

HARVARD KENNEDY SCHOOL

magazine

SUMMER 2016



A MEASURE OF JUSTICE:
THE HUMAN RIGHTS PUZZLE

VIRTUAL ARSENAL:
POLICY MEETS CYBER

REINVENTING THE WHEEL:
BIKE-SHARING COMES OF AGE

values investor

Cheryl Dorsey MPP 1992 clears a path
for social entrepreneurship.





THERE ARE 41 PHOTOS hanging on the wall of the INSTITUTE OF POLITICS waiting area on the second floor of the Belfer Building. They remind us of the history, the debates, and the laughter that the IOP has brought to the Kennedy School during its first 50 years—not just by way of the more than 1,880 Forums it has organized or the more than 720 fellows it has hosted but also because it has inspired countless young people to think about a life of public service. Sarah Allin MPA 2015 (right), a regular at IOP study groups during her time as a student and now a fellow at the Government Performance Lab at HKS, finds a moment of quiet amid all the memories.

KENT DAYTON

THE CHALLENGES confronting public policy and public leadership around the world are daunting in their complexity, urgency, and importance to people's lives. That means they demand the outstanding people and extraordinary ideas that come from Harvard Kennedy School.

The individuals and work featured in this issue are wonderful examples of the Kennedy School's capacity to meet today's challenges. Our cover story features Cheryl Dorsey MPP 1992, who became worried about the high infant-mortality rates in Boston's African American community. Her idea to create the Family Van, a program placing mobile health vans on city streets, saved lives. It also led to her current position as president of Echoing Green, the same nonprofit supporting social entrepreneurs that supported the launch of Family Van.

You will also read about Jay Walder MPP 1983, who recently brought his experience running some of the world's largest urban transit systems to a newer transportation venture—

bike-sharing. Through programs such as New York's Citi Bike, Walder is helping cities today and developing models for future bike-sharing programs around the country and the world.

The important work of faculty member Kathryn Sikkink lends truth to the notion (made famous by Martin Luther King, Jr.) that the arc of the moral universe is long but bends toward justice. Tracking human rights abuses around the world has helped Sikkink to develop a practical framework societies can use to hold previous dictatorships accountable for their abuses and to seek justice for deeds that previously went unpunished.

We also feature in this issue the establishment of the Cyber Security Project at the Kennedy School. This project will monitor and develop public policy in the burgeoning realm of cyber security. It is the first project of its kind in an academic setting.

The article on the 40TH anniversary of our executive education program shows our long-standing commitment to training people who are on the front lines of advancing the public interest at both public and private institutions. We look forward to a bright future for such training at the Kennedy School, building on our past successes by expanding and renewing our executive education programs.

Finally, we bring you an update on the Campaign for Harvard Kennedy School—now in its third year. My colleagues and I are humbled and gratified that we have now reached our original goal of \$500 million. The generous contributions of our alumni and many other supporters have funded our campus expansion, increased financial aid, and supported more than 100 research projects. Other campaign priorities still need to be met, however, and additional priorities have emerged since the campaign's launch.

As I have seen over and over during my first few months at the Kennedy School, we have much to be proud of here. But there is so much more to be done—by our alumni, our faculty, and our current and future students. I look forward to working with all of you in meeting the challenges of the world.

Dean Doug Elmendorf
Don K. Price Professor of Public Policy
July 2016



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MARTHA STEWART



KATHRYN SIKKINK

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On the cover:
Cheryl Dorsey MPP 1992
Photo by loulex

IDEAS



THE DRAMATIC CHANGES that have swept over China and other countries in Southeast Asia in recent decades have had enormous implications. From mapping a new class of Chinese philanthropists to educating members of a military dictatorship transitioning to democracy, Harvard Kennedy School's multidisciplinary approach has proved invaluable to understanding and managing the economic, institutional, environmental, security, and cultural consequences.

VIETNAM

ASH CENTER

For the past two decades, the Fulbright Economics Teaching Program, a collaborative initiative between the Harvard Kennedy School's **VIETNAM PROGRAM** and the University of Economics, Ho Chi Minh City, has been regarded as Vietnam's top public policy school. This fall, it will be transformed into the Fulbright University Vietnam, an institution that will embody values of "academic freedom, autonomy, meritocracy, and transparency," says the Ash Center's **THOMAS VALLELY**.



CARLOS BARRIA

HONG KONG

INSTITUTE OF POLITICS

"Hong Kong is an important link between East and West. We can be a powerful force for economic and political freedom."

Anson Chan, former chief secretary for administration of Hong Kong, speaking in the Forum in April



MARTHA STEWART



CHINA PHILANTHROPY

ASH CENTER

How generous are the greatest beneficiaries of China's gilded age? The **CHINA PHILANTHROPY PROJECT**, managed by China Program Director **EDWARD CUNNINGHAM**, looked at 100 self-made billionaires who have become China's top donors. They have made \$3.8 billion in donations and pledges—25% of national donations



EDUCATION // Most popular cause



ENVIRONMENT // Least popular cause



REAL ESTATE // Accounts for the wealth of nearly 1/3 of the top 100

MYANMAR

ASH CENTER

Perhaps the biggest key to Myanmar's democratic transition is the behavior of the military, which has ruled the country for much of its recent history. The **MYANMAR PROGRAM** at the Ash Center hopes to show the military what alternatives now lie ahead. Last year the program took some of the country's most senior officers to Indonesia to meet with generals there who, after decades of military rule, had made way for civilians. The discussions focused on how the military directed that transition, settled ethnic strife, and helped the country set itself on a new path.



SOE THAN WIN

ENERGY

ASH CENTER // BELFER CENTER

Electric vehicles represent a lot of things to China: less reliance on foreign energy; environmental sustainability; and economic innovation.

The country wants to "leapfrog" the internal-combustion engine and put 5 million electric vehicles on the road by 2020, but only 40,000 were on the road in 2013. **HENRY LEE**, a senior lecturer in public policy and director of the **HKS ENVIRONMENT AND NATURAL RESOURCES PROGRAM**, is helping diagram the obstacles to growth and the policy changes needed for the road ahead.



MARTHA STEWART

CHINA SURVEY

ASH CENTER // BELFER CENTER

ANTHONY SAICH, the Daewoo Professor of International Relations and director of the Ash Center for Democratic Governance and Innovation, has been conducting one of the very few surveys on Chinese citizens' attitudes toward government since 2002. The surveys have found that satisfaction has risen, but also that the more local government is, the less faith Chinese citizens have in it.



ING HAN GUAN / TOM FITZSIMMONS

INTERNATIONAL RELATIONS

ASH CENTER // BELFER CENTER

As part of the Applied History Project, **GRAHAM ALLISON**, Dillon Professor of Government and director of the Belfer Center for Science and International Affairs, created the **THUCYDIDES PROJECT**, looking at 16 historical cases in which a major ruling power was challenged by a rapidly rising power. Twelve of those cases resulted in war. The project's purpose is to apply those historical lessons to the reality of U.S.-China relations. "Managing this relationship without war will demand sustained attention, week by week, at the highest levels in both countries," Allison says.



RESEARCH

Gut Check

DO YOU GO WITH YOUR GUT OR DELIBERATE? For **JENNIFER LERNER**, professor of public policy and management, that's a question at the center of her work on emotion and decision making.

In her most recent research, Lerner looked at the intuition-versus-systematic-thought debate through the lens of empathic accuracy—inferring the feelings of others.

The issue is an important one. “Close relationship partners must discern whether a comment or facial expression is meant to be critical or innocent, negotiators need to gauge the likelihood of achieving an agreement, law enforcement officers must accurately infer the intent behind a stranger’s actions,” Lerner writes in her research paper, “Can You Trust Your Gut?”



In a series of experiments at the Harvard Decision Science Laboratory, with participants (of different ages, backgrounds, and nationalities) recruited from HKS executive education programs, Lerner put that proposition to the test.

In one study, participants, split into camps of interviewers and interviewees, completed a mock job interview and were then asked to describe their partners’ emotions during the interview. In another,

the subjects engaged in the mock interview scenario again, but after being asked to focus on the benefits of either instinct or careful reasoning. And in a third study, participants were presented with a photograph of an individual’s eye region and asked to describe that person’s emotional state.

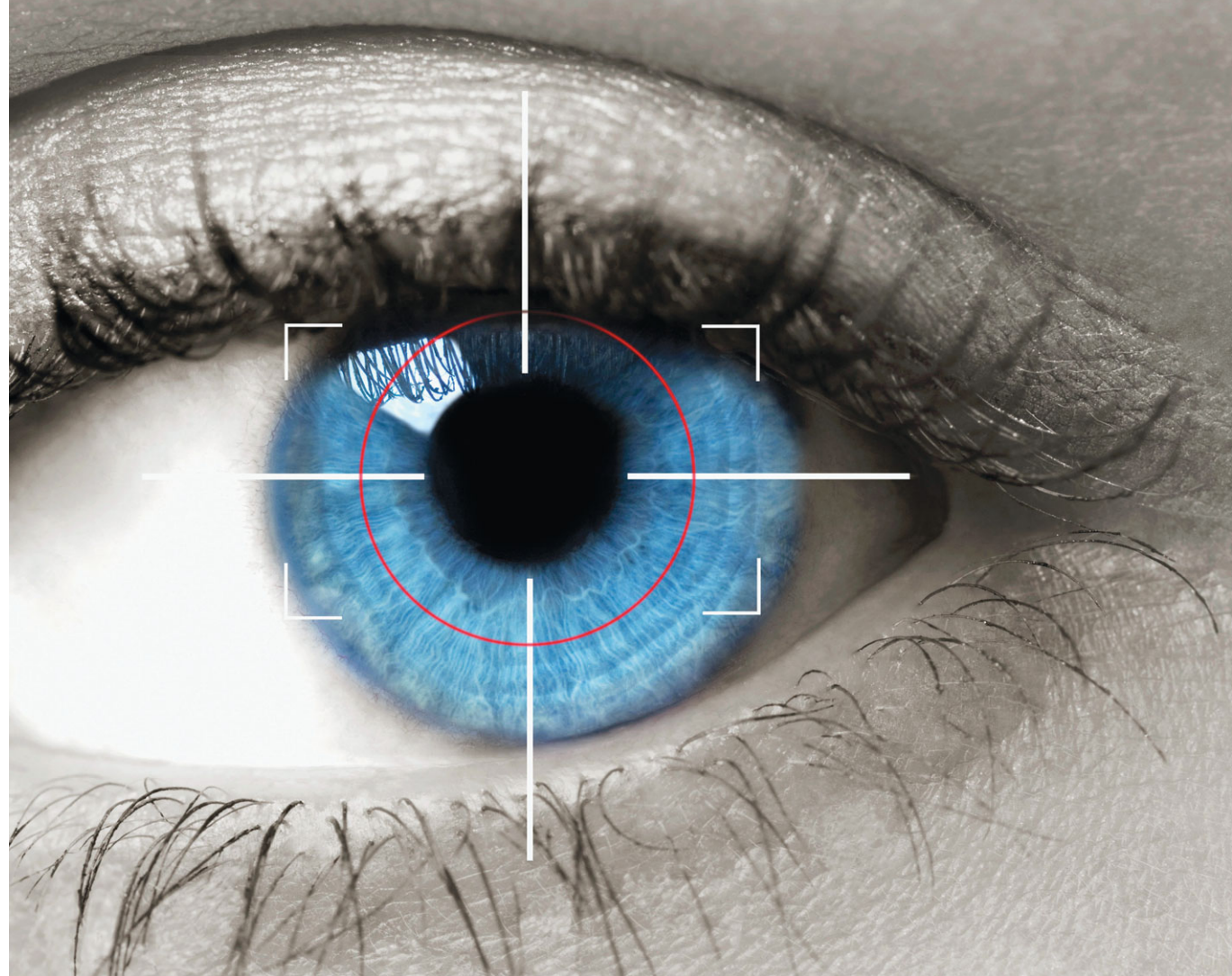
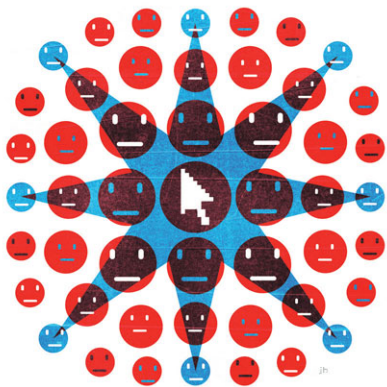
Systematic thinking was consistently more accurate. What’s more, the study showed that inducing systematic thinking helped improve empathic accuracy: Participants who were

asked to recall the beneficial outcome of a systematic approach were subsequently better at reading the emotional state of others.

The findings that intuition has limited value in some aspects of social interaction “offer important implications for practice,” Lerner says, citing a multi-million-dollar research program by the U.S. Navy on intuitive thinking processes.

The use of actual professionals and managers in the studies was also important, “given the importance of empathic accuracy for a host of workplace outcomes, including negotiations, worker satisfaction, and workplace performance,” Lerner says.

But persuading others of the value of deliberate thought in the field of “everyday mind reading” won’t be easy. A fourth study Lerner conducted showed that most people believe intuition is a better guide in inferring others’ emotions.



SCIENCE PHOTO LIBRARY

RESEARCH

Here’s Looking at You

WHEN A CONTRIBUTION to the public good—such as a blood or charitable donation—can be seen by others, people are more likely to make it. That’s what a lot of lab and field experiments are telling us. And the reason people change their behavior if they feel they’re being observed is that they’re concerned about their reputation, for good or for ill.

For example, a study of an energy conservation program found that when participants’ identities could be seen by their neighbors on a sign-up sheet, enrollment was nearly three times as high as when participants were asked to sign up using an anonymous ID code. Studies have even found that just the suggestion of observation can change behavior: an image of eyes displayed near a collection box for office coffee resulted in three times as many contributions as an image of flowers.



TODD ROGERS, an associate professor of public policy whose work explores how social forces can be harnessed for public good, designed an experiment to see whether subtly increasing perceived observability would motivate voting. More than 770,000 registered voters were sent get-out-the-vote letters urging them to go to the polls. Half received letters containing messages that are already known to increase turnout (such as praise for previous votes and encouragement). The other half received the same letters

with an additional message saying: “You may be called after the election to discuss your experience at the polls.”

The first letter increased voter turnout by nearly half a percentage point. The additional message further increased that effectiveness by 1/4 of a percentage point, or 51 percent. This made a significant difference: The cost per net vote was \$47 compared with \$175 per net vote for a typical get-out-the-vote letter.

Rogers and his fellow researchers believe that the intervention worked “at a nonconscious level,” as with the study that involved the images of eyes. In other words, voters were more likely motivated by feelings of accountability than by the specific thought of a conversation with a complete stranger.

Besides adding to what we know about how voting can be encouraged, the study reveals a “practical, inexpensive, and effective strategy” for increasing observability when public goods are solicited via private communication. That has implications for communications such as fundraising conducted by mail, e-mail, or social media. (Direct-mail fundraising accounts for roughly 20 percent of all charitable donations, and online fundraising for 7 percent and growing.)

But a word of caution. If follow-up contacts are not made, the prospect of them will most likely become decreasingly effective.

MARTHA STEWART



RESEARCH

A Game of Two Halves

THE MOST POPULAR SPORT in the world is also the richest. Out of \$80 billion generated by the entire sports sector each year, soccer (or football, as most of the world knows it) accounts for \$33 billion. But beyond the impressive bottom line, the sport’s financial picture is a troubling one, says **MATT ANDREWS**, a senior lecturer and the author of *Off Pitch: Football’s Financial Integrity Weaknesses, and How to Strengthen Them*. And that’s not counting the corruption scandals involving the sport’s ruling bodies, such as FIFA.

What the report finds is a sport divided between a European elite of wealthy clubs—a footballing one percent—and a “vast base of ‘have-nots.’” It finds an environment with opportunities for illicit practices, such as matchfixing, money laundering, and human trafficking. And it finds a financial “‘dark space’ shrouding more than 90 percent of the world’s clubs,” where data is inaccessible and financial management processes are obscured. The report proposes a new definition of financial integrity, based on openness, sustainability, fiscal responsibility, equity, and social and moral value. Game on.

RESEARCH

Peer Power

A RANDOMLY SELECTED GROUP of clients from India’s largest women’s bank was invited to attend a short financial literacy counseling and training program. Half of the invitees were asked to bring a friend, while the other half were asked to come alone. Four months later, those bank clients participating in the study were more likely to take out a loan from the bank than regular clients. More interesting still, those asked to bring a friend were most likely to borrow and more likely to report changes in business behavior and higher household income and expenditures. The positive impacts of training with a friend were stronger among women



from religious or caste groups with social norms that restrict female mobility. **ROHINI PANDE**, Kamal Professor of Public Policy, says the

benefits of training with a peer found in her research (“Friendship at Work: Can Peer Effects Catalyze Female Entrepreneurship?”) could come from having a stronger social network, from the confidence of having greater support, or from competitive pressure.

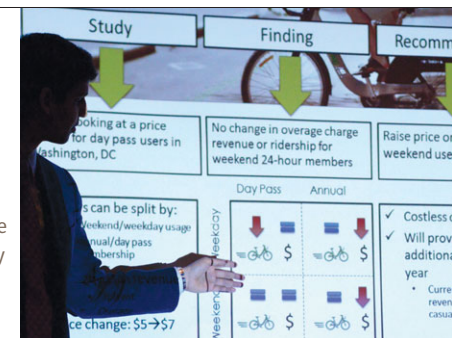
MARTHA STEWART

RESEARCH

Bean Counters

Boston started using data as a tool to improve governance in the mid-1990s. In the ensuing two decades, city hall’s increasingly sophisticated approach has come to touch, and improve, everything from building permits to firefighting to the flow of traffic.

STEVE POFTAK, executive director of the Rappaport Institute for Greater Boston, traced the city’s “data and technology journey” and attributed its success to factors including low-ego leadership; tolerance for failure; a collaborative, client-focused approach; and a focus on problems rather than on data sophistication.



RICHARD HOWARD



Getting Religion

PHOTO BY MARK OSTOW

THINK RELIGION AND DIPLOMACY, and most likely thoughts will run to the international repercussions of Islamic extremism, or the freedom of religious communities around the world. When **SHAUN CASEY MC/MPA 1989** thinks religion and diplomacy, he sees no single issue but, rather, a prism through which policy can be sharpened, improved, and made more effective.

Take any host of issues confronting the international community today—the refugee crisis, climate change, economic development, even anti-corruption—and religion and religious communities are likely playing an important role. As the first U.S. State Department special representative for religion and global affairs, Casey now patrols the porous border between faith and policy.

It's a border he has long been sensitive to.

"I grew up in a lower-middle-class family in the middle of the country," Casey says of his upbringing in Paducah, Kentucky. His family was devoutly religious but also placed a special premium on education and understanding the world.

After earning an undergraduate degree at Abilene Christian University and a master's at Harvard Divinity School, Casey went on to pastoral work in southern Mississippi, where he experienced the vestiges of the civil rights movement. But he had unanswered questions about the implications of religious belief and practice for public policy and politics. So he returned to Cambridge, this time to attend the Kennedy School.

The school and his mentor, the late Richard Neustadt, a professor of government and one of the founding fathers of HKS, "had a transformative effect," Casey says. "He instilled the belief in me that despite the fact that I was theologically trained, I played the policy stuff pretty well." Casey went back to Harvard Divinity School for a doctorate, continuing to weave those two strands together.

His work at Wesley Theological Seminary placed him inside the Beltway and near the levers of government and—through a seminar on religion on politics that he taught—allowed him to build an expansive network in Washington. He was tapped by President Obama's team to help with religious outreach in 2008.

By the time John Kerry was appointed secretary of state, in 2013, Casey had known and collaborated with him for five years. When Kerry realized he had the opportunity to create an office of religious outreach (the office had been envisioned in previous administrations but never established), his first thought ran to Casey.

"Secretary Kerry had an intuition that the State Department could do better engaging religious actors and assessing religious dynamics around the world as part of our diplomacy," Casey says. "My job was to build an office around that intuition."

