership Scholars, a unique leadership development initiative that utilizes the resources of the U.S. presidential centers of Lyndon B. Johnson, George H.W. Bush, William J. Clinton, and George W. Bush. The curriculum draws on archives related to leadership

moments from each administration and benefits from the participation of President George W. Bush and President Clinton. John is working on a personal leadership project that aims to reduce veteran suicides by increasing resiliency in active duty soldiers.

Gagik Yeghiazarian MC/MPA, the CEO and cofounder of Zangi Livecom, is happy to report that Zangi now delivers the best real-time HD video streaming experience on mobile devices. “We have achieved 720p/30fps resolution, first in the industry. Our unique Stream Control Protocol gives us at least 2x lead in bandwidth usage compared with Skype and others: ultra-low bandwidth usage helps us bring HD communication to the developing world and places where Internet is an issue. Best battery and phone resource usage, free roaming, best cost efficiency, and more. Join us on iOS and Android and thanks for your reviews.”

2005 | 10th reunion

Candace Bertotti MC/MPA asks, “Heard of TED talks?” Candace delivered her “Big Idea” keynote on the simple and extraordinary powers of being curious and being present. Watch “Mastering the Art of Getting to Know Someone” on YouTube.

Myung-Hwan Cho MC/MPA is a professor of microbiology and immunology at Konkuk University, in South Korea, and an adjunct professor of American government at University of Maryland University College. He is a

scientist, public health advocate, and entrepreneur. He served as president of the AIDS Society of Asia and the Pacific and coauthored *AIDS: Take a Long-Term View*. He has been duly acknowledged as Man of the Year representing Asia, Man of the Year in Public Health, and Leading Innovator of the Year. He is also a recipient of the Korea Creative Management Grand Prize for his contribution toward promoting Korea’s creative economy.

Pablo Cruz Morales HKSEE has been selected as director of engineering for the southern region of the USDA Forest Service base in Atlanta, Georgia. Pablo has dedicated his entire career to federal public service. For the past 22 years he has served as forest supervisor of El Yunque National Forest, in Puerto Rico. He was honored to be the second island-born forest supervisor of El Yunque—a unique tropical rain forest with a rich history spanning more than 100 years.

Arturo Franco MPA/ID writes, “Dear MPA/IDs: As I was heading out to the HKS European Alumni Summit in London today, it just struck me: 2015 is our 10-year graduation anniversary! (Damn. Time flies.)”

Hyun Kim MPP works at the UN Department of Political Affairs in New York, following a tour in Darfur as a special assistant to the head of the UN Mission and a tour in Somalia as a member of the political and mediation group. He now advises on conflict prevention and political affairs affecting East Africa and the Great Lakes region.

Dimitry Léger HKS writes that in January, Amistad/HarperCollins published his debut novel, *God Loves Haiti*, a love story set in Haiti after a devastating earthquake. The *New York Times* called it “energetic, unusual, and unforgettable.”

Annie Lord MPP writes, “Hi, everyone! Dallas has become more interesting and pleasant as I have gotten to know it. I still work for Citigroup in its community development division, which has been truly inspiring. Especially inspiring is my son, Alex, who just turned one this March. Every day is some delightful new discovery—dandelions! bubbles! gravity! Nick and I are blessed to enjoy a great family, kind friends, and meaningful work. Looking forward to seeing many of you at the reunion!”

Sarah Norman MPP writes, “My husband and I welcomed our son, Gabriel Avi Norman Fields, on August 29, 2014. He’s full of smiles, laughter, and an endless array of funny babbling words and noises. I’m at NeighborWorks America, a congressionally chartered nonprofit in the community development field, where I’m leading an initiative to expand our health impact. I still live in Baltimore and am involved in a lot of local organizations, includ-

ing serving on the board of Baltimore Medical System. If you are ever in Baltimore or DC, give me a ring. I’d love to catch up!”

Roopal Thaker MPP has spent 10 years working as a freelance nonprofit project manager based in Ottawa. In June she coauthored a research paper with **Tessa Hebb** MC/MPA 1996 titled “Partnerships between not-for-profit organizations and business: Challenges and opportunities.” In August, an innovative project she helped to manage opened its doors: The Somerset West Community Health Centre Rosemount Branch will provide primary health and social services to 1,100 local residents. To cap off a busy summer, Roopal married fellow Kenyan Deepak Dave on a rainy September afternoon. She is now exploring professional options that leverage her nonprofit experience.