It helped that his office would be housed on the seventh floor of State Department headquarters—close to Kerry's office. But Casey approached his function with humility—partly sincere, partly strategic.

"The halls of the federal government are strewn with the bleached bones of academics who came in saying, 'I'm going to transform this place,'" Casey jokes. "I knew that I didn't know the bureaucracy well. I relied on people who did know it for advice on how to proceed. And I was determined not to be the arrogant academic. One of the first things I decided was to collaborate and have a posture of service to the rest of the building."

His office now has a staff of more than 25 people—experts in religion and in other religious outreach functions that previously existed elsewhere in the department. They advise Kerry's office, the State Department's bureaus, and more than 200 diplomatic posts on engaging religious actors and assessing religious dynamics. (Separate offices deal with religious freedom and violent religious extremism, although inevitably those are issues that Casey's office frequently encounters.)

We don't try to puff up religion. If it doesn't belong there, we tell them. SHAUN CASEY MC/MPA 1989

From the beginning, it was obvious to Casey that a pent-up demand existed for his office's services. In its first three months, more than 400 outside groups knocked on his door, seeking a way to connect with the center of foreign policy, working on a refugee problem, hoping to bring attention to the plight of a group overseas, or just trying to learn their way around a labyrinthine bureaucracy.

To ensure the office's success beyond his own tenure, Casey has worked hard to establish a solid track record. For example, in the run-up to the climate change talks in Paris last year, Casey's office was able to liaise with religious communities that were speaking with an increasingly loud and assertive voice on the moral dimensions of the issue. The office is also able to see religious dimensions where none seems apparent. In Nigeria it helped religious leaders—Christian and Muslim—equip themselves to play a role in the country's anti-corruption movement.

Other countries are certainly paying attention. Casey says 17 foreign governments have already come calling to evaluate whether they should import a version of the office into their own foreign ministries.

In the end, the success of the office will be measured by its ability to "right-size religion"—to give it the appropriate importance and role in U.S. foreign policy. "We don't try to puff up religion," Casey says. "If it doesn't belong there, we tell them." << RDO

STUDENT

In a Different Place

AMANDLA OOKO-OMBAKA MPA/ID/MBA 2016 (center) has spent more than a decade studying and working outside her native Kenya. A Dubin and George Fellow with the Center for Public Leadership, Ooko-Ombaka will soon return to her homeland, where she plans to work as a management consultant in development and emerging markets. In the next decade, she says, if she still believes it's the best way to contribute, she will run for president of Kenya. In the meantime, she wants to do all she can to help bring sustainable growth to Kenya and the continent of Africa.



TOM FITZSIMMONS

“ I have a public-sector heart and a private-sector mind. I have an intense desire to work with—not across—both sectors.



Ooko-Ombaka and Felipe Calderon MC/MPA 2000, former president of Mexico, onstage at Ideasphere in 2014

1 2 3

What is the most important lesson you've learned during your time here?

I CAME IN WITH this bifurcated understanding of the two sectors: The public sector does its thing by taking care of social welfare; the private sector is supposed to generate capital and profit and make things run efficiently. I'm leaving in a much different place. We need people in government who think commercially, and we need more private-sector players who are thinking about social welfare. I'm really glad I was able to bring those areas closer together in my mind, because I want to spend my career working between the two sectors.

What do you consider as success?

I AM HAPPIEST when I'm working with groups of people to achieve goals that they didn't think were possible. At McKinsey, I worked on a project in Nairobi to improve performance at a partially state-owned bank that had lost some prestige. The clients wanted to get back to a top-five market position, but they couldn't figure out how to do it. After six months of difficult teamwork, they were able to see a way. We were still really far away from that goal, but the mind-set had shifted. That's kind of what I want to be doing with my life: inspiring and motivating people to get the best out of themselves.

What is your favorite possession?

I HAVE TWO PHOTO FRAMES. Every two or three years I'll replace the photos in them with newer ones. It's really nice to reflect this way, to say goodbye and archive older memories that I've appreciated fully to create space for new ones. I put the old pictures into shoe boxes, and I've accumulated several over the past decade. I now need to figure out how to get them all home. << SA

MARTHA STEWART

CAMPUS

Back to his Roots—Ellwood at Wiener

ONE OF THE NATION'S LEADING scholars on poverty and welfare, former Kennedy School Dean DAVID T. ELLWOOD, the Scott M. Black Professor of Political Economy, is the new director of the school's Malcolm Wiener Center for Social Policy. He succeeds Bruce Western, the Guggenheim Professor of Criminal Justice Policy, who has served as director of the center since 2011. As assistant secretary for planning and evaluation at the U.S. Department of Health and Human Services in the 1990s, Ellwood helped craft the Clinton administration's social policy agenda. As dean of the Kennedy School from 2004 to 2015, he oversaw a doubling of student financial aid, instituted new joint-degree programs, and launched a major campus transformation. Praising the appointment, Harvard President Drew Faust said she believed that Ellwood's leadership would help position the Wiener Center at the core of the University's research on poverty, inequality, and social justice.



KENT DAYTON

CAMPUS

Media Savvy—Shorenstein Head

THE INTERNET STRATEGIST NICCO MELE, widely regarded as a major figure in transforming how political campaigns are waged, is the new director of the Shorenstein Center on Media, Politics and Public Policy. He succeeds Thomas Patterson, who has been serving as interim director since July 1, 2015, and Alex Jones, who was the director from 2000 to 2015. Prior to his appointment in July, Mele was the Wallis Annenberg Chair in Journalism at the University of Southern California and had served as senior vice president and deputy publisher of the *Los Angeles Times*.



JOSHUA WACHS

RESEARCH

Documented Labor



ACCORDING TO THE DEPARTMENT OF HOMELAND SECURITY, more than 11 million undocumented immigrants currently reside in the United States. Very little is known about where and how much they work. A recent study conducted by GEORGE BORJAS, the Robert W. Scrivner Professor of Economics and Social Policy, made some important and surprising discoveries. Here Borjas talks to *HKS Magazine* about what he found.

What made you decide to take on this study?

We have all these debates about granting amnesty or changing the status of 11 million people. We're talking about a big policy shift without any sense of what's going to happen as a result. My interest was just to try to provide a little more information about how to think about this long-term. You often hear that illegal immigrants or undocumented immigrants come to the United States to work. I wanted to see if that was true.

And what did you find?

I found that undocumented men work at much higher rates than legal immigrants and native workers, and if you look at it over time, you see the gap is growing very, very rapidly. Ten to 15 years ago the gap in employment between undocumented and native workers was there, but it wasn't so large. Now it's there and it's very, very large. Additionally, when you see a wage change, undocumented people keep working no matter what—whether the wage is lower or higher. That's not true for natives.

What was your most striking discovery?

When I looked to see what happens when wages change was really remarkable. Undocumented immigrants basically work more or less full-time, and that's that. The study found a really strong permanence to their work status. It isn't affected very much by the wage going up or down.

What has been the reaction to the findings?

The reaction to the paper surprised me. What's surprising is the diversity of ideological perspectives taking on this paper and interpreting it in their own way. Some people say this shows that undocumented immigrants are hard workers; other people say they work so hard that it affects other people who want to work. My paper says nothing whatsoever about that. It just says that undocumented persons work, and they work a lot, and they're not responsive to wage changes. I have not gotten involved in any of these ideology-driven discussions. Let them say whatever they want to say. << SA

MARTHA STEWART



EVENTS

Spotlight on Reporting

FORMER *BOSTON GLOBE* editor and executive editor of the *Washington Post* **MARTY BARON** (above right) discussed the *Globe's* investigative work in exposing the clergy sex abuse scandal and the movie *Spotlight*, about those efforts. Baron said he hoped the movie would help people understand the importance of investigative journalism. He also spoke to the changes in how news is delivered in the digital age, noting that adapting to the web isn't necessarily a negative. "We live in a time where people set up false choices," he said. The change calls for "a different form of journalism." The event was moderated by Tom Ashbrook (above left), a journalist and the host of the nationally syndicated *On Point* on Boston's WBUR.



RESEARCH

Top Centers

THE KENNEDY SCHOOL'S **Belfer Center for Science and International Affairs** and the **Center for International Development**



rank first and second on the list of top university think tanks in the 2015 Global Go To Think Tank Index report. The index is produced each year by the Think Tanks and Civil Societies Program at the University of Pennsylvania's Lauder Institute.

CAMPUS

Veterans

IN LATE APRIL, the Kennedy School's Center for Public Leadership hosted **Veteran's Impact Day**, a University-wide event that brought civilians and military members together on campus to participate in community service projects that included a leadership simulation course. The event, conceptualized and planned by active duty and veteran military at Harvard, included 30 active-duty members of the military and 20 current Harvard undergraduates.

TOM FITZSIMMONS

ALUMNI

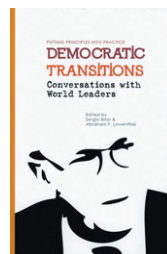
Political Science, Political Wisdom

IT'S A DIFFICULT MOMENT TO JUDGE whether there's an arc at all to the political universe, let alone which way it bends. The world instead now seems to have more the feel of a wild, overgrown grove. Open governments choke up with weeds, democratic springs wilt and die, and strongmen sometimes grow and flourish. But this is far from saying that democracy is not still the best hope. And asking how a government for the people and by the people can emerge from dictatorships and authoritarian regimes is vitally important.

ABE LOWENTHAL MPA 1964 and **SERGIO BITAR MC/MPA 1971** were invited to study this question by International IDEA, an intergovernmental organization that supports sustainable democracy worldwide. To focus on how democratic transitions can be achieved, they interviewed 13 national leaders who had played crucial roles in the successful democratic transitions including F. W. de Klerk and Thabo Mbeki of South Africa, Fernando Enrique Cardozo of Brazil, B. J. Habibie of Indonesia, and Patricio Aylwin of Chile, Felipe Gonzales of Spain, Ernesto Zedillo of Mexico, Jerry Rawlings of Ghana, and Tadeusz Mazowiecki of Poland. *Democratic Transitions: Conversations with World Leaders*, highlights important lessons that may help future generations of leaders navigate the same difficult straits.

"There's a literature on transitions from authoritarian rule to democracy, but those books are written by political scientists for other political scientists—they're not user-friendly for practitioners," says Lowenthal, professor emeritus of international relations at USC, a renowned Latin America expert and founder of Inter-American Dialogue. "What we put together is very much in the tradition of the Kennedy School. It's not just analysis for theory. We have teased out something very valuable and perhaps more rare than political science: political wisdom from people who were very successful in helping guide changes in their own countries."

Lowenthal and Bitar condensed the diverse experiences into a few broadly applicable lessons: "Democratic reformers must be ready to compromise as they prioritize incremental progress over comprehensive solutions; they must build coalitions, reach out to some within



We don't have lots of quantifiable data. But we have teased out something very valuable and perhaps more rare than political science, which is political wisdom from people who were very successful in making changes in their own countries. ABE LOWENTHAL

the regimes they seek to overthrow, and grapple with questions of justice and retribution; and they must bring the military under civilian control. And inclusive approaches to constitution-building can be more important than the actual text adopted." The interviews show in vivid detail how these challenges can be met.

The authors, long-time friends, traveled tirelessly together to conduct the interviews. They researched each transition deeply, gaining knowledge of the history, the institutions, the players. They were also able to show their subjects that they grasped the politics and the difficult reality of each situation, says Bitar. Bitar brought vast experience to the project. He was Chile's minister of mines in Salvador Allende's government in 1973, when it was overthrown by a military coup led by Augusto Pinochet, and was then a political prisoner on Dawson Island, in Chile's remote Tierra del Fuego, before being exiled in 1974. He returned to Chile and became an architect of the successful plebiscite to oust Pinochet in 1988, and served in cabinet roles and in the Senate following Chile's democratic transition in 1989.

Passing on the lessons was an important motivation for the leaders, Bitar believes. "They wanted not just to justify themselves in the face of history," he says, "but perhaps to help future leaders." << RDO

CAMPUS

Gratitude

ARMENIAN PRESIDENT Serzh Sargsyan presented the Medal of Gratitude to Lt. Gen (ret.) **TAD OELSTROM**, director of the Kennedy School's National Security Program, for his expertise and guidance in helping Armenia establish its National Defense Research University, an intellectual center promoting regional stability and security. Oelstrom received the award along with James Keagle, a professor at the U.S. National Defense University.



Oelstrom, third from left

TEACHING

Superior Civilian

"IT NEVER OCCURRED TO ME that one of the forms of recognition for our work here would be having a medal pinned onto my chest in front of a roomful of generals," says **DUTCH LEONARD**, who along with fellow faculty member

ARN HOWITT has taught an executive education program for the National Guard and Coast Guard for the past five years. In April the two men were awarded the Department of the Army Superior Civilian Service Medal. Medals and certificates of appreciation were also awarded to 10 other members of the HKS team.



values investor

Cheryl Dorsey MPP 1992 took time to find her path to social entrepreneurship. Now she's clearing a path for others.

BY MICHAEL BLANDING | PHOTOS BY IOULEX

AS SOMEONE who spends her life helping others follow their passions, Cheryl Dorsey MPP 1992 took time to believe in her own. She was studying to be a doctor at Harvard Medical School—while also pursuing a master's in public policy at the Kennedy School—when the head of obstetric anesthesia at HMS, Nancy Oriol, contacted her about an article she'd written about the high infant-mortality rate among black families in Boston. A recent *Boston Globe* series had found that black babies in Boston were dying at three times the rate of white.

“It was happening in the shadow of the world's greatest medical institutions,” says Dorsey. “That seemed really horrific.” Together, Oriol and Dorsey conceived of the Family Van, a mobile health clinic that would drive around the city's disadvantaged neighborhoods dispensing low-cost prenatal care. There was only one problem: Neither woman had ever started an organization before. At that time, the idea of social entrepreneurship—melding business, nonprofit, and government resources to create a start-up to tackle a pressing social concern—barely existed.

Walking through Littauer Hall one day, Dorsey spied a flyer for Echoing Green, a new kind of nonprofit offering funding and advice to would-be social entrepreneurs. She applied and received a fellowship to make the Family Van a reality. “Becoming an Echoing Green fellow completely transformed my life,” she says—and not only because it eventually made her abandon her plans to become a doctor in favor of addressing health inequities on a larger scale. A decade later, Dorsey became president of Echoing Green. Now she helps dozens of fellows every year achieve their own visions of changing the world.

From its headquarters in New York, Echoing Green invests millions in new ventures; it has funded some 700 social entrepreneurs to the tune of \$40 million since its founding. Fellows have included the founders of Teach for America, City Year, One Acre Fund, sks Microfinance, and Michelle Obama, before she became First Lady. “To become an Echoing Green fellow for someone at the Kennedy School is like becoming a Supreme Court clerk for someone from the Law School,” says Dick Cavanaugh, a former HKS executive dean, who now teaches a class in social entrepreneurship. “It’s a big deal.”

Dorsey, who is also a director on the Harvard Board of Overseers and a member of the Kennedy School’s Visiting Committee, attributes her success to a singular ability to move between the street and the boardroom. “My business card will tell you I am president of an organization, but what I am really good at is being a cultural translator,” she says. It’s a skill she’s had at least since her days as an HKS student. “I was spending my mornings working in the hallowed halls of one of the greatest institutions of higher learning in the world, and then spending my afternoons walking across the subway tracks to a different world. My job was to make the distance a little less between those two worlds.” It’s a job she’s still doing today.

DORSEY GREW UP in an upwardly mobile African-American family in a Jewish neighborhood of Baltimore, and learned the art of crossing the tracks early. “I would be learning to play Bach and Vivaldi in my high school orchestra, and then running home to listen to the Sugar Hill Gang,” she says. Her parents, both public school teachers, were the first members of their families to go to college and held up education as the key to breaking down societal obstacles. “I was exposed to the idea that there were barriers, but that there were tools that people of color could use to overcome those barriers—education being the most important tool in the tool kit,” Dorsey says. She took the lessons to heart, winning admission to Harvard College, after which it was expected she would become a doctor or a lawyer.

Dorsey had different ideas. She spent hours in the stacks at Widener Library, enjoying the challenge of researching complex historical issues, and thought she might go for a PhD in the history of science. “That didn’t go over well at the dinner table,” she deadpans. “It’s hard to tell your family, when all the hopes and dreams are pinned on you, that you are taking such a left turn from what they thought you’d been preparing

for.” After graduating in 1985, she deferred her application to medical school and spent two years as a research assistant to the Committee on the Status of Black Americans, a project of the National Research Council in the run-up to the 1988 presidential election. “To be able to study and think critically about structural barriers for people of color was eye-opening,” she says. “It made me realize I was more suited to a career looking at structural inequities.”

Eventually time ran out on her deferral, however, and Dorsey returned to the path her family had set. As a compromise with herself, she applied for a master’s at the Kennedy School to supplement her medical training. “I always had a calling to do something more than one-on-one patient care,” she says. “I showed up at the Kennedy School, and it totally blew my mind. To be able to sit in a classroom next to an environmental activist or a politician from Israel or a public interest lawyer—a host of interesting people who cared about policy—it was just amazing.”

That was when Oriol contacted her about the article she had written for *Harvard Medicine Magazine*, and proposed that they join forces to work on what would become the Family Van. To drum up support, Oriol and Dorsey talked to people everywhere they could—from neighborhood churches and barbershops to black-tie fundraisers downtown. “All of them thought it was a completely crazy idea,” says Oriol, who is now dean for students at HMS and one of Dorsey’s closest friends. “Very few people thought we could pull it off.”

For even getting to the point where the van itself became a reality, Oriol credits Dorsey’s organizational skills. “She is a very thoughtful, smart, logical thinker—and I am the opposite of most of those,” says Oriol. “I would have these great visions, and she would say, Here’s the path that ought to get us there.” Every time they talked to someone new, says Oriol, Dorsey not only would send a follow-up and a thank-you, but would continue to scan the news for any mention of the person and send an acknowledgment, along with a soft sell. “She would reach out and say, I see you did X—that’s right in line with what we are trying to do.” After two years, they had raised enough money to buy a van and hire a person to staff it, but that was it.

The fellowship from Echoing Green not only provided funding to make the project more sustainable, but also crucial assistance in refining the idea, starting with the application process. “They were throwing ideas at us so fast and challenging and pushing us; we were doing double-time just to keep up with them,” says Oriol.

Originally, the idea was to offer services directly from the van, but community members balked, saying that was unfair when their neighbors had access to world-class healthcare. So Dorsey and Oriol retooled their model to offer education and referrals to medical services rather than provide the services themselves. “Recognizing that the community leaders were our leaders and our guides was incredibly important,” says Oriol. From the beginning, too, many more men than women came to use their services; rather than turn the men away, they broadened their mission to include all types of health testing and referrals.

Now, 25 years later, the Family Van is the leader among some 2,000 mobile health clinics around the country. An analysis



If you pick the right talent, back the leader, and then get out of their way...that’s how you change the world.

Cheryl Dorsey in the Echoing Green offices in New York

Oriol did in 2008 found that for every dollar invested in mobile health clinics, \$36 are saved in prevented emergency room visits and other forms of urgent care. Another analysis, in 2013, found that patients of the van reduced their blood pressure over time, leading to a more than 30 percent reduction in risk for heart attack or stroke. “That’s not happening at doctor’s offices around the country,” says Oriol. “We are helping people take care of themselves, manage themselves better.”

DESPITE HER SUCCESS as a social entrepreneur, Dorsey didn’t change tack overnight. She still felt she owed it to her family to become a doctor. She was a resident at the Children’s National Medical Center in Washington, DC, for three years. As she watched children keep coming in for the same problems, she became increasingly frustrated with her inability to help them. “Clinical medicine wasn’t my passion,” she says. “I couldn’t imagine doing it every day. For me my purpose was to make the world more equitable. It’s hard to say that being in the ER at 2 in the morning treating a girl for an asthma attack and sending her back to her neighborhood did that.”