2006

Chunmei Chen MC/MPA writes, “Studying at HKS gave me strength to deal with difficult situations both at work and in my personal life. I have been working to promote cultural understanding between China and the United States, and have organized various cultural events to further deepen the people-to-people understanding between the two countries, as well as the bilateral cultural relations between China and Pacific Island countries and South American countries. This year we will open the China-Canada cultural year, and next year will be a China–Latin America cultural year. I am proud to play a major role in these operations.”

Brooke (Brody-Waite) Eisele MPP and her husband, Scott, welcomed their first child, Skylar, in August. Brooke also left the House Intelligence Committee for a new and exciting job on the Senate Foreign Relations Committee.

Harumi Furuya PhD and her sisters Sakiko Furuya and Mimi Furuya—all Juilliard graduates—started their own concert series in New York, New Jersey, and Connecticut. For more information on the Furuya Sisters Concerts Series, please visit *FuruyaSisters.com*. “You are all welcome to come to our concerts! Also, at least one concert per season is livestreamed nationally and internationally, which you can watch at home, live, anywhere in the world.”

Angela Joo-Hyun Kang MC/MPA, founder and executive president of Global Competitiveness Empowerment Forum, authored the book *Global Competitiveness of Innovative Leaders: CSR Strategy and CSR Talent*, published by Starbooks in Korean in February. It is a pragmatic guideline book that can help businesspeople upgrade CSR (corporate social responsibility) strategy and nurture CSV (creating shared value) talent, core of global competitiveness backed by company cases and an author’s field experiences.

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Felix Maradiaga Blandon MC/MPA is a cofounder of Pioneer Capital Partners, an investment firm that manages investments and provides advisory services in Central America and the Caribbean. He is currently partnering on a project bringing renewable energy to underserved communities in Central America. He is a strong believer in the transformational power of the private sector to support post-conflict reconstruction and economic development. Prior to cofounding Pioneer, Felix founded the Civil Society Leadership Institute, one of Central America’s premier training centers on civic leadership. He was recently honored with the prestigious Gus Hart Fellowship by the Chicago Council on Global Affairs.

Ron Pailliotet MC/MPA was promoted to captain and assigned to U.S. Coast Guard Pacific Area in San Francisco.

Markus Scheuermaier MC/MPA, HKSEE 2015 writes that Nicolas Scheuermaier welcomed his baby sister, Clara, on October 27, 2014. The parents, Karine and Markus, and the siblings are all doing well. Markus is still working for the International Finance Corporation in Johannesburg, South Africa, focusing on public-private partnerships (PPPs) in African post-conflict countries. He returned to the Kennedy School in May 2015 for an executive education course on PPPs.

2007

Christoph Hermann MPP, in addition to getting married on July 4, 2015, sold a majority share of the business news site he cofounded in Germany to Bonnier media group in Sweden. The site, *Deutsche Wirtschafts Nachrichten*, has been Germany’s fastest-growing business news media online with the biggest reach in social media.

Kusi Hornberger MPA/ID writes, “My wife, **Laura Ardila Rueda** MPA/ID, and I are proud to announce the birth of our first child. Ariana Alizeti Hornberger was born October 29, 2014, in São Paulo. In true MPA/ID style, she is already a proud holder of three passports!!”

Vesselin Valchev HKSEE has completed his term as ambassador of Bulgaria to the Republic of Cyprus and joined the Ministry of Foreign Affairs as secretary general. “My latest appointment is Ambassador-at-large for Antarctica.”

2008

Godwin Chan HKSEE has been elected for a second term as director of the national Federation of Canadian Municipalities and appointed to the Standing Committee on Municipal Finance & Intergovernmental Arrangements and International Relations for the new term. In October 2014, he had successfully won his third term as councillor of Richmond Hill with 73 percent of the vote, and now serves as the chair of the Economic Development Task Force.

Tina Doerffer MC/MPA is excited and proud to share the news that she started her own business: Doerffer Leadership Group. The aim is to provide strategic advice and action options to executive clients in one-on-

one settings and in CEO leadership circles. “Let me know if I can help—I’d love to hear from you!”

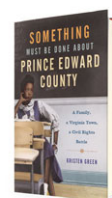
Roshan Paul MPP writes, “Hello from Kenya! My start-up, Amani Institute, is growing rapidly. Our mission is creating new education models to prepare people for social sector careers around the world. After two years in Kenya we are about to expand to Brazil. I still live in Nairobi and would gladly try and host any HKSers who are passing through. On a personal note, I’d love to announce that I just published my first novel, called *Such a Lot of World*. You can find it on Amazon. Do check it out!”

Jose Luis Romo Cruz MPP was appointed director of planning and evaluation for Mexico City’s new international airport. With an estimated cost of \$15 billion, the construction of this airport will be one of the three largest infrastructural airport projects worldwide. It will not only be emblematic in terms of design, construction, and operation, but it will also define Mexico’s new way to develop large infrastructural projects. With comprehensive strategy, which includes transit, environmental, economic, and social measures, the project will transform the center of Mexico into a new development center for the country.

Shehzad Tarique HKSEE sends greetings to the global Harvard village. “Over the previous two years, I have been in Nepal going about

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Kristen Green MC/MPA 2009 reports that her first book, *Something Must Be Done About Prince Edward County*, was published by HarperCollins in June.

“I wish to thank all alums who voted for me and pledge to do my best to help alumni networks around the world.”

— Manisha Dookhony MC/MPA 2010

my work on local financial sector reforms. My wife is in Pakistan assisting in management of a prep school of 400 kids. My sons are in Europe continuing to study and work to become entrepreneurs. In general, my family is considered a global set of individuals in this overly globalized planet.”

Letha Tawney MC/MPA and Brian Tawney were pleased to welcome Connall Wyam Corliss Tawney on December 22, 2014, in Portland, Oregon. His two big sisters are thrilled to have a baby brother. Letha is still a senior associate at World Resources Institute, now leading global work to expand access to affordable, renewable energy.

2009

Melissa Braunstein MPP is thrilled to announce the birth of her second daughter, Annabelle Ileana, on July 26. “Three-year-old Lila has quickly and lovingly adapted to life in The Big Sisters Club. Our newly expanded clan continues to enjoy life in the nation’s capital, where Todd works at a law firm and I am an independent writer, writing primarily about parenting and pop culture (www.melissa-braunstein.com).”

Kristen Green MC/MPA reports that her first book, *Something Must Be Done About Prince Edward County*, was published by HarperCollins in June. “The book, a hybrid of history and memoir, tells the story of my rural Virginia hometown, which closed its public schools rather than desegregate.”

Akinwale Ojomo HKSEE is a special advisor to the director-general and CEO of the Centre for Management Development. Before that he was an executive producer of the TV show *Global Culture* and senior partner of Roy Synergy Group. “Due to the amazing and increasing opportunity in Africa,” he relocated to his home country in 2012 to be part of the brain gain and developmental drive for the growth of Nigeria. His current projects include SME Business Incubator, attracting business to Nigeria, Diaspora Conferences, and 100 Documentary. Akinwale is currently writing two books “with collaborative opportunity with Harvard, especially in diaspora research.”

2010 | 5th reunion

Ryan Androsoff MPP moved to Paris in January to join the Organisation for Economic Co-operation and Development, where he is part of its digital government team, working on initiatives to support governments in the use of information technology to reform the public sector. He is on leave from the Canadian government, where, since graduating from HKS, he has been leading efforts to

develop social media policy and promote the use of online collaboration systems inside the public service.

Manisha Dookhony MC/MPA was elected to the Alumni Board this year. “I wish to thank all alums who voted for me and pledge to do my best to help alumni networks around the world. I am completing my third year in Kigali as advisor to the Government of Rwanda. It has been a real treat to see so many HKS alums visit. I started the year on the island of Rodrigues, crossed by Mauritius several times, visited South Africa, Turkey for my fourth class reunion, France, Ethiopia, Kenya, Massachusetts, and now I am en route to Oman.”