Finally, Dorsey made the difficult choice to leave medicine

and face the disappointment of her family. “One aunt at the dinner table called me the village idiot—she said we invested all of this into having a doctor in the family, and now I wasn’t even a doctor,” she sighs. “I was raised Catholic and grew up in a Jewish neighborhood of Baltimore County, so I had a combination of Jewish and Catholic guilt.”

Her family was consoled, at least, when she was appointed a White House Fellow the next year. Positions followed with the Department of Labor, working on implementing family-friendly workplace policies, and with the social entrepreneurial firm Dayna International implementing public health initiatives. As Dorsey began racking up awards and speaking engagements, her one-time backer, Echoing Green, reached out to her to join its board in 1998. By that time, the organization was in trouble. After losing its longtime chairman a few years before, staff and funding had dwindled to the point where the organization was sponsoring only five fellows a year. When one of its two main funders pulled out in 2001, Echoing Green asked Dorsey to see if it even made sense to keep it going. As a consultant, Dorsey meticulously analyzed the organization and its impact, and concluded that it was just too valuable to let die. Echoing Green’s board was so impressed with her report that it asked her to become the president.

Dorsey set to work, immediately raising the number of fellows to 19 and hiring a sophisticated new fundraising team to pay for them. “Cheryl really brought it back to life,” says Sara Horowitz MC/MPA 1995, an Echoing Green fellow who founded the Freelancers Union, which supports and advocates for independent workers. “She made the organization grow up by really building the guts an institution has to have. We are lucky to have someone with a big heart and big sense of moral imperative, but who also gets the bottom-line and gets the strategy.”

Dorsey took Echoing Green in new directions, expanding its lending to international organizations and for the first time creating focused awards in particular program areas, including young black men and climate change. As a leader, however, she has been hands-off when it comes to the development of the fellows, giving them advice and access without telling them how to develop their organizations. “Funders sometimes prevent more change taking place than they create, because they have preconceived notions about how change can happen,” she says. “If you pick the right talent, back the leader, and then get out of their way to see their vision through, that’s how you change the world.”

Dorsey brings the same philosophy to her role on the Kennedy School Visiting Committee, where she sees

herself as an advocate for students rather than a consultant on fundraising or academics. Perhaps learning from her own experience fighting a career path promoted by her family, she has worked to make sure the school doesn’t follow a cookie-cutter approach when it comes to career guidance. “We have traditional ways of thinking about career opportunities—you are going to be a doctor or a teacher or an engineer,” she says. “But it’s your job when you have academic freedom and a surfeit of time and exposure to great ideas to figure out what you are better at than anyone else. And only you can figure that out.”

Each year, Dorsey comes to campus to lecture as a guest speaker in Cavanaugh’s social entrepreneurship class, inspiring students with her unique combination of big-hearted vision and nuts-and-bolts practicality. “Over half the people in my class become entrepreneurs, and I think Cheryl’s inspiration is a big part of that,” says Cavanaugh. “Her message is you can change the world, and you can change the world on your terms—but you have to have a vision.”

Some of those students become Echoing Green fellows themselves. Rohit Malhotra MPP 2013 was a teaching assistant in Cavanaugh’s class, working on a thesis on civic innovation in his hometown of Atlanta, when Dorsey came to speak. He credits her (along with Cavanaugh and Sonal Shah, now head of the Beeck Center for Social Impact and Innovation at Georgetown University) with giving him the courage to implement his ideas after graduation.



HKS ECHOING GREEN FELLOWS



To become an Echoing Green fellow for someone at the Kennedy School is like becoming a Supreme Court clerk for someone from the Law School.

Cheryl Dorsey with Leah Stern, Echoing Green’s deputy director of fellowship programs.

“She gives you a sense you are doing the right thing,” he says. “She reminds you why you went down that path in the first place. When you hear someone who says, ‘I was crazy enough to act on that hunch as well,’ it gives you the inspiration to do that.” After graduation, Malhotra returned to Atlanta planning to create the Center for Civic Innovation, to research innovative ways the city could be improved. He found a huge network of grassroots activists already doing the needed work on food access, education, income inequality, and other issues. “I fell back in love with my hometown,” he says.

Malhotra’s organization created a unique government entrepreneurial incubator called Civic Labs to connect activists, funders, and public officials and implement and test their ideas in the real world. One of its first actions was to apply for an Echoing Green fellowship. “The application itself was like doing a strategic plan,” he says. “You realize all of the things you aren’t able to fill out and start asking some big existential questions.” When the group found out it had been selected, it was at the end of a long, grueling day. “It was 9 o’clock at night when we got the call, and we all cried,” Malhotra says. “We were all standing in a circle, just jumping up and down. We didn’t even think of the money piece of it—it was the validation, having someone say that what you are doing is crazy enough it just might work.”

Since becoming a fellow, Malhotra says, the biggest benefit has been the connection to a wide network of current and past

entrepreneurs to both inspire him and help implement his vision. “Those conversations you have at three or four in the morning at the hotel bar—that doesn’t happen by accident; that happens through a very specific design.” Dorsey herself, he says, is the biggest cheerleader, taking an interest in the fellows individually. “Her ability to call up the details not only about your application, but about who you are and what you believe in, is incredible,” he says. At the same time, her demeanor never changes, whether she is talking with a group of activists or making introductions at a dinner with funders. “One second you can be talking about social impact bonds, and the next second you are talking about Drake,” says Malhotra. “But that is who she is. She is very comfortable with who she is, and that’s a very contagious feeling. It makes you comfortable to be around her.”

That ability to move between worlds while staying authentic—to be a “cultural translator,” as Dorsey puts it—is the unique skill that has allowed her to put her passion for changing the world into place. “It’s the skill to be able to move and live and talk and understand and love at all levels at all times without preconceived notions,” says Oriol. “It’s the ability to relate to any other human as a human, and not as a poor person or a rich person. That’s who she is. And that’s why she has succeeded.”

Michael Blanding is a freelance writer living in Brookline, Massachusetts.



MEASURE OF JUSTICE

A woman who lost her husband, brother, and dozens of other family members in the Srebrenica massacre prays before a memorial to the victims. Kathryn Sikkink says that increased prosecution of human rights violations, such as those committed in the Balkans conflicts has created a new norm and a sense of accountability.

In 1976, KATHRYN SIKKINK traveled from Minnesota to study as an exchange student at the University of Montevideo. She was seeking an immersion experience, not a group program with other Americans; plus, a scholarship was included. Three years earlier, Uruguay had experienced a transition from democracy to a harsh dictatorship. It was the darkest possible time to live in a country labeled the “torture chamber of Latin America.” Sikkink’s fellow students shut windows and doors before playing protest music for her at the lowest possible volume. She made friends with young people who had been imprisoned and tortured for their political beliefs.

Sikkink was 20 years old at the time. “It was a transformative experience that made me forever concerned about what you might call the human rights puzzle,” she says.

Uruguay was the human rights puzzle in a nutshell. A democratic country for much of the 20th century—until a military coup in 1973—it had enjoyed healthy social programs and a largely middle-class, well-educated population. How could it have descended into a brutal dictatorship?

Sikkink, the Ryan Family Professor of Human Rights Policy who is based at the Carr Center for Human Rights Policy, has devoted her career to addressing that question and the one that follows from it: How can human rights abuses be prevented? Over the past 40 years, she has tracked an evolving, relatively new norm she calls the “justice cascade,” which has increased accountability for human rights offenders, a recent example being the Bosnian Serb leader Radovan Karadzic. In the process, her work has contributed to growing awareness of a global reality that makes the possibility of justice a potential deterrent to future abuses.

Painstakingly recording human rights violations reveals a sobering but more hopeful picture.

BY JULIA HANNA | PHOTO BY DADO RUVIC



Truth commissions, reparations policies, prosecutions, removing complicit officials—these are all ways countries around the world are trying to create *nunca más*—never again.

Kathryn Sikkink

St. Cloud, Minnesota, might not seem like the most obvious starting place for such a far-reaching, international agenda. But Sikkink was exposed at an early age to her parents' engagement with politics and the world of ideas. Her father, a speech and communications professor at the local college, encouraged debate. "If you could make a good argument, you could sometimes get what you wanted," she recalls. "That was illuminating to me."

Sikkink majored in international relations at the University of Minnesota and after spending her junior year in Montevideo, she traveled to Tanzania to conduct field research for a senior honors thesis on the country's economic diversification efforts under the International Coffee Agreement. "At a certain point my advisor said, 'Why don't you just stay home and get your degree?' But I wanted to learn about the whole world, and I felt I needed to go to Africa because I hadn't been there yet."

Sikkink's first post-college job was a human rights internship at the Washington Office on Latin America, funded by the Ford Foundation. "My salary was \$7,000 a year," she recalls. "I thought this was a fabulous thing, and it was." Her duties included helping visitors from human rights groups navigate the policy world in Washington; at one point she accompanied and translated for Adolfo Pérez Esquivel, the Argentine human rights activist and winner of the 1980 Nobel Peace Prize, during his visit to DC. The job was interesting and exciting, but Sikkink had an important realization along the way: "I wasn't cut out to be an activist," she says. "As much as I believed in the ideas and the work, I didn't like lobbying. Instead, I always wanted to do more research."

That insight led Sikkink to the PhD program at Columbia University, where she straddled the fields of global and comparative politics, studying the impact of the United Nations Economic Commission for Latin America on policymaking in Argentina

and Brazil. Later she was asked to contribute her expertise on human rights questions in Latin America to a volume on international politics and two-level game theory co-edited by Harvard's Robert Putnam. "I had been working on the connections between international institutions and domestic politics, so it was fantastic to link that with my longtime interest in human rights," she recalls. "Everything gelled. I never looked back."

Before joining the faculty of the University of Minnesota, in 1988, Sikkink conducted fieldwork in Brazil and Argentina. Sitting in on the "Trial of the Juntas" in Buenos Aires in 1985, she witnessed one of the first human rights prosecutions since the Nuremberg Trials and the first such procedure in Latin America by a democratic government against a former dictatorship of the same country. It was the beginning of a shift toward accountability that Sikkink would be among the first to notice, document, and measure, clearing the path for future prosecutions.

KENT DAYTON

Given the history of abuses and genocide in the past 50 years alone, human rights would appear to be a grim field of study. Yet in her most recent book, *The Justice Cascade* (2011), Sikkink presents a research finding that might seem counterintuitive, the gist of which is: The world is not going to hell in a handbasket. In fact, the increasing prosecution of human rights violations has created a new norm that recognizes and reinforces the idea that individuals who commit offenses such as summary execution, torture, and disappearance can be tried in a court of law. Countries where human rights violations are prosecuted, whether by domestic or international courts, see an improvement in human rights practices as measured by a composite scale derived from Amnesty International and State Department annual reports. And neighboring countries are positively influenced as well.

It's easy to forget in today's world of headline-grabbing truth commissions and high-profile international trials that awareness and accountability weren't always the norm. As Sikkink points out, relatively recent dictators such as Uganda's Idi Amin, Haiti's Jean-Claude Duvalier, and Paraguay's Alfredo Stroessner lived in exile without fear of prosecution after their regimes ended. That changed in 1998, when Chile's General Augusto Pinochet was arrested in London under a Spanish extradition request for his role in torturing and killing political opponents during his 17-year rule. Pinochet's arrest marked a turning point. It was one of the first times a country claimed jurisdiction over a non-native. Suddenly, if you were a former dictator, it seemed possible that the whole world really was watching.

"Some people think I'm optimistic about the future of human rights because I've done so much work in Latin America," Sikkink says, noting that the region was in the vanguard of prosecution for human rights violations. More recently, however, African and Asian countries are seeing a gradual increase in prosecutions. (The Middle East still lags, although protesters during the Arab Spring were quick to demand accountability for leaders such as Egypt's Hosni Mubarak.)

Data backs this optimism. Sitting at

her computer, Sikkink scrolls through screen after screen of accumulated data on justice mechanisms used by countries around the world that she and others have gathered for the Transitional Justice Research Collaborative, with the support of the National Science Foundation. "The human rights puzzle is amenable to research," she says, stopping periodically to click on and expand the details of a particular case. Optimistic realism—backed by data analysis and years of field interviews with victims, government officials, and human rights workers—probably best describes her outlook. "Truth commissions, reparations policies, prosecutions, removing complicit officials—these are all ways countries around the world are trying to create *nunca más*—never again."

In her next book, to be published by Princeton University Press, Sikkink will let the numbers speak once again to take on the darker viewpoint of those who would argue that human rights are in decline. International institutions are ineffective in a multipolar world, they contend—even the United States has used torture to interrogate terrorism suspects.

It's not that she believes justice is being done everywhere in the world, Sikkink emphasizes, although her use of the word "cascade" is sometimes interpreted that way. A chapter in *The Justice Cascade* addresses human rights abuses by the U.S. government after 9/11 and the legal workarounds implemented by the Bush administration to avoid prosecution. And an ongoing project at the Carr Center is reframing the frequently politicized debate on torture as a terrorism deterrent by analyzing the long-term consequences of that policy on terrorist recruitment and U.S. alliances.

These efforts at objective measurement keep the focus on policy and results, a key factor for sustaining hope in the ultimate source of human rights progress: people. But that can be complicated. Take what Sikkink refers to as the "information paradox." Activists create awareness of what human rights violations look like, leading to more reporting by victims. That's the whole point, of course—but on paper, the uptick looks like a step back, making it seem as if things are actually getting worse.

"Do we believe there is more rape in wartime than ever before?" Sikkink asks. "Actually, no—the human rights movement has created an awareness of something that was previously underreported." Those statistics can muddy the waters for effective policy creation, however, and discourage workers who already field multiple accounts of abuse on a daily basis. "It's important to remind people in the human rights movement that they helped create the very data being used to evaluate their effectiveness," she adds. "They've named things that were not considered crimes before."

The decades Sikkink has spent in the field of human rights provide that kind of perspective. During her time at the University of Minnesota, she raised two sons with her husband, Douglas Johnson, former executive director of the Center for Victims of Torture. Johnson, now director of the Carr Center, arrived at the Kennedy School in the fall of 2013; Sikkink followed in early 2014 with a joint appointment as Carol K. Pforzheimer Professor at the Radcliffe Institute. The couple has team-taught Theory and Practice of Human Rights; Sikkink has also led a January-term offering with Luis Morena Ocampo, former prosecutor of the International Criminal Court.

Even so, the human rights puzzle that so engaged Sikkink at the beginning of her career has yet to be solved. There is no definitive answer, for example, to how Uruguay could move from a progressive society to a dictatorship to one of the most liberal governments in Latin America over just a few decades, although certain elements have been isolated as contributing factors. As a 20-year-old, Sikkink interviewed staff members at Uruguay's U.S. embassy and found only one person who thought human rights had a role to play in policy. Today, things are different. "We've gone from a point where human rights wasn't really part of our strategy to asking ourselves if we're doing enough in Syria," she comments. "That is a complete shift." Sikkink has witnessed—and contributed to—enough change to understand the significance of that transformation.

Julia Hanna is a freelance writer living in Acton, Massachusetts.

VIRTUAL ARSENAL

In the fast-moving world of cyber, will policy be able to keep up?

BY
PAUL
ROBERTS

IN THE EVENING OF DECEMBER 23, 2015, the lights went out in parts of Ukraine, plunging more than 225,000 households into darkness. In itself, a blackout in that part of the world might not have attracted much notice. What was unusual: Word came from Kyivoblenergo, a local utility in Ukraine's Ivano-Frankivsk region, that the outage was due to an illegal entry into its information technology systems. In short, hackers turned out the lights, using their access to the utility's computer systems to disconnect about 60 substations from the grid.

What followed that startling announcement was a whirlwind of reports, clarifications, ersatz analysis, and hand-wringing that has become familiar. Analysis by the private security software firm ESET, headquartered in Bratislava, Slovakia, connected the attack on the Ukrainian utilities to malicious software with names like Black Energy and KillDisk. ESET claimed they were discovered on systems operated by the utilities and that the same tools had been used in attacks on media outlets during the contentious 2015 Ukrainian local elections.

Months later, the finger of blame points toward Moscow. But questions linger: Was the blackout the work of hackers? If so, who were they? Where were they trained? What were their motives? If an attack took place, was it a stand-alone operation or part of a larger effort to destabilize the fragile Ukrainian government? What foreign and domestic policy response—if any—should Ukraine and its allies, including the United States and the EU, mount?

Those are some of the thorny questions and controversies that faculty members and students at the Kennedy School's new Cyber Security Project, part of the Belfer Center for Science and



International Affairs, are delving deep into—involving issues such as information security, conflict in cyberspace, information warfare, and the prevention of cyber attacks by terrorists. It is all part of a broad new initiative to study and define what one faculty member calls “the big policy questions of the next 40 years.” (See the sidebar “Digital HKS” for more on this.)

Funded by a \$15 million gift announced in January, from Robert and Renée Belfer and their son Laurence, the Cyber Security Project is bringing some of the world's top minds in information security and policy to Cambridge. (This gift supports a priority area of the Campaign for Harvard Kennedy School.) The goal: creating a “conceptual arsenal” with which strategists and policy makers can confront the growing challenge posed by the potential for conflict in cyberspace.

Within defense and policy circles, the timing is propitious for the launch of the new program, says Michael Sulmeyer, the director of the Cyber Security Project.

“We have this new manmade domain of potential conflict,” Sulmeyer says. “We have to marry knowledge of information security and security studies.” The project aims to provide students with the problem solving skills they will need to resolve issues they are likely to confront early and often in their jobs in government, where Kennedy School graduates may find themselves helping to shape fast-evolving cyber policies.

Evidence of that need is everywhere, from the Ukraine grid attack to incidents of cyber compromise and probing of U.S. critical infrastructure to the heated legal dispute between the FBI and Apple Computer over access to the data on an iPhone

used by one of the individuals responsible for the December 2015 terrorist attack in San Bernardino, California.

“Hacking used to be what pimply kids did in their basement,” says Jim Waldo, a professor of the practice of computer science at Harvard and a faculty affiliate at the Belfer Center. “Now it’s what governments and militaries do in well-appointed conference rooms.” Still, the international implications of cyber are only now becoming apparent to policymakers.

The center has long drawn experts in cyber security and policy to Cambridge, such as Daniel Schrag, director of the Belfer Center’s Science, Technology and Public Policy program and a professor of environmental science and engineering at Harvard. “There are huge benefits to connecting, but our understanding about how to be secure has lagged,” says Schrag. “We need to understand how technology is evolving in the way that we use it.”

Edward Snowden’s disclosure of classified information about CIA and NSA spying, destructive cyber attacks like those against Saudi Aramco and Rasgas in 2012, and the theft of millions of records from the U.S. Office of Personnel Management have broadened the discussion to encompass everything from economics to civil liberties and international relations.

The dispute that erupted between the FBI and Apple is a great example of that, says Doug Elmendorf, dean of the Kennedy School. “Devising the best technologies and policies to protect us is very challenging. There may be significant trade-offs between the ability of our government to ensure security and maintaining our privacy.”

That’s just the kind of thicket that the Kennedy School will be preparing future policymakers and leaders to throw themselves into. “I think that hard thinking by smart people will help us find a better path,” Elmendorf says.

Long secretive about their offensive cyber operations, the military and even the intelligence community have begun to talk more openly about cyber as a new domain in which nations operate and about the appropriateness and effectiveness of various offensive and defensive tools. The Cyber Security Project is bringing that conversation into academia, with the goal of demystifying what happens in cyberspace.

In a seminar Sulmeyer teaches, for example, discussion may focus on what constitutes an attack. In kinetic warfare, that’s generally a short conversation, but not so in the theater of cyber conflict. “If a major bank is hit with a DDoS but there is no discernible impact, does that constitute an attack,” Sulmeyer asks, using the acronym for distributed denial of service.

» **Hacking used to be what pimply kids did in their basement. Now it’s what governments and militaries do in well-appointed conference rooms.** «

Discussions just as often spring from the headlines. The devastating 2014 hack of Sony Pictures Entertainment was the topic of one recent class discussion, with Sulmeyer and his students delving into the nuances of the incident, which has been attributed to North Korean retaliation for Sony’s planned release of *The Interview*, a movie that parodied North Korean leader Kim Jong-Un.

“We try to talk more factually about what is going on—to be more descriptive and get to ground truth about what we do and don’t know actually happened before we characterize something as an attack,” he says.

A former senior policy advisor to the deputy assistant secretary of defense for cyber policy and director of the office’s Plans and Operations Group, Sulmeyer worked closely with the Joint Staff and Cyber Command to develop policies to counter malicious cyber activity against the Department of Defense and U.S. interests.

Information security has not been part of the traditional public policy curriculum, but it desperately needs to be. “We’re in the process of building a 21st century conceptual arsenal for cyber operations,” Sulmeyer says.

Conflicts in cyberspace present a unique challenge for students and scholars of government alike, because they can blur the lines between individuals, groups, states and non-state actors, notes Waldo. “There is a continuum from individual actors to criminals to political organizations (like Anonymous) to state-sponsored or state-based actors,” he says. “Further, there is no clear notion of jurisdiction in cyberspace. Notions of borders don’t really make sense.”

“You have to be able to think critically about what you’re reading and what someone is telling you,” Waldo says. “You have to ask the right questions, not just nod.”

Sulmeyer says that security industry luminaries such as Bruce Schneier, an author and authority on cryptography and privacy, will be speaking at the Belfer Center. In addition, students and fellows will have access to outside experts such as Katie Moussouris, an affiliate of the Cyber Security Project, who pioneered the so-called bug bounty programs that help companies improve their cyber security.

Vivek Mohan, a research fellow in the Science, Technology and Public Policy Program from 2011 to 2013 and now an associate in the Privacy, Data Security and Information Law practice group at Sidley Austin LLP in Washington, DC, says there is urgent need for attorneys and policymakers who understand and are conversant in matters—such as encryption—that have historically been the domain of technologists.



Michael Sulmeyer, former Pentagon cyber security expert and director of the Belfer Center’s newly created Cyber Security Project

He’s anxious to see the Cyber Security Project become a nationally recognized center for academic thought leadership while also mentoring students toward careers in a field that is desperately in need of talent.

As for answers to some of the tough policy questions? Experts at the Belfer Center advise patience. “The situation is much more like that in the Age of Discovery, when there were pirates, privateers, and nations all trying to figure out what the law of the sea would be,” Waldo observes. “That took a couple of hundred years to figure out. I hope cyber doesn’t take that long.”

Paul Roberts is the editor in chief of *The Security Ledger* and a contributing writer at *The Christian Science Monitor*.

THE BELFER CENTER’S new Cyber Security Project is part of a multi-front effort by the Kennedy School to address the challenges and opportunities of governing in a digital age.

The effort, dubbed “Digital HKS,” delves deep into the way that digital technology such as cloud computing, mobility, and “big data” analysis can change the way government service

DIGITAL HKS

happens, says DANIEL SCHRAG, the director of the Belfer Center’s Science, Technology and Public Policy program.

Digital HKS stretches beyond information security to encompass digital government and digital politics and advocacy.

“Cyber security isn’t an island; it has to be integrated into our understanding of the way that technology is used in public service,” Schrag says.

Information technology and policymaking have historically been at arm’s length from each other, experts agree. But that distance no longer makes sense. Future governments will rely ever more on technology to provide services to citizens efficiently. That means political leaders and government officials will have to be comfortable operating in both domains if they hope to understand how technology influences and interacts with policymaking.

“I saw very clearly from my time in government that we need smart, committed, and well-trained public servants,” says Doug Elmendorf, dean of the Kennedy School of Government and the Don K. Price Professor of Public Policy.

Elmendorf spent six years as the head of the Congressional Budget Office. He says he saw first-hand the need for a new generation of government workers who are fluent in matters relating to technology. “We need more people at the school who are well trained at technology and we need to interact with experts outside the school who are well trained in technology,” he says.

To achieve this, the Kennedy School is casting a wide net. The school is not only drawing people from the Belfer Center—as well as from the Shorenstein Center on Media, Politics and Public Policy and the Ash Center for Democratic Governance and Innovation—but from other parts of Harvard, including the Law School and the School of Engineering and Applied Sciences. “The Kennedy School is also building bridges with other universities, the government, and the private sector,” Elmendorf says.

“There’s a revolution going on in digital technology that will transform the work of the government. Many governments are far behind in what they do, but everywhere we look there are opportunities.”



HKSEE BY THE NUMBERS
 45,189
 PARTICIPANTS IN
 40 YEARS



AT 40, EXECUTIVE EDUCATION
 TEACHES LEADERS AND LEARNS
 A GREAT DEAL IN THE PROCESS.



IMMEDIATE IMPACT

BY ROBERT O'NEILL

SITTING AT ONE OF THE LONG TERRACED TABLES in the Wiener Auditorium, Solomon Obange HKSEE 2014, 2016 is among the 80 students attending a morning session of the Senior Executive Fellows program. Obange, a former Kenyan army officer, is now the man responsible for the security of his country's parliament.

In 2014, Obange attended the Senior Executives in National and International Security program. His classmates in that program included a U.S. general, Japan's air force chief, the chief of defense staff for Jamaica, and an admiral from Nigeria. Now, as he looks to tackle the issues facing parliament, including terrorism and cyber threats, he is back at Harvard Kennedy School. "I managed to develop the security policy for parliament that's in place right now, and I'm currently working on putting together a new one," Obange says. "So it really was important for me to come here to be able to find the best experts. I was looking for a wider perspective, a global perspective."

The Senior Executive Fellows program brings high-ranking participants to the school three times a year for an intense four-week course. Like the 60-plus other executive education programs the school offers each year, it provides a chance for HKS faculty to sharpen their ideas and teaching through contact with the real-world challenges faced by public leaders from around the globe while injecting those ideas into the policy bloodstream via the participants.

Today, as Harvard Kennedy School marks its 80th anniversary and 40 years of delivering executive education, these programs have become deeply ingrained in the fabric of the school. And with the program set to expand to 4,000 participants by 2020, the value of that symbiotic relationship will grow.



IN THE MOST RECENT YEAR:
 3,253
 PARTICIPANTS
 FROM
 152 COUNTRIES



PHOTOS BY MARTHA STEWART | KENT DAYTON



Public Policy Lecturer Peter Zimmerman MPP 1977, who served as the founding dean of Executive Education from 1977 to 2005, says the idea of bringing together the best scholars and the best public servants was a premise of Harvard Kennedy School from its earliest days in the 1930s, when it was known as the Graduate School of Public Administration. And three centuries earlier, public service had essentially been written into Harvard's charter.

But it wasn't until 1976 that the school first thought of doing for public officials what Harvard Business School had been doing for business executives: bringing them in for short, intense courses to refresh and expand their skills. The school would provide practitioners with the theoretical underpinnings for new and better techniques of governance and leadership—a perfect expression of its mission. What the faculty quickly realized was that the benefits of executive education flowed in unexpected ways.

"We imagined that academics would develop good ideas, turn them into curriculum in degree programs, and then teach those ideas to experienced practitioners in executive education," says Mark Moore, Hauser Professor of Nonprofit Organizations and a pioneer in Harvard Kennedy School's Executive Education program. "What we learned instead—particularly when we were thinking about ideas, curriculum, and pedagogy that mattered for the development of public managers and leaders—is that it was engagement with practitioners and the situations they actually faced that built the ideas and pedagogy, and that these ideas began influencing our degree programs."

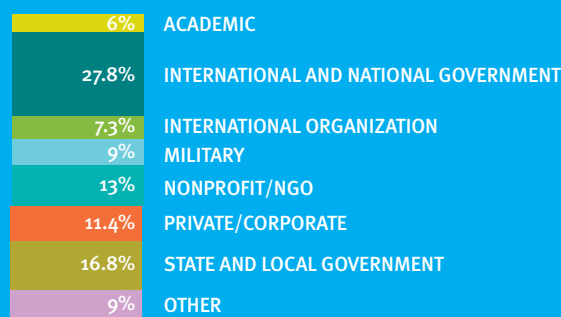
Hannah Riley Bowles, senior lecturer in public policy and faculty chair of the Executive Education program Women and Power, agrees that degree-program courses benefit from the investment the school has made in executive education. "The need to make what we do professionally relevant and useful is just demanded by the executive education participants," she says, "and I think in a lot of ways that is raising the bar for how we teach in degree programs in terms of relevance and professional applicability."

The teaching is very different, Bowles acknowledges. Executive education participants typically have such deep experience with the subject matter being discussed that they need a very different approach. "Some educators say that teaching younger people is about helping them learn about the world—about making the unfamiliar familiar," Bowles says. "With more-seasoned professionals, you're trying to make the familiar unfamiliar. You're trying to expose them to new lenses that help them see the current challenges that they're facing in a new light."

The programs also provide faculty with another, often more direct avenue to see their ideas implemented. "The gestation time for an MPP student to apply an idea in the field may be long," says Akash Deep, senior lecturer in public policy and faculty



PARTICIPANTS BY SECTOR



WITH MORE SEASONED PROFESSIONALS, YOU'RE TRYING TO MAKE THE FAMILIAR UNFAMILIAR. YOU'RE TRYING TO EXPOSE THEM TO NEW LENSES. HANNAH RILEY BOWLES

chair for the Infrastructure in a Market Economy program. "With executive education students, on Friday they're here learning, on Monday they're back at their important jobs implementing the ideas they learned here. We have a more immediate impact on the world through executive education than almost anything else we do."

Bringing leading practitioners in contact with the faculty also has invaluable impact on research. "It's a primary driver of research and case development activity," Deep says. "It has allowed me to test my ideas in the field, connect the message back to the theory, and then try to make it all fit together."

Participants say they find the short programs challenging and memorable. Being at Harvard is a huge part of the learning experience, as is the intensity of the programs. The uniqueness of the teaching is remarkable, even to participants who have deep experience with executive training.

Gabrielle Dolan HKSEE 2014, 2016, an Australian who teaches corporate leaders how to communicate better through narrative, remembers arriving for the first session of the Adaptive Leadership program. She was expecting some cursory introductions

and an overview of the program. Instead the faculty member simply asked, "Where do we begin?" and then waited silently while the new arrivals grappled with that fundamental question. Participants initially didn't know how to react, but then realized that he was throwing down the gauntlet, requiring them to find leadership resources within themselves. "I thought to myself, 'We're not in Kansas anymore, Toto,'" Dolan says. "It was the most different training environment I've ever been in."

Joe Schmitt HKSEE 2016, the director of operations at the U.S. Department of Veterans Affairs Debt Management Center, says that while Harvard's reputation is what first drew him, he needed to make sure the program worked with his schedule, aligned with his career needs, and could be leveraged quickly back in the office.

"Within 90 days of completing the course, my job is to go back and implement the concepts and techniques I learned here at Harvard," he says. Leadership lessons he drew allowed him to play a crucial role in the establishment of a new Veterans Affairs call center serving the department's 20 million customers.

Four decades in, executive education continues to evolve, says Debra Iles, senior associate dean for Executive Education. The program aims to grow to 4,000 participants a year over the next four years, from its current level of about 3,500. "The world is growing increasingly complex and global—public leaders need to be prepared to function at a high level, and we aim to bring the resources of Harvard to bear on that challenge," she says.

Over the years, the school has added open-enrollment programs on cutting-edge topics, with the latest focused on climate change, human rights, and behavioral economics, and custom programs—such as those tailored to the needs of large cohorts of civil servants from India, China, and the Middle East.

Technology brings new opportunities as well. Today, all participants receive digital materials in advance so that they can arrive on campus prepared to learn. Plumpton Professor of Political Economy Richard Zeckhauser and Kessely Hong, lecturer in public policy, recently collaborated on an online module that introduces decision theory—material that had previously taken up time in the classroom—enabling them to dive in at a deeper level. For the nonprofit sector, Harvard Kennedy School offers a handful of executive education programs online, affording participants the opportunity to attend a highly interactive and equally rigorous Harvard program without having to travel to campus. Through social media, participant alumni stay in touch with their new networks long after a program ends.

As the school's campus construction project nears completion, Executive Education will have a new state-of-the-art classroom with greater physical and technological capacity, including sophisticated translation capabilities. The school is also expanding study group space and event space.

"Last year, over 15,000 people inquired about our programs," Iles says. "Even though our application process is straightforward—in executive education, we are looking for demonstrated leadership, not academic transcripts—we still could accommodate only 54 percent of the people who applied. We are pleased that our capacity is growing, because executive education is a critical part of the HKS teaching mission. We see such impact from these programs that we want to improve access for qualified people from all over the world."

As Zimmerman puts it, "These people are today's leaders. They inspire us with their stories, and we want to inspire them to keep going. Public service is hard! We want them to leave here refreshed in their commitment to make a difference for their country or their community."

While civic leaders are sure to be confronted with new challenges over the next 40 years, HKS will remain committed to Executive Education—training the next generation of senior leaders in ways that we can barely imagine today—and learning a great deal from them in the process.

SEROP OHANIAN HKSEE 2015, 2016
Executive Director, Howard Karageusian Commemorative Corporation (HKCC)
Beirut, Lebanon



I OVERSEE A PRIMARY HEALTH CARE CENTER in Beirut, Lebanon. The course I attended last year (Performance Measurement for Effective Management of Nonprofit Organizations) completely reset how I looked at my work. When I returned to Lebanon, I gathered the HKCC leadership team and shared what I had learned about the theory of change. Together, we asked, What are we trying to achieve as a nonprofit organization, and what does the data tell us? We gathered data, analyzed the data, and then assessed its impact. Given what we found, we decided we'd be better off shifting our focus from treatment to prevention. We began to develop outreach campaigns that educated people about diseases such as diabetes—and how they could prevent them. So many people who come to our clinic who didn't know they were at risk are now benefiting from various services that can prevent these diseases. In the past three years, our clinic has also seen a substantial influx of refugees from Syria and Iraq. Lots of the children in these families need to be vaccinated against diseases that their parents were not even aware of. We are starting to develop campaigns to educate this vulnerable group.

DEBORAH HOLT-KNIGHT HKSEE 2012
Deputy Commissioner,
Adult Protective Services (APS),
New York City Human Resources
Administration
New York



ONE OF THE MAJOR MESSAGES I took away from the program Driving Government Performance is that good intentions are not enough. I learned how to look at problems and turn those problems into possibilities. I work with vulnerable populations in New York City—the elderly and the handicapped. Every day I deal with multiple challenges, and it's not enough for me to just feel sorry for people. I can't just throw up my hands. I have to come up with concrete solutions, because we're talking about lives here. Some of the key concepts from the program—communicate clearly, analyze data—are still on my desk and they still stand out for me. When I participated in the program, I was executive director of operations, and I'm now deputy commissioner of APS. I'm less in a reactive mode. I now have a team, and I can absolutely roll out some of those major concepts that I learned. I can look at our challenge and our response will be different. I didn't know what to expect when I arrived at the Kennedy School. Who would my classmates be? I met people from other branches of government and from all over the world—Belgium, Afghanistan, Singapore, South Africa—that just heightened the experience. When you hear people in government from South Africa talk about management, you realize there are more similarities than differences.


 bike

REINVENTING THE WHEEL

BY DAVID LUBEROFF MPA 1989 | PHOTOS BY JASON DECROW

Running a large bike-sharing system is harder than running an urban transit system, contends Jay Walder MPP 1983. He ought to know. He's done both.

THE PRESIDENT AND CEO of Motivate, the nation's largest bike-sharing company, Jay Walder has also run New York's Metropolitan Transportation Authority (MTA) and Hong Kong's MTR Corporation and has held senior posts at Transport for London.

To be sure, the transit agencies carry millions of people a day, whereas on a good day 50,000 rides will be taken on Citi Bike, the New York City bike-sharing system which is the largest of 12 systems operated by Motivate in the United States, Canada, and Australia. However, Walder notes, "trains go from point A to point B, and then turn around and go back again." In contrast, almost a quarter of a million trip combinations are possible on Citi Bike. "Trying to manage at this level of complexity is a real challenge," observes Jules Flynn MPP 2007, Citi Bike's general manager who met Walder in the late 2000s when they both worked at McKinsey & Company.

Despite these challenges, the number of cities across the world with bike-sharing systems has grown from 25 in 2006 to more than 600 today thanks to wireless and solar technologies that make it possible to site docking stations without digging up streets for wires and power lines. Walder, who regularly uses Citi Bike for commuting and work-related trips, says the systems are popular because "they are changing the way people are getting around and changing the way that they are experiencing the city."

"This is a reflection of what we want our cities to be," he adds. "We want our cities to bring people together. We want diversity. We want them to be green and provide opportunities. This does all of that, and that's what I think is great about it."

*Jay Walder MPP 1983,
CEO of the nation's largest
bike-sharing company*



● Polly Trottenberg
MPP 1992, New York
City's transportation
commissioner, with
Jay Walder

● Citi Bike General Manager
Jules Flynn MPP 2007

● Kate Fillin-Yeh MPP 2006,
bike-sharing program
director for the National
Association of City
Transportation Officials

● José Gómez-Ibáñez
MPP 1972, PHD 1975, Derek
Bok Professor of Urban
Planning and Public Policy

Extra Challenges at Citi Bike

Achieving Walder's expansive vision at Citi Bike is especially challenging because it is the largest bike-sharing system in the world that receives no public subsidy. Rather, drawing on analysis from a 2009 report prepared for NYC's Department of City Planning by Kate Fillin-Yeh MPP 2006, the system covers its capital costs through sponsorships and its operating costs through annual membership fees and sales of daily and weekly passes. New York also followed Fillin-Yeh's finding that usage would be greater if the city resisted the urge to spread stations over a large geographic area and instead built a dense (28 stations per square mile) network in a smaller area. Fillin-Yeh, who was hired by NYC's Department of Transportation to develop the system, oversaw an extensive outreach program to site these stations, which were fiercely (but unsuccessfully) resisted by some residents and businesses, including the Plaza Hotel, near Central Park.

Launched to great fanfare in May 2013 by then NYC Mayor Michael Bloomberg, the system was named for corporate sponsor Citibank. It began with 6,000 bikes at 332 stations in Lower and Midtown Manhattan and parts of Brooklyn, with a promise to expand to 10,000 bikes at 600 stations in those boroughs and parts of Queens.

Initially the new system was popular. More

than 8 million rides were taken on Citi Bikes in its first full year of operations. At the end of that year, more than 100,000 people had signed up for annual memberships, which cost \$95 (\$60 for residents of public housing).

But soon Citi Bike was in trouble. The software and hardware powering the stations were unreliable. Alta Bicycle Share, the system operator, could not keep up with the demand for bikes and docks at busy stations. A growing number of bikes were broken. Consequently, about half the users did not renew their memberships, and total membership began falling in June 2014. Walder, who was hired a few months later, says that many frustrated riders reached out to him. "I can't tell you how many e-mails began with, 'I love Citi Bike, but ...,'" says Walder, who adds that he soon learned that a key supplier had gone bankrupt and "we were a bike-share operator that didn't even have a bicycle supplier."

NYC DOT Commissioner Polly Trottenberg MPP 1992, who was appointed by Mayor Bill de Blasio when he took office in 2014, adds that it only "took a New York minute" for the system's problems to become a high priority for the new mayor, who, in keeping with a campaign promise, had launched a major initiative to make streets safer for pedestrians and cyclists. Trottenberg, who had helped several cities start bike-sharing systems when she was a senior U.S. DOT official in the Obama administration, was especially concerned because she strongly supported the idea of bike-sharing: "You

have a mode that is inexpensive for users, inexpensive for government, emits no carbon, uses no fossil fuels, and helps address the obesity epidemic. What's not to like about it?"

Fixing Citi Bike

Sensing an opportunity, in the fall of 2014 a group of investors that included CEOs of Related Companies, a prominent real estate firm, and Equinox, a high-end fitness company owned by Related, bought out Alta Bicycle Share, which also had contracts to operate publicly funded bike-sharing systems in Boston, Washington, DC, Chicago, Toronto, and several other cities.