Brandt Hershman HKSEE was one of six individuals honored by The Tax Foundation with the second annual award for Outstanding Achievement in State Tax Reform. The honorees were selected for their extraordinary efforts to advance the cause of simpler, smarter tax policy. Brandt, a Republican Indiana state senator, in 2014 worked to expand Indiana’s trend of substantive reforms in recent years. He authored or coauthored the reduction of Indiana’s corporate income tax rate, elimination of the inheritance tax, enactment of property tax caps, lowering of income tax rates, and reform of the state’s treatment of personal property taxes, which now serves as a model for other states.

Sebastian Litta MPA is now a partner at company companions GmbH and president of the McCloy Alumni Association.

Mehmet Örgen HKSEE writes, “My classmates, I hope all are doing well. I retired from the navy after 29 years of service. Now I am working for a holding company in Istanbul, as strategy and corporate development manager.

Edward Redmond HKSEE writes, “In response to the many acts of violence and injustice impacting the African-American community today, I created a new song and video called *Heartbroken*. The song calls for us all to work together to uphold our individual rights to liberty and justice. You can view the music video *Heartbroken* from my homepage at www.e-redmond.com. Let’s all work collectively as one HKS community to be the voice of change and peace this nation needs to hear right now.”

Maia Sandu MC/MPA has led the Ministry of Education of Moldova for the past three years. “I had to deal with a range of problems: widespread corruption, huge inefficiencies, poor results, and no interest for education. I built a strong team, and by the end of the first year, we managed to significantly curb cheating in schools. This has upset many people, but also uncovered the truth about the real situation in education and helped us push for significant reforms. In 2014 I was elected to the Moldovan Parliament. I gave up the position and returned to the ministry.”



Taking the Right Exit

FROM THE FIELD | BINA VENKATARAMAN MPP 2008

“You can always get back to the trajectory you were on.”

It is not always easy to see the ribbon of road connecting all the points Bina Venkataraman’s career has taken her to—journalist, government advisor, university lecturer, researcher, and advocate. But it’s there, even if it is perhaps clearly visible only in the rearview mirror.

The daughter of Indian immigrants (part of a wave of Indian professionals who came to the United States starting in the late 1960s), Bina grew up in the small midwestern town of Wooster, Ohio, where her mother taught physics at a local college. Since then, Venkataraman has helped build an HIV/AIDS clinic in Vietnam, done research for a rain forest conservation nonprofit, written for the *New York Times* and the *Boston Globe*, and advised the White House on climate change issues.

“A lot of my work has looked to the tools of science, technology, and innovation as ways to address the protection of public health and the environment,” Venkataraman says.

Her role now is director of public policy initiatives at the Broad Institute, a public health and biomedical research center, and advisor to the institute’s president, Eric Lander. Venkataraman also teaches at MIT, instructing undergraduates in how to communicate about and shape policy with science.

“I’ve tried to take interesting exits off the highway,” she says. “You can always get back to the trajectory you were on, but you might discover things that you would not have discovered had you not taken the opportunity.” ❖ RDO



The Edmund Pettus Bridge, in Selma, Alabama, has carried a pretty heavy load in its history. It was, of course, where peaceful civil rights activists marching from Selma to Montgomery were beaten by state troopers in what became known as “Bloody Sunday.” U.S. Representative John Lewis, a Georgia Democrat who led the march in 1965, and President Barack Obama joined thousands of others in March to commemorate the 50th anniversary of that pivotal moment in U.S. history. Monica Ramirez MC/MPA 2015, a lawyer and longtime civil rights activist, was there.



Interested in LRAP?

Learn about updated Loan Repayment Assistance Program income guidelines at ken.sc/HKSrap.



2012

Erica Elizabeth (Harrison) Arnold MPP continues her third year of practicing law in Atlanta. She was recently nominated for Alston & Bird LLP's 2014 Philip H. Alston, Jr. Award for pro bono services recognizing her legal representation of low-income individuals. Erica's independent education consulting business, HarMcC Heritage LLC, continues to grow with new clients and projects. In January 2015, she married Marcus Allen Arnold.