The new owners, who later renamed the firm Motivate, hired Walder, who was known for turning around troubled transit agencies and introducing innovative policies. As a senior executive at the MTA from 1983 to 1995, he had played a central role in revitalizing New York's ailing transit system. He had developed and overseen the implementation of a seminal congestion pricing program in London that charged motorists for driving in the heart of the city and used the revenue to greatly expand bus service. Returning to New York in 2009, he had helped the MTA address major financial and management problems, and at MTR, which he left in mid-2014, he had led several major construction and development projects.

FILLIN-YEH PHOTO BY ALEX ENGEL
GÓMEZ-IBÁÑEZ PHOTO BY KENT DAYTON

"There are very few people who go out and embrace innovation," notes José Gómez-Ibáñez MPP 1972, PHD 1975, the Derek C. Bok Professor of Urban Planning and Public Policy, who has known Walder since he advised Walder's Policy Analysis Exercise on how the MTA might respond to commuter van services on Staten Island. "Jay has done it since day one." Trottenberg, who has known Walder since the late 1990s, when he was an HKS lecturer and she was a senior aide to Senator Daniel Patrick Moynihan (D-NY), adds, "We were very, very happy" when he took the job.

The new investors agreed to fund needed capital improvements and expansion by putting in additional funds and by getting CitiBank to extend its sponsorship agreement. Walder also convened weekly meetings focused on membership, which is supposed to cover the system's operating costs. "Membership is a beast," he says. "If we are providing a service that people want to be part of, then we are a successful organization."

Motivate and the city also needed to agree on a new contract. Motivate wanted to raise the annual membership fee to \$149 (while leaving the \$60 rate for low-income New Yorkers in place). Trottenberg wanted Motivate to fix the operational problems and expand the system, particularly to less-affluent neighborhoods. However, since the system's financial model is predicated on cross-subsidies, Motivate also needed to expand into upper-income areas such as Manhattan's Upper West Side and Upper East Side.

Despite the potential pitfalls, the city and the new owners soon agreed on an ambitious expansion plan that will double the system's size by 2017 and bring Citi Bike to parts of Queens, more of Brooklyn, and Manhattan as far north as Harlem. Reaching agreement was not too difficult, says Trottenberg, because "the beauty" of Citi Bike's structure is that "the incentives of the system's operators are aligned with the public's interest."

Though he did not know the exact magnitude of Citi Bike's problems or exactly how to fix them, Walder immediately set a goal of addressing the major ones by summer, when ridership would increase. To achieve that goal, says Walder, "we had to make an incredible number of decisions in a very short period of time."

Over the next few months, the company replaced Citi Bike's troubled software and key parts at every station. Every bicycle was

overhauled. Since it was hard to drive trucks full of bicycles through the city's congested streets, the staff worked with some bicycle rickshaw drivers to develop nimble bicycle-powered trailers that now move about a third of the bikes that are redeployed each day. Motivate also rented spaces for extra bicycles in parking garages and other buildings (such as the Farley Post Office) that are close to key locations (like Penn Station) and began offering peak-period "valet services" at those locations. Moreover, key staff members worked with bike designers and the system's mechanics to design and build new bicycles for the system, which are now being assembled in Detroit. Thanks to

This is a reflection of what we want our cities to be. We want our cities to bring people together. We want diversity. We want them to be green.

these and other changes, customer service calls have dropped by 50 percent.

Having done all this work by Memorial Day, Citi Bike turned to its expansion plans. Over the next several months, it added 139 stations in Brooklyn, Manhattan and Queens along with a separately funded but technically integrated 350-bike, 35-station system in Jersey City.

Citi Bike and others have been working to address cultural and social barriers to bike-sharing in many low-income communities. Tracey Capers, executive vice-president for programs and organizational development at the Bedford Stuyvesant Restoration Corporation, which is working with Citi Bike on this issue, says that although that neighborhood "is perfect for bike-sharing, several layers of fear" keep people from trying it. Some, she says, have never ridden a bicycle or haven't ridden since they were kids, and some worry about riding near New York City drivers. And some see bike-sharing "as a sign and harbinger of gentrification" because they "don't always see people like them on bikes" or in promotional materials. In response to all these concerns, Capers explains, "we're trying to create a multi-pronged campaign effort to make it seem more 'normal' to be using Citi Bike."

Fillin-Yeh, who is now bike-sharing program director for the National Association of City Transportation Officials, adds that in addition to resisting the temptation to reduce density as systems expand geographically, getting people

in low-income communities to participate requires a multi-faceted strategy that includes making sure there is "someplace that's safe to ride," allowing low-income people to pay for membership on a monthly basis, and creating marketing campaigns that show riders who look like the people the systems are trying to attract. While Walder concurs with this assessment, he adds, "This is not a short climb. Cultural change is a hard thing."

Despite these barriers, efforts to turn Citi Bike around are succeeding. Renewal rates have grown to 70 percent, and the system now has more than 97,000 members up from just over 80,000 in July 2015. And Citi Bike users took more than 10 million trips in 2015,

an increase of 25 percent over 2014. "If I said 10 years ago that you'd have 10 million bike-share trips a year, you would have said I was insane," observes Walder, adding, "The way the city is reacting to this is different than anything else I've ever done."

This summer, Motivate has continued to expand the Citi Bike system. It also is bringing some of its new practices to Boston, Chicago, Washington, DC and other places where it operates bike-sharing systems. In addition, Motivate is using the sponsorship model to expand bike-sharing in the San Francisco Bay Area from 700 to 7,000 bicycles and has inked a deal to sponsor a new bike-sharing system in Portland, Oregon.

These and other initiatives excite Walder, who, after using a bicycle to commute to the Kennedy School as a student, had never ridden a bicycle to work until he started at Motivate. "When you do a job like the MTA, you're moving nine or 10 million people a day," he says. "The scale of that and the fact that it is so essential to the city is exhilarating. What you take out of bike-share is different. The exhilaration is that you really are revolutionizing the way people move around cities."

David Luberoff MPA 1989 is a consultant on urban and transportation policy and the author of a case study "Reimagining and Reconfiguring New York City's Streets," published by the Project for Transforming Urban Transport at Harvard's Graduate School of Design.



EVENT

A Path Forward

CONGRESSMAN JOAQUIN CASTRO expressed optimism about the future of the United States despite a troubling primary campaign that has often directed angry rhetoric toward the Latino community. “The stakes are higher than they’ve ever been to elect a president who can bring the country back together,” said the two-term Democratic congressman speaking at the America Adelante Conference: Latino Leadership and Influence in the United States, sponsored by the Center for Public Leadership in March.

“I’m hopeful that this is an ugly moment that we’re living through,” said Castro, who at 28 became a member of the Texas legislature and served five terms before his election to Congress in 2012. “Every once in a while in American politics our politics can become a race to the bottom, and unfortunately, as Americans, we are living in one of those periods. But the good and hopeful thing about the American people is, I believe, we’ve always bounced back.”

Once a new president is in place, Castro said, the immigration conversation will return to where it was prior to election season—a place of compromise where both parties will be discussing a path toward legalization and citizenship for undocumented immigrants.

Immigrant communities, he said, are drawn to this country for the opportunities the United States offers. Government interventions, such as federal education grants and loans, Social Security, the GI bill, and small business loans, create opportunity and financial security at different stages in people’s lives.

“In a lot of the rhetoric about smaller government and a lot of the hostility toward government—and some of it has been deserved at times—we’ve lost sight of the fact that it’s through government and business and the community that we’ve created this ‘infrastructure of opportunity’ that allows America to be what the world thinks we are, what we’ve always been, which is a place of opportunity.”

In his introduction to the afternoon event, Kennedy School Dean Doug Elmendorf noted that the United States is undergoing a profound and dramatic demographic shift that will soon result in a significant increase in Latino population and influence. The Kennedy School, he said, is committed to paying attention to public policy issues important to Latinos and to training Latino public leaders.

The Forum event, which was moderated by **David Gergen**, codirector of the Center for Public Leadership, marked the start of the two-day conference.

MARTHA STEWART

THE BUZZ



“That is not typical.”

Linda Greenhouse, former *New York Times* Supreme Court reporter and current lecturer at Yale Law School, about how in recent history justices are appointed by presidents of the same political leanings.



“It’s not without consequence that you can say these things.”

UN High Commissioner for Human Rights **Zeid Ra’ad Al Hussein**, on the heated anti-immigrant rhetoric being used by politicians in Europe and the United States.



“We are in a new phase in the global terrorist threat.”

Jeh C. Johnson, secretary of homeland security, noting that security focus has gone from terrorist-directed attacks launched from overseas to the prospect of terrorist-inspired attacks from people living in the United States.



“We wouldn’t have the resources in play to run Mayberry.”

Karen Weaver, mayor of Flint, Michigan, about the ability of Flint’s leadership to provide necessities under the emergency management imposed upon it by the state.

NILAGIA MCCOY, MARTHA STEWART, KRISTYN ULANDAY, GAIL OSKIN



“To be honest, I felt it was not going to be a walk in the park and it was not, but I felt that we were going to get there.”

Ernest Moniz, U.S. secretary of energy about helping negotiate the Iran deal.

GAIL OSKIN, MARTHA STEWART



“I strongly believe that your access to reproductive health care shouldn’t depend on your zip code.”

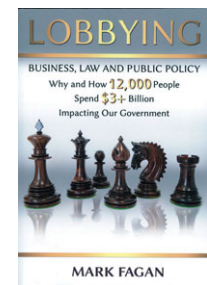
Cecile Richards, president of Planned Parenthood, about the geographic inequity that currently exists for women seeking reproductive health care.

Lobbying: Business, Law and Public Policy

Why and How 12,000 People Spend \$3+ Billion Impacting Our Government

Mark Fagan, Lecturer in Public Policy

PEOPLE HAVE BEEN LOBBYING for a long time—in fact, since the days of King Solomon. But the practice is still surrounded by “mystery and hyperbole,” writes Fagan, a lecturer in public policy who teaches Lobbying: Theory, Practice, and Simulations and credits his Kennedy School students with motivating him to write this manual of instruction to increase understanding of the



lobbying profession. Primarily focused on the United States, the book explores the business of lobbying along with its art and science and offers exercises for students to simulate lobbying activities.

According to Fagan, the term “lobbying” was coined in the mid-1800s and describes the constitutionally protected right to petition the government. Despite frequent scandals and Supreme Court rulings against buying legislation, the regulation of

lobbying is a relatively new phenomenon. Fagan details attempts that have been put in place—for example before World War II to stem foreign influence, and more recently in response to the Jack Abramoff scandal.

Of course, lobbying has grown to the extent described in the book’s subtitle because of its ability to influence government on behalf of organizations and corporations ranging from the U.S. Chamber of Commerce, the largest U.S. lobbyist, to Google and other new entrants. Fagan delves into the power of persuasion that lobbyists employ, often bolstered by connections they’ve cultivated with politicians and their staffs. He also examines effective lobbying strategies, including the ability to frame an issue advantageously. Looking to the future of lobbying, the author recommends more access for the less well funded and more industry self-regulation to minimize scandals. As a protected right, lobbying will always impact policymaking, he writes, and therefore will always influence the public.

Economics Rules

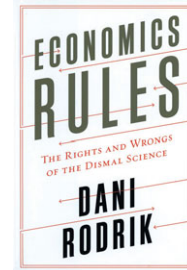
The Rights and Wrongs of the Dismal Science

Dani Rodrik, Ford Foundation Professor of International Political Economy

ECONOMISTS TELL A SURPRISING NUMBER of jokes about their profession, many of which Rodrik relays in his book. One of them is especially telling, and often adorning mugs and T-shirts: “Economists do it with models.” Models of the economic kind, such as the classic supply and demand, are “absolutely essential

to understanding the workings of society” but, if misused, can also “lead to hubris and errors in policy,” he writes.

Rodrik champions the importance of economics as a social science that addresses major public issues while acknowledging flaws in its practitioners. For him, the use of models represents one of the significant “rights and wrongs” practiced by his fellow economists. Models work well, he writes, when economists adapt them to different situations and contexts, but too often they fixate on a single model that can’t be universally applied. Different models are needed, he writes, because of “the flexibility of the social world.”



When economists confuse “a model for the model,” Rodrik contends, two kinds of error can occur. With errors of omission, economists overlook issues that could have been predicted, such as the recent financial crisis, in which most economists failed to identify the housing bubble. With errors of commission, adherence to an inflexible viewpoint can lead to policy failures, such as a near uniform consensus on reforms for Latin America that did not take into account the local context of individual countries.

Rodrik offers advice to economists and non-economists (he ends the book with a list of “Twenty Commandments”—10 for each group), including urging the former to show humility and take local context into account. “Results taken from economics proper must be combined with values, judgments, and evaluations of an ethical, political, or practical nature,” he concludes.

Pursuing Sustainability

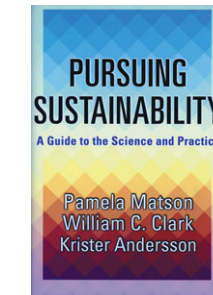
A Guide to the Science and Practice

William Clark, Harvey Brooks Professor of International Science, Public Policy and Human Development; Pamela Matson; and Krister Andersson

SUSTAINABLE DEVELOPMENT—promoting the well-being of people today without degrading the ability of future generations to better their own lives—has become a common ideal that is championed by many segments of society, including business, government, academia, and consumers. Yet despite wide acceptance of the goal, pursuing sustainability has proved challenging.

In response, Clark; Matson, of Stanford University; and Andersson, of the University of Colorado at Boulder, offer scholars and practitioners a guide for translating good intentions into practical action. They argue that the pursuit of sustainability is ultimately about managing the stock of “capital assets” on which societies now and in the future can draw to advance their well-being: natural resources, manufactured goods, human capital, social capital, and knowledge capital. Effective management requires understanding the complex and adaptive character of the production-consumption systems through

which assets are mobilized, connected with one another, and converted into well-being. Governance processes are also key to pursuing sustainability, they write, as arrangements that determine who has access to assets and thus the capability to define and shape their own well-being.



To illustrate their points, the authors explore four detailed case studies: London through centuries of its history, including battles with disease and air pollution; irrigation initiatives in the difficult topography of Nepal; a research team attempting to reduce the environmental impact of agriculture in the Yaqui Valley, Mexico; and efforts to protect the ozone layer. The cases offer lessons for others who are pursuing sustainability, they write, showing people “struggling to deal with unintended consequences, and continuing to push for progress despite failures and setbacks.”

Security Mom

An Unclassified Guide to Protecting Our Homeland and Your Home

Juliette Kayyem, Belfer Lecturer in International Security

S#*T HAPPENS. That is not exactly the expert advice Juliette Kayyem typically offers as a renowned security expert. But it is part of her worldview, developed through hard experience and expressed in her new book, which details her life as a “security mom” who has sought to protect her country and her family. And everyone, she argues, can share responsibility for protecting the homeland with a powerful form of resiliency she calls “grip.” “Imagine if we understood that invulnerability is impossible and instead focused on how to reduce risk and respond to crises when they inevitably happen, with vigor,” she writes. “Imagine if every citizen then felt empowered to implement strategies of preparedness, knowing, as we surely do, that something, anything could happen.”



Kayyem recounts her career responding to crises, beginning as an attorney with the Justice Department involved in counter-terrorism and later an assistant secretary for intergovernmental affairs at the Department of Homeland Security, where she faced issues such as the H1N1 flu outbreak and the BP oil spill. She also focuses on her personal life as mother of three children and wife of Harvard Law Professor David Barron, including an aborted train trip to New York City on 9/11, with her newborn, whom she later nursed while giving a media interview over the phone about the terrorist attacks. Her commentary on the anthrax scare soon afterward led to the arrival of an envelope at her Kennedy School office containing white

powder—a hoax that she nevertheless acknowledges she should have taken more seriously.

Kayyem begins and ends with an account of the Boston Marathon bombings, whose perpetrators had lived in her neighborhood and attended the same school her children did, showing that danger can lurk close to home and can’t always be stopped. But it can be withstood.

The Simple Art of Business Etiquette

How to Rise to the Top by Playing Nice

Jeffrey L. Seglin, Lecturer in Public Policy; Director, HKS Communications Program

SOME PEOPLE MAY THINK that etiquette entails raising one’s pinkie while drinking a cup of tea. But it can be serious business—literally—as Seglin outlines in this book, in which he explores how interpersonal challenges in the workplace can advance or harm one’s career.

Seglin has been writing about business ethics for many years in a column titled “The Right Thing,” from which he draws many examples for the book. Each chapter offers advice pertaining to a common workplace scenario, ranging from everyday decisions like what to wear and how best to use e-mail, to how to handle workplace conflicts and difficult bosses.



For each issue, the author presents a kind of role-playing exercise, putting the reader in the position of an employee who must decide how to respond to unexpected or problematic situations. For instance, what to do when a manager who runs a weekly meeting is habitually late but insists that the meeting go on as scheduled? (Enlist the help of the tardy manager’s boss with how to better use the time or to determine whether the meeting is even necessary, Seglin advises.)

Each chapter ends with a list of bullet points offering practical and sometimes humorous tips on the topic. As the subtitle indicates, much of the advice focuses on the value of simply being nice and the importance of being considerate, including some basic commandments: Show up on time; don’t spread gossip; don’t be a jerk; be patient. Good business etiquette, Seglin writes, “means treating yourself and others with respect and doing good work.” Those who work well with—and learn from—others are more likely to rise to the top.

CLASSNOTES



1966 | 50th reunion

1968

Frank Popper MC/MPA continues to teach land-use planning at Rutgers and, with his wife, Deborah Popper, Princeton universities. "In January 2016 we were the Princeton study leaders, lecturing on U.S. and Central American national parks, on a Harvard-Yale-Princeton alumni cruise in Costa Rica and Panama. I am an incoming coeditor of the *Journal of Planning Research and Education*. Deborah retired in December 2015 from the City University of New York's College of Staten Island and Graduate Center after receiving the college's 2015 award for faculty research."



Stephen J. Trachtenberg MPA 1966, President Emeritus and Professor, George Washington University, at this year's reunion.

reflects work I've done to improve cyber and supply chain security of government contractors."

Christopher Fisher MPP writes, "just to mention that I have recently been appointed to serve as the next chair of the Marshall Commission, responsible for the British Marshall Scholarship Programme, under which up to 40 talented U.S. graduates study in British universities for one/two years to commemorate the Marshall Aid Plan—nice to have a continuing connection with higher education and a renewed connection with the United States."

1979

Danielle Beauchamp MC/MPA writes, "Our MPA '79 lunch bunch has been meeting in DC for decades now, but we have lost touch with our out-of-town classmates. Any interest in an annual email newsletter? A Facebook page (I know lots of folks hate this platform)? If you are in the DC metro area, email me and join us. Our 40th reunion will be in 2019!"

Arthur Cronson MC/MPA retired from Con Edison, after 32 years, two years ago. "I held positions in organization development, compensation, field auditing, and finally public affairs. The skills that I picked up at the Kennedy School served me well at the utility. Thanks to my efforts of partnering the company with nonprofits, there has been a Con Edison-sponsored three-acre corn maze in New York City, at the Queens County Farm Museum, for over 10 years. This endeavor is my most shining and long-lasting achievement! Over 17,000 visitors each year happily traipse through the maze from all over the world!"

Will Fleissig MC/MPA, after 30-plus years living in Denver and San Francisco, rejoined the Eastern time zone, having become the CEO/president of Waterfront Toronto, which is charged to revitalize 2,000 industrial acres adjacent to downtown. "This immense area is being transformed into a 21st-century Smart-Green city with 30,000 units, 25 million commercial square feet, parks and cultural destinations, while generating new technologies, products, services, and jobs that address Canada's and Ontario's response to building a low-carbon future. Looking to reconnect with HKS colleagues for insights into how best to leverage private investments as we deploy \$1.25 billion in new Port Lands infrastructure." www.waterfronttoronto.ca

1980

Jerome Ostrov MC/MPA has just completed a manuscript of his first novel. The story begins in 1933 Germany and follows the separate experiences of father and son, Simon and Jonathan Rosenman, as they navigate the shoals of anti-Semitism on both sides of the

Atlantic. "The Vow," the subtitle of the first part of the book, centers on a vow made by 15-year-old Jonathan in 1935 Palestine. "War and Redemption," the subtitle of the second part of the book, describes the fulfillment of that vow. For a pre-publication pdf of the story, please contact Jerry at jerryostrov@gmail.com.

Roger Sharpe MC/MPA writes that his papers on public policy issues such as criminal justice, gay and civil rights, education, censorship, the Gettysburg Address, et al. are in the repository of the NC Collection of Manuscripts at East Carolina University's Joyner Library. Correspondence with Maya Angelou, Bill Moyers, Will Campbell, and Mike Dukakis is included. Two fellowships named after him are awarded annually by philanthropist James D. Warlick.

1981 | 35th reunion

Edward Edelson MC/MPA, after being the first Democrat to ever be re-elected in Southbury, Connecticut, was defeated in his third re-election bid. "Although I am disappointed, the last two years of personal attacks were fatiguing and kept us from moving on many of the initiatives, including the state's first drought ordinance and energy projects. On the plus side were many of the successes—preserving 1,000 acres of prime farmland, adding open space, including many acres along the Pomperaug River, and improving technology at the police department. A great experience all around."

Kay (Rubin) Kinney MPP joined Fidelity Information Systems (FIS) in November 2015 as senior compliance engagement manager in the Consumer Compliance and Fair Banking group. She is leading regulatory and compliance consulting engagements with banks and mortgage lenders. FIS is a worldwide leader in banking technology and consulting.

Joe Leitmann MPP, as lead disaster risk management specialist at the World Bank, has been named to head programs on Resilient Recovery and Urban Resilience at the Global Facility for Disaster Reduction and Recovery (GFDRR). He also takes the lead on special efforts to bridge the humanitarian-development divide and the nexus between disasters, fragility, and conflict at the GFDRR. In November 2015, he became a grandfather for the second time with the birth of his grandson Ari.

Robert Reiner MCRP received his designation as a Retirement Income Certified Professional from the American College of Financial Services and provides pro bono advisory services to those in need. He joined the AVID Mentorship Program, which helps to improve college readiness for high school students

often underrepresented in higher education. Rob also mounted an exhibition of controversial artwork at the Flinn Gallery in Greenwich, Connecticut. "Ka-Pow! How Comics Imperiled America" examined the U.S. Senate's efforts to censor comics as a corrupting influence during the McCarthy era.

1982

Eric Elbot MPA returned from months in Bali conducting national security focus groups to share the outcomes as a candidate for the Democratic nomination in the New Hampshire presidential primary. His plan for peace in the Middle East by redrawing the nation-state lines along all-Sunni and all-Shiite lines planted deep seeds. Eric is now working on a nonprofit version of the Veritas Scientific Corporation (veritasscientific.us), Deep Neu Algorithmic Labs (DNA), to use brain wave pattern recognition algorithms to create strategic innovation education through study groups with complementary brain configurations to think around corners collaboratively.

Ron Geigle MC/MPA is now working on a screenplay for his 2014 novel, *The Woods*, set in the Pacific Northwest during the Great Depression. He sends a shout-out to all those 1980s HKSers who are finding new ways to spend their lives.

Martin Krongold MCRP is developing housing for homeless veterans and is a trustee for an alternative high school. He just interviewed for a New York State School Regents position. His three kids are a constant source of pleasure. "Well 2 out of 3 anyway; trying to remain positive and succeeding some of the time!"

Brant Maller MCRP was appointed a trustee of the National Institute of Public Finance (NIPF) and the chair of its investments and pensions track. "Working with the NIPF, the National Association of State Treasurers, Pepperdine University, and the economic think tank I founded, I helped to create the nation's first Certificate in Public Treasury Management program at Pepperdine."

1983

Janet Corcoran MCRP has joined LaGuardia Community College in Long Island City, New York, serving as executive advisor to the president.

Ned Daly MCRP says his debut film, *Pastiche Vol 1 No 1*, has played to appreciative festival audiences around the world. In 2014 it premiered at the Seoul Experimental Short Image and Film Festival, and in 2015 it screened in Bilbao, Spain, and Cambridge, Massachusetts. Ned's 2015 release, *Why We Went to the Moon*, purports to reveal the psycho-sexual underpinnings of the Apollo moon program.

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Bernice Friedlander MC/MPA writes, "Four years ago I established the Friedlander Family Scholarship program at Lakewood High School, in Lakewood, New Jersey, to assist needy graduating seniors. Most students come from low-income, single-parent families. Many are from minority populations. It is thrilling to see these young people work hard both at academics and at after school jobs to realize their dream of a college education. Thus far, nearly 50 students have benefited from the program. Each year awards have increased in size and number. Your support is welcome too."

Isabel Liu MPP has been appointed to the board of directors of Pensions Infrastructure Platform, founded by leading UK pension funds to invest debt and equity in UK infrastructure. She was earlier appointed to the board of Transport Focus, the watchdog for users of UK rail, bus, tram, and highways, by the secretary of state for transport.

1984

David Barol MPP recently published *The Long Green Tunnel*, an adventure book that also explores relationships, communities, and dreams.

Margarita Castellon MC/MPA writes, "These days, I am very involved in organizing events for our HKS South Florida Alumni Network, and I encourage our South Florida alumni to join us. Recently, we had two great learning events: In December, Harvard graduate and Broward County Superintendent Bob Runcie discussed strategies for transforming education and saving our children's future; in March, Ambassador Jim Cason and Frank Calzon shared their views on the normalization of relations between the U.S. and Cuba and its human rights implications. Stimulating discussions!"

Use the new Alumni Directory to contact your classmates.



Gary Van Valin at last year's reunion.

Submit a classnote at ken.sc/hksclassnote

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

1969

Jack Underhill MC/MPA presented a paper titled "Long-term Strategy for Reducing Low-Income and Minority Unemployment" at the March conference of the American Society for Public Administration in Seattle.

1971 | 45th reunion

1975

Gary Van Valin MC/MPA writes, "When it came time for the class photo at the 40th reunion, I was the only one there. We can do better next time."

1976 | 40th reunion

Marilyn Hett MCRP was looking forward to the reunion weekend. "I serve as program administrator for the tourism development program in the Tampa Bay area, with over \$28 million in revenues annually, as well as a \$5 million historic preservation program. Enjoyed past roles as director of community development for Miami-Dade County and in private consulting in hotel, resort, and mixed-use developments in the Caribbean and south Florida. Fond memories of early-morning classes with Professor Bower, as well as classes with Professors Christensen and Musgrave."

1978

Robert Metzger BELFER ISP FELLOW was recently selected for Federal 100 recognition, an award given each year to the 100 persons identified by *Federal Computer Week* to recognize government and industry leaders who have played pivotal roles in the federal government IT community. "My recognition

REUNION WEEKEND

WHERE IDEAS MEET

MAY 13-15, 2016

CLASSES OF

1966 | 1971 | 1976 | 1981 | 1986 | 1991 | 1996 | 2001 | 2006 | 2011

Reunion Weekend 2016 saw more than 600 alumni return to the HKS campus to hear from Dean Doug Elmendorf, attend panels of faculty and alumni experts, and to reunite with old friends.

View all the photos from Reunion Weekend ken.sc/hks-reunion-2016



Left: Joy Adams MPP 2006 and Tommy Smith MC/MPA 2006

Below: Alejandra Vilorio MPA 2006 and Ron Heifetz MC/MPA 1983, King Hussein Bin Talal Senior Lecturer in Public Leadership



Middle row, left to right: Dean Doug Elmendorf, Don K. Price Professor of Public Policy; Annoula Rysova MPA/ID 2011 and Afua Entsuaah MPP 2011

Below, first row, left to right: Andres Zahler MPA/ID 2006, Elizabeth Scharpf MPA/ID 2006, Ali Syed MPA/ID 2006, and Roy Katayama MPA/ID 2006

Middle row, left to right: James Crabtree MPP 2006 and Rodolfo Neirrotti MPP 2006; David Gergen, professor of public service and co-director of the Center for Public Leadership, Kelly Ward MPP 2006, and Todd Rogers, associate professor of public policy; Luc Roullet MPA 2006 with his son



Above, left to right: Melodie Jackson MC/MPA 2001, HKS associate dean for communications and public affairs, Kelly Ward MPP 2006, Kathryn Peters MPP 2011, Steve Grove MPP 2006, and James Crabtree MPP 2006



Above, clockwise left to right: Mateo Restrepo MC/MPA 2011, Anar Jahangiri MC/MPA 2011, Kristin St. Peter MC/MPA 2011, Tammy Wisco MC/MPA 2011, Martin Bondars MC/MPA 2011, Charles Adwan MPA 2011, Robert Kinder MC/MPA 2011, and Tunku Ali Redhaudin Tuanku Muhriz MC/MPA 2011



MARTHA STEWART



Left: Stephen Walt, Robert and Renée Belfer Professor of International Affairs; Seth Moulton MPA/MBA 2011, U.S. Representative, Massachusetts; and Michael Ignatieff, former Edward R. Murrow Professor of Practice



1985

Rick Heller MPP writes that his first book, *Secular Meditation: 32 Practices for Cultivating Inner Peace, Compassion, and Joy*, has been published by New World Library. “It is a combination of science journalism and a how-to guide based on meditations I’ve led for the past five years at the Humanist Community at Harvard.”

John Krajovic MC/MPA married Dr. John Kevin Tucker in Chicago in April 2015. John retired from Massport as deputy director of airport planning in August 2016 and was recently appointed as Provincetown’s rep to the Cape Cod Commission.

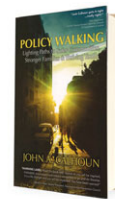
Helen Nienhueser MC/MPA recently received the 2015 Lifetime Achievement Award from the Alaska Conservation Foundation. “The award recognizes my work to protect Alaska and its special places and to make Anchorage a good place to live. It includes the acclaimed Alaska hiking guide, *55 Ways to the*

Wilderness in Southcentral Alaska... now in its fifth edition, cofounder of the Alaska Center for the Environment, chair of the citizen lobby group that pushed Alaska’s legislature to adopt the third most liberal abortion law in the nation, establishment of a major urban park, and service on many boards. For more information, Google Alaska Conservation Foundation awards.”

Maria Nuria De Cesaris MC/MPA is still in Ciudad Guayana, Venezuela, “dedicated as a way of living to cook (Cocina Urbana) and for passion to design with communities and small urban parks... in the middle of a political and economic crisis in my country.”

1986 | 30th reunion

John Calhoun MC/MPA, the president and CEO of Hope Matters and a leading expert on crime prevention and early intervention, has published *Policy Walking: Lighting Paths to*



John Calhoun MC/MPA 1986 has published *Policy Walking: Lighting Paths to Safer Communities, Stronger Families and Thriving Youth*.

Safer Communities, Stronger Families and Thriving Youth. The book spotlights programs that work for vulnerable youth and fragile communities, but also reflects on how to get that tough work done.

Sherri Wasserman Goodman MPP is now a public policy scholar at the Woodrow Wilson International Center for Scholars in Washington, DC. She recently served as president and CEO of the Consortium for Ocean Leadership. She is also a member of the secretary of state’s International Security Advisory Board with Professor Graham Allison, among others.

John Hill MC/MPA, since returning to Treasury in 2009, has worked on initiatives to improve the efficiency of government. As chief disbursing officer of the United States, he was instrumental in replacing paper checks with electronic payments for millions of benefit recipients and government contractors. These wide-ranging projects have saved taxpayers millions of dollars and have accelerated the move to an all-electronic federal government. In his current project, he is leading the government’s effort to replace more than 10 million paper invoices with electronic transactions. The United States has joined the dozens of other nations that now require electronic invoices from government suppliers.

Rob Muller MPP is thrilled to report, “I was recently appointed dean of the College of Education at National Louis University in Chicago. Sally (Sachar, coo of UsAgainst Alzheimers) and I are empty nesters and have relocated after 25-plus years in DC area. Visits welcome!”

Marian (McClure) Taylor PHD writes, “*The Moral Side of the News* is a television program in Louisville, Kentucky, that features a panel of religious leaders commenting on selected issues in the week’s news stories. I have been serving on that panel for a year now and enjoy using my political science and seminary backgrounds simultaneously.”

1987

Bill Aliski MC/MPA writes, “It has been 29 years since graduation and it has been a very interesting and rewarding experience. HKS provided the opportunity to build on my previous work but take my career on a different arc. I have worked for several different biotech companies in the orphan disease space. I have worked on creating market access for innovative therapies. Currently I am involved in the boards of several biotech companies and enjoy building successful businesses as a board member.”

Barry Berman MPA, after 40 years of working on other people’s campaigns, “finally threw my hat in the ring, and was elected to the board of selectmen in my hometown of Reading, Massachusetts. Thanks, Marty Linsky, for all I learned in your leadership class.

COURTESY OF JOHN CALHOUN



For Rudy Brioché MPP 2000, volunteer work with the Kennedy School is a way to give back to an institution that “afforded me such great opportunities.”

Look For Ways to Give Back



RUDY BRIOCHÉ MPP 2000

It’s fitting that Rudy Brioché MPP 2000 received the Julius E. Babbitt Memorial Award honoring volunteerism and service to the school. Not only has he held nearly every volunteer position at HKS, while balancing a career at the highest levels of telecommunications policy in the public and private sectors, but also he helped institute the award when he was chair of the HKS Alumni Board Award a decade ago.

“I just happen to believe that given the great and rewarding life that I’ve had, I should look for ways to give back to family, to friends, and to an institution that afforded me such great opportunities,” says Brioché, vice president and policy counsel at Comcast Corporation.

Brioché grew up in Brooklyn, the son of Haitian immigrants. A “broken-glass neighborhood,” far from the gentrified Brooklyn of today, it could at times be a hard, unforgiving environment. He remembers crossing the debris field of the crack epidemic—empty valves and semiconscious people—on his way to high school in Harlem, and that when he left for college, many neighborhood friends were being sent to jail. But the environment was nonetheless, nurturing, fun, and value-driven as well. Following college, law school, and prestigious clerkship positions, Brioché attended the Kennedy School, attracted by the presence on the faculty

“I enjoy working within organizations, helping them define a mission.”

of great African American scholars such as A. Leon Higginbotham, Jr., a former federal appeals court judge, and William Julius Wilson, Geyser University Professor.

Brioché also came to the Kennedy School driven by the hope of one day running for public office—a dream that was fueled by watching David Gergen and Mark Shields on the *PBS NewsHour*. That hope has subsided. Proximity to politics—he worked on the Gore presidential campaign in 2000, worked at the NAACP, and was senior counsel in the U.S. Senate and at the Federal Communications Commission—has made him less optimistic about the ability of the current political system to solve big public problems. Instead he channels his desire to improve circumstances through nonprofits and civil society, including charitable efforts in Haiti and direct involvement with black boys and young men.

His work with the Kennedy School is part of that. “I enjoy working within organizations, helping them define a mission, and then executing to achieve that mission,” Brioché says. “That’s what I like to do.”

The alumni awards that he helped the school to reinstitute and create were part of that—encouraging alumni to form closer bonds with the school and celebrating their many extraordinary achievements. Fitting indeed. ❖ RDO



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With partisan rancor the rule today, local government is the last best place to get something done. As I like to say, 'There is no Democratic or Republican way to fill a pothole.' For my day job, I am a managing director at First Republic Bank, a boutique private bank in Boston. All politics is local!"

Nadine Hack MC/MPA received a Lifetime Achievement Award in Trust after several years being named one of the Top 100 Thought Leaders in Trustworthy Business Behavior. She was featured in a *Forbes* article as an agent provocateur who asks the tough questions organizations and their leaders must face. And she is featured in a new Bloomsbury book, *Leading Innovation, Creativity and Enterprise*.

Barbara (Korthals-Altes) Zadina MPP writes, "After 13 years in international development, I'm having fun managing a major television series called *Soundbreaking: Stories from the Cutting Edge of Recorded Music*—an 8-hour primetime documentary to air internationally and on PBS in November. Hosted by Sir George Martin, we've interviewed more than 200 leading artists and have unprecedented access to Beatles and other music archives! I'm also advising a start-up bringing biologic drugs to the Middle East and Africa. Our initial contracts are with the UAE and Saudi health ministries. Life is busy!"

1988

Michael Becker MC/MPA says "Hi" from Troia Beach, Portugal. "In May 2018 it will be 30 years... Any ideas?"



David Cunliffe MC/MPA 1995 in Wellington, New Zealand, in front of the New Zealand Parliament. "I'm a former leader of the Labour Party and leader of the opposition."

→ ken.sc/flickr_youarehere

1989

Elizabeth McAllister MC/MPA is based in Ottawa and working as a consultant largely with UN organizations on strategy and results management. She enjoys the flexibility to travel and do pro bono work on autism and international development, especially through the McLeodGroup.org. "The impact of the previous government on civil society and public discourse was deeply disturbing. Hope you are all working hard to avoid a similar situation. Life is good up here now!"

1990

Robert Dodge MC/MPA had a book published on the first case since Reconstruction to overturn a law preventing interracial marriage and the use of that case as a precedent in the struggle to overcome bans on same-sex marriage.

Dick Lundgren MC/MPA is living in Lancaster County, Pennsylvania, where he has joined the boards of the Historic Preservation Trust of Lancaster County and the Lancaster Farmland Trust.

Neville Vanderburg MC/MPA writes, "I received my Masters of Divinity degree in 2014 and am completing my second year of residency, on the path to being ordained as an elder in the United Methodist Church in 2017. Cathy and I serve a small congregation in Belmont, Mississippi, and enjoy time with our three granddaughters. My HKS days constantly inform my ministry as well as the role of the church in society. Y'all come see us. We'll leave the light on for you!"

"There is no Democratic or Republican way to fill a pothole."

— Barry Berman
MPA 1987

Use the new Alumni Directory to contact your classmates.



1991 | 25th reunion

Richard Hough MC/MPA, with coauthor Kimberly McCorkle (MDP participant, Harvard Graduate School of Education), published *American Homicide* with SAGE Publishing. *American Homicide* examines all types of homicide and gives additional attention to the more prevalent types of murder and suspicious deaths in the United States. The authors employed more than 30 years of academic and practitioner experience to help explain why and how people kill and how society reacts. The text takes a balanced approach, combining scholarly research and theory with compelling details about recent cases and coverage of current trends.

Christopher Lee MPP writes, "After 17 years covering government, politics, and health care as a reporter for the *Washington Post* and the *Dallas Morning News*, I left journalism in 2008 for a job in communications/PR at the Kaiser Family Foundation. It's been a terrific time to be at a nonprofit that analyzes and explains health care policy, with the Affordable Care Act changing the health care system in substantial ways, not to mention staying in the news year after year. I don't keep up with many classmates but those I know about are all doing well and carrying on the mission of public service."

Margaret Daniels Tyler MC/MPA has joined a few like-minded African Americans to form the Black Philanthropy Fund (*black-philanthropyfund.com*). "I was also invited to write an op-ed piece for the Boston University School of Education magazine. The piece is 'From First Breath to First Grade,' subtitled 'As educators, let's tap into the power of parents to help close the achievement gap.'"

Chris Wolz MPP and his 20-year-old son, Alex, crossed the United States by bike last summer, from the Mexican border at El Paso, Texas, through the Rockies to Banff, Canada. They completed the seven-week, 2,800-mile Great Divide Mountain Bike Route on their own as a fundraiser for earthquake relief in Nepal, where Chris was a Peace Corps volunteer. Read more at *wolzbikers.org*. The funds are being channeled to NGOs working in Nepal through GlobalGiving, for which Chris is a board member. He is also CEO of Forum One, a digital agency focused on public policy challenges around the world.