Juliet Asante MC/MPA writes, "My focus is on using film as a tool for highlighting social issues in and around Africa. *Silver Rain* is a movie that highlights class gaps and political dynamics in Africa. This is done through a young market girl in Accra who decides to find love outside her class and inadvertently starts a class war. The project is based in the five African countries of Ghana, Nigeria, South Africa, Kenya, and Sierra Leone. *Silver Rain* is presently making theatrical rounds across the continent and internationally. Find out more at mysilverrainmovie.com.

Andrew Buks HKSEE continues to reside in South Dakota. Apart from teaching at Northern State University's School of Business, he has recently joined Dakota Guardian Trust Company as a vice president. Dakota Guardian Trust maintains offices in Lincoln and Omaha, Nebraska, and Rapid City, South Dakota. The company is a joint venture between Stockmens

Financial Corporation and Smith Hayes Legacy Partners. In his new role, Andrew provides access to a wealth of legal and tax advantages and access to the most favorable trust laws in the United States. Andrew also serves on boards of directors of Harvard Alumni for Agriculture and Hope Center.

Rey Faustino MPP was nominated for the San Francisco *Chronicle's* inaugural Visionary of the Year Award for his work starting and running One Degree (1deg.org), a nonprofit technology organization that is revolutionizing the way low-income families access nonprofit and social services.

Haney Hong MPP is now serving on the National Navy Reserve Policy Board, a board required by law to advise the secretary of the navy on policy matters affecting the Navy Reserve.

Alexandro Lopez-Cardenas MC/MPA returned to his hometown, Mexico City, after graduation to resume work for the Mexico City government. "After 14 years of public service in the capital city of my country—in such areas as investment projects, public transportation, budgeting, and economic development—I was invited to join a team to spearhead the recovery of institutional, economic, societal, and developmental areas in the Mexican state of Michoacán—unfortunately, one of the most affected by insecurity and the lack of a strong government and solid institutions. Currently, I serve as coordinating minister for development planning for the state."

Charles Seigel MC/MPA writes, "I've been enjoying trying something new for me that my year at HKS inspired... I'm teaching a class one day a week this semester on American government and politics at the University of La Verne in La Verne, California, just east of Los Angeles. I'm really enjoying the experience, learning about teaching and interacting with the students."

2013

Chike Aguh MPA married Crystal Agi on August 30, 2014.

Manuel Chavez-Angeles MPA/ID works on common-pool resources and evolutionary game theory. He's a member of the International Association for the Study of the Commons and a professor at the Universidad de la Sierra Sur, in Oaxaca, Mexico. "Have two wonderful kids."

Jeanne Dietsch MC/MPA has founded Sapiens Plurum ("the wisdom of many"), an organization advocating for the benefit of humankind in norm-setting around artificial intelligence, biosynthesis, and other technologies with vast power. The group is seeking volunteers to assist in education, publicity, and bottom-up policy building at SapiensPlurum.org.

R. Erdem Erkul HKSEE was elected vice president of the Council of European Professional Informatics Societies in Brussels. CEPIS is the representative body of national informatics associations throughout greater Europe. CEPIS' main aim is to promote the development of the information society in Europe. It has grown to represent more than 350,000 ICT and informatics professionals as members in 32 countries. CEPIS also supports the European Commission and European Union in technology-related policy issues through its activities. While at HKS, Erdem worked with faculty members Calestous Juma and Jane Fountain.

David Greenwell HKSEE is pleased to announce an unopposed re-election to the Oklahoma City Council in March 2015. OKC is one of our country's most vibrant communities and continues to be recognized as a destination city for businesses and entrepreneurs. Many of the principals and strategies presented at HKS are utilized here.

Aaron Hake HKSEE has been appointed to the Riverside County (California) Planning Commission and as Corona City treasurer. Aaron continues to serve as government relations manager for the Riverside County Transportation Commission. These roles place him at the forefront of public policy in one of California's fastest-growing regions, known as the "Inland Empire." "My focus is on infrastructure and sustainable growth, combating "brain drain" of the region's most talented young people, and elevating the Inland

Empire's role in state and national policy-making; it's time we live up to our potential as a driver of California and the nation's future."

Shannon McAuliffe MC/MPA is the proud director of the home site of Roca, Inc., based in Chelsea. "Roca, funded in part by the HKS SIB lab, is engaging proven-risk young men and changing how they think, feel, and act so they stay out of jail and alive. We do this through relentless outreach, programming based in CBT, teaching them to work, and engaging in all institutions relevant to them. We are constantly adapting, learning, and striving to get better. It's a bumpy ride for sure, but there is no place I'd rather be."

Jon Murad MC/MPA writes, "After commencement, my prediction in the Graduate English Address came true, and I was assigned to patrol in the 034 precinct. But when Commissioner William Bratton returned to the NYPD in January 2014, I ended up in headquarters, working on his reengineering project. In October, I became his speechwriter. It went well, and on December 19, the commissioner appointed me assistant commissioner, strategic communications—a six-rank leap. The next day, two officers were assassinated in Brooklyn. That tragedy reinforced what's at stake as we seek to bridge the police-community divide and make a safer, fairer city."

Rajesh Talwar HKSEE writes, "I've almost finished a year working for the United Nations Mission in Afghanistan. Meanwhile, in March a new book came out aimed at guiding the lay population through the labyrinthine corridors of the Indian legal system: *How to Choose Your Lawyer—and Win Your Case*.

Reeves Whalen HKSEE has become a partner with Burg Simpson Eldredge Hersh & Jardine. Reeves has practiced law with Burg Simpson since passing the bar in 2008. He is a community advocate, a recognized leader in consumer rights, and a Colorado trial attorney. While in practice, he has been widely recognized with the American Constitution Society's Progressive Young Leadership Award, the National Trial Lawyers' Top 100, and the *Denver Business Journal's* Forty Under 40. He serves on the board's of directors of the Colorado Trial Lawyers Association and the Inner City Health Center.

2014

Subhash Ghimire MPP was appointed editor-in-chief of *Republica*, Nepal's biggest English daily, in October 2014. "I am the youngest ever editor-in-chief. We publish with the *International New York Times*. I now live and work in Kathmandu."

Benjamin Hill MC/MPA is now a monitoring and evaluation consultant for the Inter American Development Bank. Before doing his MC/



The Harvard Kennedy School class of 2015 is here. Lindsay Moore MPP 2015 representing. The 613 graduates, from 85 countries, marched on May 28. Graduating students included a Cambridge city councilor, an economist at Facebook, an HIV and AIDS specialist at UNICEF in Mongolia, and a deputy secretary of Pakistan's finance ministry. "Your mission is to commit yourselves to make the world a better place," said commencement speaker David Milliband, president and CEO of the International Rescue Committee. "I do not regard that impulse as naïve. I think of it as idealism and without idealism progress would stall."



ken.sc/flickr_youarehere

"After commencement, my prediction in the Graduate English Address came true, and I was assigned to patrol in the 034 precinct."

— Jon Murad MC/MPA 2013

Submit a classnote at ken.sc/hksclassnote

ON THE WEB

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

MPA at the Kennedy School, he was the head of the Performance Evaluation Unit in the Ministry of Finance of Mexico.

David Kalinske HKSEE writes, "I'd like to introduce Global Hybrid Company, pioneering never-before-seen airborne logistics capabilities that can virtually eliminate the need for traditional infrastructure development with the use of hybrid airships. By providing our transformational airborne logistics service, we immediately enable the transportation of goods, supplies, and commerce to locations where access was previously impossible. Hybrid aircraft are a critical and revolutionary enabler for remote economic development. They significantly improve year-round access to austere areas, and are capable of staging operations virtually anywhere—a dirt field, marsh, ice, and even open water."

Adam La Reau MC/MPA is the founder of One Summit, a nonprofit mentorship program that builds resilience in children with cancer. Recently, Adam was selected, as a 2015 honoree for Massachusetts General Hospital's "The One Hundred," honoring 100 individuals taking extraordinary action in the fight against cancer. He is also the cofounder of O2X, an active lifestyle company focused on maximizing human performance. O2X works directly with corporations and first responders, including the Boston Fire Department, to increase effectiveness and improve overall health, wellness, and development. (Read more on page 56.)

Robin Lipp MPP is serving as a fellow in nonprofit law at the Vera Institute of Justice, in New York City.

Jessica Montoya HKSEE recently marched with Representative John Lewis and the Obama and Bush families to commemorate the 50th anniversary of Bloody Sunday in Selma, Alabama.