1992

Dave Bishop MC/MPA served in the Minnesota House from 1983 to 2002 and has written a new book, *Finding Common Ground: The Art of Legislating in an Age of Gridlock*. More information about the book can be found at *mnhs.org/mnhspress/books/finding-common-ground*. The book shows minority legislators the methods that can be used to cross

the chasms of political identification and competing interest groups. Dave was in the minority party for 14 of the 20 years he served. Nonetheless, he passed more than 200 laws and amendments during his career.

Juliette Fay MPP writes that her fourth novel, *The Tumbling Turner Sisters* (Simon & Schuster), recounts the adventures of a poverty-stricken family with four girls who try their hand as an acrobatic act in vaudeville in 1919. The story highlights the social and political realities of the day, including entrenched racism and the rise of the "New Woman" with the fight for women's suffrage. Juliette lives in Wayland, Massachusetts, with her husband, Tom, and their four children.

Juan Garcia MPP, after six-and-a-half years serving in the Obama administration as assistant secretary of the navy, has taken a position as global director for associate development with Amazon. "The culture shift between the E-Ring of the Pentagon and Seattle HQ was pretty jarring: At Amazon meetings there's no seating chart, no PowerPoint. There might be pet dogs in the room, and the main briefer might have blue hair and a face piercing. But everyone here is whipsmart, works hard, and no idea is too audacious."

Mary Lawler MPP is celebrating 20 years as executive director of Avenue Community Development Corporation (Avenue CDC), a leading not-for-profit neighborhood revitalization organization in Houston, Texas. Avenue CDC develops affordable homes and apartments and works collaboratively with residents and other stakeholders to create healthy, sustainable communities where families thrive. She is enjoying life with her husband, Peter Kelly, and their two teenage daughters.

Emmanuel Stefanakis MC/MPA was appointed COO at *Echohousing.com*, builder of low-income housing in developing countries. Echohousing targets the \$440 million deficit in housing using advanced construction technology to build sustainably, inexpensively, and rapidly in South and Central America, Asia, and Africa. It is also addressing the deficit of adequate refugee housing in Europe.

1993

Reuven Carlyle MPA, after seven years in the Washington State House of Representatives, was recently appointed to the state senate. "Part-time business consulting is enjoyable, and four kids ages, 18, 16, 14, and 9, are thriving. My wife, Dr. Wendy Carlyle, and I celebrate our 20th anniversary this year. I continue to be struck by the challenge of systems work in public service. Making bureaucracies function and opening the books of how decisions are made and how the dollars really flow all require reconnecting the institution of government to real people."

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Joseph Guirrerri HKSEE has been promoted to vice president of business development and operations in the companies SKC LLC as well as Cybersalus LLC. Both companies are owned by John Kiehm, CEO and president. The companies are Service-Disabled-Veteran-Owned Small Businesses. Joe can be contacted at *Joseph@Guirrerri.com* or *JGuirrerri@Cybersalus.com*.

Mia MacDonald MPP is doing a lot of work on food and agriculture, especially animal agriculture, and their intersection with global climate change and sustainability. "We're working in China, several global South countries, and globally with civil society networks. I was in Paris for the COP21 climate summit, where the nonprofit I founded and run in New York City, Brighter Green, co-organized an official side event on meat: the big omission from the talks on emissions. (It was surprisingly well attended.) I'm now treasurer of the Green Belt Movement International (founded by Nobel laureate and environmentalist Wangari Maathai), after four years as board chair.

Gwen Young MPP is now director of the Global Women's Leadership Initiative and Women in Public Service Project at the Wilson Center. Back in DC, the project aims to ensure women are equally represented in public service leadership positions across the globe.

1994

Robert Choo MPP is living in Washington, DC, and working as a deputy legal advisor at the National Security Council. Before moving to the White House, Bob spent five years at the State Department, including a year in Baghdad from 2011 to 2012 during the withdrawal of U.S. combat forces.

Nasim Firdaus MC/MPA writes, "BDWL (an NGO I founded in 2008) held a Capstone Conference on October 18, 2015, to conclude a year-long training program on 'Empowering Women through Nutrition Education,' funded by the U.S. Embassy in Bangladesh. U.S. Ambassador Marcia S.B. Bernicat was the chief guest, and Christine Hunter, country representative of UN Women in Bangladesh, was the special guest. One hundred women from the BDWL Leadership Academy from all over Bangladesh participated. It was a fun-filled networking event for women with their party workers as well as with opposition party activists and elected representatives."

Susan Hackley MC/MPA writes, "Three years ago I started a documentary film and outreach project to help bridge the civilian-military divide in the United States. Called "A Child's Guide to War," it highlights the toll that war can take on even those far from the battlefield—children and families. Children in war-torn countries suffer far worse, but for Americans, the toll is not insignificant and should be part of the discussion about war. More than 2

million American children have a parent who has been to war. More information is on our website, *achildsguidetowar.com*, and you can see *Veteran Kids*, a six-minute film."

Matt Lecar MPP rejoined Pacific Gas & Electric in 2015 as a principal in regulatory affairs, where he is excited to be in a policy role for the first time since graduating from the K School! Matt also recently celebrated 17 years of marriage to classmate **Dorie Apollonio** MPP, who is an assistant adjunct professor of health policy in UCSF's School of Clinical Pharmacy. Matt and Dorie share a charming San Francisco condo with their two charming children, Theodore (10) and Elinor (7), and many charming bicycles.

Sergio Loya HKSEE writes, "What an exciting opportunity it was to be able to work in the Middle East for more than 18 months advising the KSA on industrial, community, and economic development, and large quantitative population statistical modeling projects. The Middle East is the most active region in world news today, and the experience was immeasurable. Putting the knowledge and familiarity to work and advance all of us is the new challenge."

Trudy (Jeffers) Schafer MC/MPA writes, "I regret to inform you that our classmate **Christina Blaesche** MC/MPA, from Berlin, Germany, passed away on March 14, 2016. Her husband, Jochen Hartenfels, passed away in 2011. They leave three children. Christina was a cherished friend and proud HKS alumna."

Glenn Schmitt MPP received a Master of Strategic Studies degree from the U.S. Army War College last July, where he was named a distinguished graduate. Glenn was promoted to the rank of colonel in the Army Reserve last June and given command of a 56-person legal unit, which provides legal services to commanders and soldiers in reserve and active-duty units in Washington, DC, and Maryland. In his civilian job, Glenn is a senior executive at the U.S. Sentencing Commission in Washington.

1995

Jeffrey Brown MPP was named the Josef and Margot Lakonishok Endowed Professor and dean of the College of Business at the University of Illinois at Urbana-Champaign. He was sworn in as the 10th dean in August 2015.

Sam Liccardo MPP completed a strong first year in office as mayor of America's 10th largest city, San Jose. He forged agreement with 11 unions on a long-standing and contentious pension reform battle, launched a summer jobs initiative for hundreds of teens in gang-impacted neighborhoods, piloted innovative after-school programs for low-income youth, and San Jose led all major U.S. metros in job growth. Sam welcomes any fellow KSGers to city hall who want to help lead new



ALUMNI
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Amara Konneh MC/MPA 2008 helped Liberia weather the Ebola crisis as the country's finance minister. Now he's working on global resilience with the World Bank.

We Are All Shaped by Our Own Stories

FROM THE FIELD | AMARA KONNEH MC/MPA 2008

As Liberia's minister of finance and development planning since 2012 (and minister of planning and economic affairs before that), Amara Konneh MC/MPA 2008 had helped reduce the country's crippling external debt and increase economic growth. Then the Ebola outbreak struck in 2014. Along with the human toll—more than 10,000 confirmed cases and nearly 5,000 deaths—the disease wreaked havoc on the economy. “We wanted to make sure the economy didn't collapse, and that we put resources where they needed to be,” says Konneh, who was working under President Ellen Johnson Sirleaf MC/MPA 1973. He helped stabilize the country's finances, secure international aid, and put the country back on normal footing as the crisis subsided.

Showing resilience in the face of incredible adversity has been a constant in Konneh's life. He didn't start his schooling until he was 10. He was 18 when Liberia's civil war erupted, violently taking the lives of his father, mother, and brother, and leaving him alone in a refugee camp in Guinea. There he started a school to help the camp's children learn, using proceeds from crops he grew, and then worked with the International Rescue Committee, which had noticed his work. But he was soon forced away again, this time after standing up to people who were trying to recruit children from the camp to fight in the civil war.

“We wanted to make sure the economy didn't collapse.”

Konneh arrived in America seeking asylum, and started working where he could—as a security guard, a janitor, for a school system—in order to finance his community college education. A scholarship, an undergraduate degree from Drexel University, and a master's at Penn State followed, and then a job at Vanguard, the investment management company. But drawn back to the idea of making a difference, Konneh came to the Kennedy School.

“We are all shaped by our own stories,” Konneh says. He wanted to know more about how development worked, how policies were constructed, and how people could be brought together to forge a consensus. He wanted to know how a country like Liberia could grow from the ashes of something as terrible as its civil war.

Now Konneh has moved on from his ministerial post to manage the World Bank Group's Fragility, Conflict, Violence, and Forced Migration hub in Nairobi. The office extends its expertise to 35 countries around the world, where history or current circumstances make the challenge of providing services particularly difficult. In other words, Konneh will help apply that capacity for adaptability and recovery that he has learned through his private and public life on a global scale.

For his work, the HKS Alumni Board awarded Konneh the 2016 Alumni Public Service Award. ✨ RDO

MARTHA STEWART

NOUJIN PROJECT

digital initiatives that will make San Jose America's most innovative city. Sam and his wife, Jessica Garcia-Kohl, live east of downtown San Jose.

Joshua Mendes MC/MPA writes, “Dear classmates! Inspired by my classes at the Kennedy School, I discovered the field of mediation and conflict resolution. I have mediated more than 50 cases and am proud to share this blog I recently launched: mendesmediation.com/#!blog-1/cee5. Best to everyone.”

Mike Walker MPA is president of Alter Action, a consulting firm focused on large-scale behavior change. AlterAction recently helped Sierra Club take an in-depth look at the U.S. electric vehicle (EV) marketplace, identifying policy and program options that are most likely to increase EV sales.

1996 | 20th reunion

Dwight Hutchins MC/MPA writes, “**Paz Castillo** MC/MPA 1997, our 11-year-old daughter, and I moved to Singapore in 2013 and have been making the most of the work assignment by seeing the region. Will be here for a while, at least until the elections sort themselves out! Hope all are well and hope to make it back to see everyone at the 20th! Can't believe it's been that long...”

Natalie Keng MPP writes, “My dream has always been to use food as a gateway to support diversity, healthy communities, and sustainability. And yes, the HKS core course curriculum has come in handy, especially Stakeholder Analysis and multiple case studies. Now as Chief Eating Officer, I'm excited to announce Chinese Southern Belle's new initiative, ‘Farm to Wok,’ in support of farm-to-school programs with menu offerings and chef demos that highlight natural, authentic global flavors. We're starting in our home state of Georgia and hoping to expand. Let us know if your school district, university, or corporate dining hall is interested. We travel!”

Patrick Mendis HKSEE established the Millennials Award for Leadership and Service at Harvard University. He is a Rajawali Senior Fellow of the Ash Center for Democratic Governance and Innovation, a visiting fellow at Peking University's School of International Studies, and a distinguished visiting professor of international politics at Zhejiang University in Hangzhou, China. He is also a commissioner of the U.S. National Commission for UNESCO at the State Department, a reappointment by the Obama administration.

1997

John Meredith MC/MPA was featured in a recent article in the *Houston Chronicle* about an inner-city mentoring program that he and his family participate in.

Samuel Press MC/MPA writes, “I've been living in medical retirement since 1998, back home in Burlington, Vermont, which explains why I haven't been seen or heard very much. This isn't the life I planned, but I find surprising opportunities to apply skills and lessons from our very good year.”

1998

Ray Jefferson MC/MPA attended the 2016 Service Academies Global Summit, which took place in Singapore in June. It's the seminal convening event for all graduates of the U.S. service academies (and their spouses/partners/friends) and focuses on professional development, networking, and exposure to new ideas and opportunities. The summit featured renowned, VIP speakers from business, government, and the non-profit sector along with a career workshop and “deal huddles.”

Fumihiko Komamiya MC/MPA is a full-time university professor teaching tax law. “I hold a seminar on tax treaties for tax officials of developing countries hosted by National Tax College of Japan and a seminar on improving tax administration for executives of revenue departments of developing countries sponsored by the Japan International Cooperation Agency. Recently I joined an IMF mission as an external expert on tax laws for the Cambodian government.”

Jenny Korn MPP writes, “HKS alumni, identifying as Republicans, Democrats, and Independents, in the Chicagoland area enjoyed watching the Democratic debate together in person on March 6. We also had a welcome reception planned for newly admitted students of HKS on March 28. If you're interested in hearing more about our events, please join our Facebook Group at facebook.com/groups/Chicagohks and our email list at <http://groups.yahoo.com/group/ksgChicago> by sending a blank email to ksgchicago-subscribe@yahoo.com.” Jenny has won the Carl J. Couch Internet Research Award.

Ben Mangan MPP writes, “It's been a year and a half since I made the jump from leading EARN (a social venture I cofounded and ran for nearly 14 years) to leading the Center for Social Sector Leadership at Berkeley-Haas and expanding my teaching there. It has been incredibly fun to explore some new dimensions of social impact—including the launch of a global online learning initiative for NGO workers called Philanthropy University. I do miss seeing K School friends in SF—but do run into classmate **Melanie Hurley** sometimes!

1999

B. Dan Berger MC/MPA, the president and CEO of the National Association of Federal Credit Unions, was recognized by *The Hill* newspaper for the 13th consecutive year as one of the most influential lobbyists in Washington, DC. He was also recently appointed by Florida State University President John Thrasher to the national board of directors of the FSU Alumni Association.

Stan Coerr MC/MPA received the Marine Corps Heritage Foundation 2016 Gannon Memorial Prize for his book *Rubicon: The Poetry of War*.

Jane Preston MC/MPA was promoted to the position of deputy director of the New England Foundation for the Arts (NEFA). As deputy director, Jane contributes to NEFA's strategic direction and manages the programmatic operations and the development of partnerships and budgets to support the organization's program portfolio.

Nicole Schwab MPP is delighted to have published a novel, *The Heart of the Labyrinth*, which tells the story of a young woman journeying deep into the Andes and deep into her mind in search for her lost connection with the earth and the sacred feminine. “I am honored that it has been acclaimed as ‘an evocative spiritual parable, filled with exotic landscapes and transformational soul lessons.’”

2001 | 15th reunion

Donna Ducharme MC/MPA has just completed an interesting project for the International Organization for Migration in Geneva, developing a guidance framework for policy, operational, administrative, and financial issues related to its establishment of strategic pre-positioned stocks around the world for use in migration emergencies. In her spare time she continues to renovate her house in the Italian countryside.

Rick Minor MC/MPA is running for the city commission in Tallahassee, Florida, and is cautiously optimistic about his chances for the primary election on August 30. For more info, please visit RickMinor.com. Rick is also president of Tallahassee Music Week, which recently completed a nine-day festival of 130 musical performances in nearly 60 venues throughout Florida's capital city. His most rewarding roles, however, are as a husband to his wife, Jessica Lowe-Minor, and as a father to their 2.5-year-old daughter, Madeline.

Preecha Pongcharoenkul MC/MPA has been politically appointed the secretary to first vice-chairman of the Thailand National Reform Steering Assembly (NRSA), the 200-member driving force to reform Thailand



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in all aspects according to the road map of a clean, free, and fair election. Corruption (even looting their own country) is the number one priority to be eradicated by the combined tripartite government, National Assembly, and NRSR for the next 18 months before the scheduled general election and putting in place a 20-year road map for Thailand progressing with mechanisms in our constitution to be endorsed by a nationwide referendum.

David Rice MC/MPA, after spending two years in Lagos, Nigeria, to set up and run a pan-African think tank, is returning to teaching at New York University in January and to write a book on doing business in Africa with Nigerian business tycoon and philanthropist Tony Elumelu. "In July of 2016, I will start a nine-month overland trek across Africa to write a book about the continent's economic future. To gain a unique perspective, I will also be flying a small bush plane in order to reach remote areas and take aerial photographs. Follow along here: AfricabyAir.org."

Margaret Stock MPA has announced her candidacy as an Independent running for the United States Senate in Alaska. Her campaign website is margaretforalaska.com, and she welcomes support from her classmates and other HKS alumni and friends.

2002

Mariarosaria Iorio HKSEE has been working as a consultant in development policy advising and adult training within the framework of international organizations. "Also, published a number of articles all collected in my first book: *Global Governance Trade and*

"The HKS executive education was an eye-opener for me, providing a whole new perspective and tools to read the world."

— Mariarosaria Iorio
HKSEE 2002

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the Crisis in Europe, published in November 2014. The HKS executive education was an eye-opener for me, providing a whole new perspective and tools to read the world."

Oscar Schiappa-Pietra MC/MPA is CEO of AgroAndino SRL, a social venture specializing in growing and drying organic goldenberry, which is exported to the United States and many other countries. Hundreds of micro-farmer families have overcome poverty and are improving their livelihoods thanks to AgroAndino SRL. He is also pro bono representative of The Vine Trust, a Scottish charity that provides free medical services to hundreds of thousands of indigenous persons in the Peruvian Amazonia. He is also a full-time faculty member at CENTRUM Business School, teaching ethics and CRS, organizational behavior, negotiation conflict management, and more.

2003

Roger Tansey MC/MPA has been appointed to the City of Palm Springs Ethics & Government Task Force. He is cochair of the campaign finance reform subcommittee.

2004

Cheryl Abbott HKSEE stepped down from the board of directors of the HKS New England Alumni Association in June, after serving since 2006. She was the board's liaison to Community Action Partners, which convenes teams of consulting alumni from both HBS and HKS to benefit local and international nonprofit organizations based in New England. She recently

accepted an invitation to join Harvard's ILR, an interdisciplinary community of scholars and practitioners.

David Eagles MPP recently launched the Center for Presidential Transition, with the Partnership for Public Service, as the founding director. The center seeks to work with the 2016 presidential candidates and outgoing Obama administration to drastically improve the transition process, engage Congress on transition reform, highlight the importance of management issues, and prepare incoming political appointees to govern effectively on day one. David previously managed corporate transitions for private equity firms and for large corporations and was a leader on the 2012 Romney transition team. He also served in the Bush and Obama administrations during the housing and financial crisis.

Joseph King HKSEE writes, "Best to all. I trust all is well."

Buck Song Koh MC/MPA was invited by the Japan Foundation, as a cultural leader of Singapore, to visit Tokyo, Kyoto, Mount Fuji, and Okinawa in November 2015.

Robert Manson MPA writes that in March the Harvard Club of Ireland hosted an evening of conversation with HKS Professor of Public Policy Jay Rosengard, who was in Dublin for the Global Tax Policy Conference. Organized by the Irish Tax Institute, the conference featured leading figures from the EU and United States, the OECD, the IMF, and treasury departments globally. It also attracted delegates from around the world. The conference is co-presented by the Ash Center for Democratic Governance and Innovation at Harvard Kennedy School.

Ken Robbins MPA retired last year after more than 20 years in the United States Army. He has cofounded a company with another veteran that he hopes will improve the moving process for the more than 300,000 military families that move yearly.

Tim Maxian Rusche MC/MPA published, in December 2015, his monograph *EU Renewable Electricity Law and Policy* with Cambridge University Press.

2005

Nnenna Ofobike-Lewis MPP and her husband, U.S. Air Force MSgt. Jermaine Lewis, welcomed their first daughter, Amara Efuwa Lewis, to the world on September 25, 2015. Nnenna and family are currently serving a three-year assignment to the U.S. Embassy in Maputo, Mozambique.

Erica Romero MPP joined the Association of Independent California Colleges & Universities (AICCU) in January as their new vice president of external affairs. AICCU represents the WASC accredited nonprofit higher education

institutions in California. In her role, Erica is responsible for being the voice of those institutions before the state legislature, statewide officials, and state agencies.