Adam Ranson MPA and **Vivian Lu Ranson** MPP 2013 were married on June 28, 2014, in Berkeley, California. They are grateful to have shared their special event with many cherished HKS friends. Vivian is currently consulting to federal government clients on strategy and operations, while Adam is consulting to private sector clients in the transportation and energy industries on similar topics.

In Memoriam

- Steve Bonano** MC/MPA 2009
- Evangeline Crisostomo-Escobillo** MC/MPA 2009
- James Frankel** MPA 1990
- Nurlan Kapparov** MC/MPA 2003
- Tom Kennedy** MC/MPA 2005
- Nestor Sadiarin** HKSEE 2008
- Claire Miller Zimmerman** MCR 1982



HKS Public Service Week, organized by the Student Public Service Collaborative together with the Dean's Office, culminates in HKS Serves, a day of service during which the HKS community gives back through volunteer activities. For some it was hosting bingo games at local community centers. For others it was tree pruning in area parks. For (left to right) John Lee MC/MPA 2013, Erica Kelly MPP 2016, Dean David Ellwood, Elizabeth Bennett MPP 2015, and HKS Executive Education Program Director Amber Thatcher, it was serving meals at the New England Center for Homeless Veterans in Boston.



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TOP TO BOTTOM: COURTESY OF JULIET ASANTE; JESSICA SCRANTON

JESSICA SCRANTON

Convening Power

TWO MILITARY GENERALS—one from America, one from Russia—meet at an HKS executive education program on U.S. and Russian security and, one year later, work together to save the lives of seven Russian crew members trapped in a submarine at the bottom of the Pacific Ocean.

A Kenyan student who has polio meets another Harvard Kennedy School student on campus, and the new friends

form a nonprofit, IBRAK, to bring prosthetic specialists to Kenya and Nigeria.

Students from countries that do not have diplomatic relations—Madagascar and Mozambique—meet in 2014 on campus and decide to see what they can do to bring their countries together. Perhaps the start of a rapprochement? Time will tell.

People from all over the globe travel to the Kennedy School to enhance their ability to make a positive difference in the world. But is the campus itself optimized for these meetings? How many more serendipitous interactions could occur if the campus had a different design, and how many more lives could be touched?

Fortunately, change is in the air. The Kennedy School is in the midst of a project that will advance opportunities for faculty and students to collaborate on solving our world’s most pressing problems. This **campus transformation** will improve cohesion, add convening space, and create more flexible classrooms, all reflecting best practices from institutions across the globe.

As Dean David Ellwood said at the school’s groundbreaking ceremony in May, “We need different kinds of spaces for our students and for us to interact. This is a place that aspires to reach across disciplines and boundaries, connecting the world of practice with the world of scholarship. And physical spaces make a difference.”

Improvements to campus would not be possible without the contributions of thousands of individuals—both alumni and others—who believe deeply in the Kennedy School’s mission. On the following pages, we highlight two alumni whose gifts to the **Campaign for Harvard Kennedy School** will have a transformative effect on the school for years to come.



The campus transformation will improve cohesion, add convening space, and create more flexible classrooms.



» We need different kinds of spaces for our students and for us to interact. This is a place that aspires to reach across disciplines and boundaries, connecting the world of practice with the world of scholarship. And physical spaces make a difference.« David T. Ellwood

KENT DAYTON



A Passion for Educating Engaged Leaders

GERALDINE ACUÑA-SUNSHINE MPP 1996 AND GABRIEL SUNSHINE

From heads of state to Hollywood actors, governors to social entrepreneurs, thousands of people have taken the stage at the John F. Kennedy Jr. Forum to present their opinions on the issues of the day. One of the hallmark spaces at the Kennedy School, the Forum opened in 1978 as a central gathering place not only for visiting dignitaries but also for the school's students, faculty, and visitors.

This area is about to be significantly reimagined to reflect the school's commitment to its extraordinary convening power. One alumna having an impact is Geraldine Acuña-Sunshine MPP 1996, who has made a gift with her husband, Gabriel Sunshine, to completely renovate the entranceway to this landmark space, providing a welcoming area that is in proportion to the important ideas presented inside.

"Gabe and I proudly contribute to the Campaign for Harvard Kennedy School because we are passionate supporters of HKS and its mission to educate engaged citizens and leaders who care deeply about serving the greater good," says Acuña-Sunshine.

"Within the new campus, the Forum holds a special place in my heart because it is the one space in the entire school that all alumni know and love. Whether we have been in the Forum to eat, study, meet friends, do group projects, or watch world leaders speak, the Forum is the singular place where all alumni have convened to share ideas and respectfully debate different points of view. Thus, for me, as an alumna, it is a great privilege to support a space so special to my education, to the education of those who came before me, and to the education of future generations of HKS students to come."

MARSHA STEWART

KENT DAYTON

Innovation in Action

HOWARD WOLK MC/MPA 2002

"The Kennedy School is one of the few places where you can take any conflict in the world and have people with opposing views jointly solve problems," says Howard Wolk MC/MPA 2002. "In this day and age, there aren't many locations that can bring people together."

Wolk believes the upcoming campus transformation will improve the Kennedy School's already impressive convening power by providing more opportunities for people from different disciplines to connect with each other. He is so firmly convinced of the school's ability to bring together creative problem-solvers that he has funded a conference room in one of the new buildings, where he hopes future students will grapple with their differences as they learn the skills they need to change the world.

"We need smart, energetic people to solve problems, whether they're economic or social. And folks are starting to realize that a lot of social problems can be addressed in innovative ways."

Wolk, who for the past two years has been a fellow at the Mossavar-Rahmani Center for Business and Government, says he "really wanted to contribute to an innovative space at HKS." Through his generosity, he is giving future students a place to devise inventive solutions, whether from the nonprofit, government, or private sectors.



To make your gift to the Kennedy School or for more information on how to have an impact at HKS, please contact campaign@hks.harvard.edu or 617.496.7047.



Foundational

The volleyball court, the picnic tables, the little bit of lawn and parking. All gone, revealing the long-buried concrete slabs and tracks from the campus's previous life as an MBTA rail yard. Construction started in earnest after commencement. And the community began its forced cohabitation with the thumping and clatter of demolition, eagerly awaiting the arrival of new buildings and a transformed campus. Minus two-and-a-half years and counting.



» The \$125 million **CAMPUS TRANSFORMATION** project will be fully funded through philanthropy, a unique achievement in Harvard history. As of mid-June, nearly \$90 million in gifts and pledges have been confirmed. "What we're doing today is not just helping the Kennedy School," HKS Campaign Chair David Rubenstein said at May's groundbreaking ceremony. "It's helping the world recognize that public policy schools deserve an important place in our society and an important place in academic life."

Street-level courtyard looking toward Gateway Building and Eliot Street



» The campus will increase by nearly **91,000 GROSS SQUARE FEET** from its current 265,000 square feet. "The physical center of gravity of the Harvard campus is shifting," Harvard University Provost Alan Garber said. "Maybe right on top of those old MBTA yards that were right here."

Garden-level courtyard nestled between the Belfer and Littauer buildings



» **NEW TEACHING SPACES** will include two large case-method classrooms and four flexible classrooms, as well as 13 team rooms designed for group work. "Space really does transform who we are and what we do," former Dean David Ellwood said. "This is a place that aspires to reach across disciplines, to reach across boundaries, to connect the world of scholarship with the world of practice."

Dining and function space in the new South Building will open to the HKS courtyard on one side and the Winter Garden on the other.

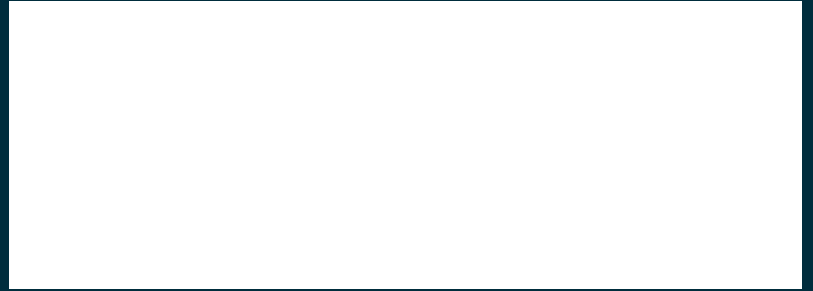


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