2006 | 10th reunion

Jama Adams MPP cofounded social impact strategy firm SidePorch to help build the ecosystem of people and organizations driving positive social impact alongside financial returns. SidePorch advises executive teams to develop, implement, and measure a social impact thesis within their organizational DNA as they scale. Contact Jama at jama@sideporch.co and learn more at sideporch.co. Her husband, counterterrorism expert Brian Fishman, has a book about ISIS coming out in the fall.

Emily Felt MC/MPA is very much engaged in U.S. energy and carbon policy, living in Charlotte, North Carolina, and working for Duke Energy. "I use what I learned from Dean Williams's Adaptive Leadership course every day... just wish I'd also taken Markets and Market Failures, too!"

Carlos Alberto Rios Henckell HKSEE is an economist with specialization in microfinance. He writes that his participation at Harvard Kennedy School helped to greatly strengthen his knowledge and work practices in microenterprise in Peru. In addition, the program managed to guarantee his relations with other outstanding local and international actors in microfinance. At present, as manager of microfinance in COPEME, he takes part actively in consulting services and project administration of cooperation of entities such as USAID, FOMIN-BID, Citi, OikoCredit, ADA, etc. Also he is a vice-president in an IMF and advisor of the Peru Opportunity Fund and Microfinance Gateway of CGAP.

Dimitry Leger MC/MPA writes, "My acclaimed debut novel, *God Loves Haiti* (HarperCollins, 2015), is now available in paperback as well as hardcover in online and offline bookstores worldwide."

Luc Roulet MPA writes, "Life has brought our three-year-old Althéo, Rachell, and me to live on the island recently rated most beautiful in the world: Providenciales in Turks and Caicos, south of Bahamas. Come and visit, sit back and relax. The professional adventures continue on four continents with in Viva (www.in-viva.net): a growing team of leadership and transformation catalysts, including formidable **Andreas Sami Prauhart Abu-roza** MPA. With social technologies based on adaptive leadership, MIT best tools, and life experience, we enjoy catalyzing governments, businesses, nonprofits, and educational institutions to make a better world. Looking forward to the May reunion!"

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Philippa Soskin MPP relocated in August 2015 to Washington, DC, where she works as an attending physician in the Department of Emergency Medicine at MedStar Georgetown University Hospital. She has also been named co-fellowship director for Georgetown's Emergency Medicine Health Policy Fellowship Program.

2007

Eugenio Amador MPA/ID has been appointed chief investment officer at the Mexican Social Security Institute (IMSS), where he will manage the endowment funds of the largest social security system in Mexico, with 79 million affiliates. Eugenio was appointed by the general director of IMSS and will report to the chief investment officer of IMSS.

Zachary Bookman MPA writes that the World Economic Forum named OpenGov, a Silicon Valley software company, a Technology Pioneer at its recent conference in Davos. "We are building a software-as-a-service platform to help power 21st-century governments and transform how the world allocates public money."

Paz Guzman Caso de los Cobos MPA and her family moved in September to Madrid, where Paz is working as senior economist in the European Commission. "Promoting Europe's policies, including the Economic and Monetary Union, in Spain. My husband, Jean Derely, continues his work as tech entrepreneur; ManyContacts is his latest venture. We enjoy life as parents of three tremendously energetic children: Victor (7), Itziar (5), and Diego (3)."

Maxie Cuffie MC/MPA was appointed minister of public administration and communications in March 2016. Since September 2015, Maxie has served as the minister of communications and member of parliament for La Horquetta/Talparo. With the additional portfolio, he now spearheads the transformation of the public sector to improve service delivery for the people of Trinidad and Tobago and also has overall responsibility for ICT. He has brought his knowledge of public administration and passion for implementing public sector reform to the new administration,



Joshua Cohen MPP 2017 snapped a few of his friends in Jerusalem with the Dome of the Rock in the background. The HKS students were in Jerusalem as part of the HKS spring break trek.

➔ ken.sc/flickr_youarehere





Malik Ahmad Jalal MPA/ID 2011 is CEO of Pakistan's largest private foundation, helping to solve development problems by fusing private, public, and nonprofit approaches.

Not as Important as We Think We Are

FROM THE FIELD MALIK AHMAD JALAL MPA/ID 2011

Malik Ahmad Jalal MPA/ID 2011 remembers the moment on September 15, 2008, when the news broke that Lehman Brothers, the venerable Wall Street investment bank, had collapsed. On the trading floor at Goldman Sachs's London office, where Jalal worked, there was an uproar; but he felt a perfect calm, even an epiphany. "We are not as important as we think we are," he remembers thinking. "There are more important things to explore and to do."

Jalal had been on a fixed path until that point: Leaving his native Pakistan to study at the London School of Economics, he went on to become an accountant at Deloitte before joining Goldman Sachs as an investment banker. But instead of looking for safety in the great storm that followed the 2008 crash, Jalal decided to take a leap of faith. He resigned to follow the intuition he'd had that day on the trading floor: that there was a world out there to explore beyond the financial one he had come to inhabit. Growing up in Pakistan, he had been confronted daily by the lack of social justice and basic amenities. Development wasn't an intellectual concept, he says—it was a reality. Wanting to explore how economies developed and how they could grow in a way that didn't cause the great imbalances that had led to the financial crisis, he came to the Kennedy School attracted by the MPA/ID.

"All of a sudden I was engaging with people who had very different experiences from me."

The school opened his eyes, he says. "All of a sudden I was engaging with people who had very different experiences from me"—journalists, human rights advocates who had been imprisoned, public servants, and private sector leaders who wanted to give back. (He was also engaged, more literally, to a classmate. At the Kennedy School he met his future wife, Sadaf Abid MC/MPA 2011.)

His time at HKS enabled him to learn languages other than that of the private sector—those of development and of the public and nonprofit sectors—and to realize that behind those different languages were very similar objectives.

As CEO of the Aman Foundation, Pakistan's largest private foundation, Jalal now speaks them all fluently, helping to fuse different approaches and stakeholders in the interests of development. The foundation is focused on sustainable impact in health care and education in some of the most challenging parts of Karachi, directly providing high-quality services ranging from ambulances to vocational training.

For his work, Jalal is being recognized with the Kennedy School's Emerging Global Leader Award. "It's a tremendous honor," he says, "and an acknowledgment that I'm on the right path of public service." RDO

MARTHA STEWART

which took office last year. Before politics, Maxie was the CEO of the Government Information Services Limited.

Luiz Felipe d'Avila MC/MPA writes, "In April, the Center of Public Leadership in Brazil arranged for 35 civil servants and public leaders to take a one-week seminar at HKS. It is the international module of our master's program on leadership and public management."

Keatra Fuller MPP writes, "My husband and I welcomed our son, Orlando Avent II, into the world on August 1, 2015, and could not be happier!"

Cyrus Hodes MC/MPA, together with two founders of The Future Society at Harvard Kennedy (Nicolas Mialhe MC/MPA 2015 and Simon Mueller MPA 2015), launched The AI Initiative at HKS. "Professors Nye and Waldo, among others, are backing us. By nature we are all engaged in various public policy debates. We are concerned about the rise of an uncontrolled artificial intelligence and are aiming at bridging the gap between policy and science, heading toward a globally accepted compact on AI risks. Please visit us and get involved if you are interested and concerned: thefuturesociety.org/ai-initiative.html."

Marilyn Raichle MC/MPA in 2015 founded The Art of Alzheimer's, opening hearts and minds to a different view of Alzheimer's and other dementias, enabling us to move past fear to knowledge, empathy, and action. "We seek to make access to dementia care treating people as whole human beings in positive environments a national priority. The Artist Within, our first exhibition, presented surprising, fascinating, and inspiring art by individuals 60 to 101 living with dementia—inviting us to see that people who live with dementia are still here, living with dignity, creativity, and joy." theartofalzheimers.net

Nilmini Rubin HKSEE writes, "My daughter and I had a blast writing a children's book together called *How Carrots Became Orange*. Set in the 1600s, it tells the story of two sisters in the Netherlands who decide to enter a contest to honor William of Orange. Their big idea? To make the world's first orange carrots. (Spoiler: Carrots weren't always orange.) The sisters, Sanne and Anke, persevere to breed orange carrots out of the white, yellow, red, and purple carrot plants that existed back then. *How Carrots Became Orange* is available on Amazon."

2008

Donna Hockey MPP has recently created Our Story Place to help combat discrimination and hate by introducing cultural awareness in early education through literature, art, and thought projects. Diplomatic case studies and children's books, including *Once Upon a*

Ramadan, are geared toward ages 3–9. All projects go through a quality control check by the three little people living in the house (ages 2, 4, and 6). Please check it out at our-storyplace.com.

Roshan Paul MPP writes, "The last 12 months have been hectic! My organization Amani Institute, founded in 2011, tripled in size. We doubled our presence in Kenya and also launched a new office in Brazil. We work on training the next generation of leaders in the social change sector, sort of like an alternative HKS based in emerging markets. If you're interested in social innovation, talent development, or new models for higher ed, then do get in touch at roshanpaul@gmail.com to partner or collaborate."

Jed Willard MC/MPA is looking to involve HKS alumni in the FDR Center at Harvard College! "We honor the 32nd president's legacy by pursuing solutions to current global challenges while keeping in mind their historical origins. Current efforts focus on adaptation to climate change, coping with information warfare, and revitalizing faith in the post-Enlightenment tradition. Also the Arctic, the Transatlantic Alliance, and the linkages between cultural and economic diplomacy. Come visit when next in Cambridge!"

2009

Eunice Ajambo MPP was given the 2015 Global Female Leadership Impact Award and was also inducted into the Global Women Leaders Hall of Fame by the Center for Economic and Leadership Development (CELD) in partnership with the CEO Clubs Network



Devabrata Chakraborty MC/MPA 2015, director of the Bangladeshi prime minister's office, at a tea garden primary school in Moulvibazar, Bangladesh. The government is providing improved social programs to the disadvantaged tea garden communities, who work on tea plantations.

ken.sc/flickr_youarehere

Worldwide and the National Organization of Black Elected Legislative Women, USA, at the South America–Africa–Middle East–Asia Women Summit held at the Shangri-La Hotel in December in Dubai, under the patronage of His Highness Sheikh Juma Bin Maktoum Juma Al Maktoum. Past CELD awardees have included former female presidents and notable international business and political female leaders.

Rade Glomazic HKSEE, managing director of Finnish Consulting Group International (FCGI), Serbia and Montenegro office, became a member of the East West Bridge, an international think tank and brain trust attached to the Trilateral Commission that works in close cooperation with other regional and governmental institutes and with the scientific and research community, aiming at adopting guidelines for sustainable individual, society, and state development.

Joe Negron MC/MPA was named the president-designate of the Florida Senate in December. "I will serve as senate president for the 2016–18 term." Joe was a Zuckerman Fellow.

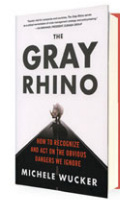
Gifty Ohene-Konadu HKSEE writes, "It was a worthwhile experience. It helped me to make meaningful analysis of issues that came up on the floor of parliament."

Diego Osorio MC/MPA has been director of PASO, Paz Sostenible para Colombia (Sustainable Peace for Colombia) since January. This is a program established by the One Earth Foundation and seeks to create parameters to support the post-conflict process in Colombia.

Use the new Alumni Directory to contact your classmates.



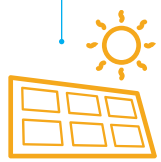
Michele Wucker HKSEE, a member of the 2009 Young Global Leaders cohort, recently published *The Gray Rhino: How to Recognize and Act on the Obvious Dangers We Ignore*. A “gray rhino,” Michele explains, is kin to the elephant in the room and the improbable and unforeseeable black swan. They are not random surprises but instead, like the 2008 housing crisis and the aftermath of Hurricane Katrina, dangerous events that occur after a series of warnings and visible evidence.



Michele Wucker HKSEE 2009 recently published *The Gray Rhino, How to Recognize and Act on the Obvious Dangers We Ignore*.

2010

Nada Al Mutawa HKSEE writes, “Over the past century, women’s advancement in economic, political, and social positions has made significant progress. However, despite the various trends of women empowerment, women remain underrepresented in business councils, political posts, and leadership positions. There is a need to address the ‘glass ceiling’ in a new paradigm, target barriers women face, and enable transformative change to empower women to shape their lives. Reinvent approaches through creating networks that allow women to learn from mentors and entrepreneurs.”



Ramaswami Balasubramaniam MC/MPA released his fifth book, *I, the Citizen*. “Very happy that the first printing got completely sold out and sales of the second printing are on. The book has got good reviews and is finding resonance with development practitioners, policymakers, NGO leaders, and government officials. I continue to work in the non-profit that I founded, the Swami Vivekananda Youth Movement (*svym.org*), and at Grass-roots Research and Advocacy Movement (*graam.org.in*).

Nizar Farsakh MC/MPA started a new company under her name focusing on leadership, negotiations, and advocacy. “Ran a great training in Northern Ireland, where we looked at the negotiations and leadership lessons from that conflict. Met lovely people and got great insights. Highly recommend visiting Ireland! As to extracurricular activities, I have been exploring with some friends ways of supporting the nonviolent movement in Palestine.”

Josh Stephens MPP was recently elected board president of the Westside Urban Forum, a nonprofit dedicated to fostering discussion of civic affairs in his native Los Angeles. For his day job, Josh writes about land use for publications including the *California Planning & Development Report*, *Next City*, and *Planetizen*.

Tidhar Wald MPP, after three years leading Oxfam’s EU conflict and humanitarian policy work out of Brussels, moved in 2013 to New York, where he has been leading the government and corporate relations team of the Better Than Cash Alliance, a United Nations partnership of governments, companies, and international organizations that promotes the

transition from cash to digital payments as a means to increase transparency, reduce poverty, and expand access to financial services to the 2 billion people in the world who are still unable to participate in the formal financial system. He travels constantly and enjoys connecting with classmates wherever he lands!

Rob Werner HKSEE writes, “My work as the New Hampshire state director of the League of Conservation Voters is very fulfilling and meaningful as we work to meet the challenges of global climate change. Our team is engaged in building partnerships with business and faith leaders on these critical issues, and I’m proud of the impact that we have made. After winning re-election in 2015, I began my fifth term on the Concord, New Hampshire, city council. I chair the Concord Energy and Environment Committee, and we recently voted to install a 2-megawatt solar installation that will meet 40 percent of the city’s electric bill.”

2011 | 5th reunion

Shahab Ahmed HKSEE moved to Abu Dhabi as legal head/chief privacy counsel at Etihad Airways. Family and Shahab are loving the new adventure in life after 10 years at Microsoft in Redmond, Washington.

Sean Barney MPA recently launched a campaign for U.S. Congress to fill the open seat created by Rep. John Carney’s run for governor. Sean entered the race with a call for the U.S. government to accept 100,000 Syrian refugees and has since put forth an extensive democracy reform policy proposal. Sean’s campaign website is *seanbarneyforcongress.com*.

Major Nathaniel Davis MPA has been selected to assume duties as the director of defense and strategic studies at the United States Military Academy at West Point beginning in June.

2012

Jay Bhatt MPA has been selected for the Presidential Leadership Scholars Program. He was appointed president of Midwest Alliance for Patient Safety and chief health officer of the Illinois Health and Hospital Association.

Francis Choi MPP joined the Los Angeles office of Milbank, Tweed, Hadley and McCloy as an associate in their Global Project Finance practice in October 2015. He will be working primarily on agreements for financing and developing renewable energy projects.

Georgeta Dragoiu MPP is the founder of 3TEC, a public advocacy campaign that works for legislative change to support consumer choice and innovative companies like Tesla that are stifled by outdated laws and regulations. “Our first campaign focuses on direct car sales, which are currently restricted or prohibited in 25 U.S. states. Such outdated

laws only hurt the American consumer and stifle innovation. 3TEC takes on this challenge through strategic advocacy campaigns and grassroots consumer mobilization. We are looking to grow our team and advisors. Join us and contact me at *Georgeta@3TEC.us*.”

Haney Hong MPP, after a four-month search, was recently selected as the new president and CEO of the San Diego County Taxpayers Association, an organization driving effective public management in the San Diego metro through policy analysis, education, and advocacy. “Though I am now full-time dedicated to my new organization, I continue to own HDH & Associates, LLC, my management consulting firm, while clients are managed day-to-day by experts I trust. I also continue to serve as a reservist in the United States Navy.”

Christopher Robert MPP 2008, PHD, continues some collaborations with HKS faculty but has been focusing mostly on building Dobility, his social enterprise. He’s been delighted that Surveycto (Dobility’s technology platform for online/offline data collection) has helped countless researchers, M&E professionals, and others to collect higher-quality data all around the world. Good technology in the right hands can make a difference!

2013

Salman Alzayani HKSEE graduated with a PHD in public health from the University of Connecticut. His dissertation was “Effect of Cultural Background and Training on Stigmatized Attitudes among Healthcare Professionals: A Randomized Study of Medical Students’ Attitude and Behaviors toward Alcohol Dependent Individuals in the Middle East.” Professor Thomas Babor, chair of the Department of Community Medicine and Health Care at the University of Connecticut, was his major advisor. Salman has joined the College of Medicine and Medical Sciences at the Arabian Gulf University in the Kingdom of Bahrain as a faculty member in the Department of Family and Community Medicine.

Nick Bayard MPA/ID writes, “My wife, Sedia, and I welcomed our daughter, Piper Sky Bayard, to the world on October 16, 2015! As executive director of The REACH Center, I was invited to the White House to participate in the Champions of Change event on strategies to boost summer employment and educational opportunities for youth. President Obama has set a goal of helping 1 million young people gain the work experience, skills, and networks that come from having a first job, and the City of Tacoma and The REACH Center are part of the nationwide community of practice leading this charge.”

Aliyu Bello HKSEE, after attending HKS in December 2013, “completed my assignment as the defense attaché at the Nigerian embassy in Washington, DC, in 2014 and was



San Francisco Bay Area HKS Alumni Network cochairs (left to right): Jorge Jaramillo HKSEE 2010, 2012; Steven Rahman MPP 2000; Robert Ferri MC/MPA 1986. Not pictured: Rob Edwards HKSEE 2008, 2010.



How You Remember Your Time in This Forum

FROM THE FIELD | HKS ALUMNI NETWORK OF THE SAN FRANCISCO BAY AREA

“We do what we do because we know how many of you remember your time at this school fondly — how you remember your time in this forum fondly,” Steven Rahman MPP 2000 said in May at the HKS alumni reunions.

He was accepting the HKS Regional Network Engagement Award on behalf of the HKS Alumni Network of the San Francisco Bay Area, which he cochairs with Jorge Jaramillo HKSEE 2010, 2012, Robert Ferri MC/MPA 1986, and Rob Edwards HKSEE 2008, 2010.

The award was established in 2014 to recognize the work of regional networks in strengthening the alumni community within their region and advancing the network’s ties with the school.

With about 1,000 alumni in the San Francisco Bay Area and about 350 active members, the network provides alumni with opportunities to connect with the school and with one another while offering valuable service in the Bay Area. In 2015, it hosted more than 12 events involving public service, education, networking, and cultural activities.

The events included the #Hack4Congress hackathon event with the Ash Center for Democratic Governance

“We want to remind you of your own sense of public leadership.”
— Steven Rahman

and Innovation; a panel discussion at Google featuring then acting dean Archon Fung; and a student-alumni networking night that partnered with a student-led trek.

With the Bay Area arguably the center of global innovation, it is becoming increasingly attractive to alumni looking at the technology sector (graduates work at Facebook, Salesforce, Google, Uber, Lyft, and Apple, among others). But the Kennedy School is also turning to technology for help in solving tough public policy problems.

Rahman says he’s not surprised that so many alums are moving to San Francisco, and he won’t be surprised if the area overtakes New York as the third most popular destination for graduates (after Boston and Washington).

Meanwhile, the network will continue working on building the spirit of the Kennedy School among alumni there.

“We want to stimulate those memories and to remind you of your own sense of public leadership,” Rahman concluded at the awards event. “We want you to take your commitment to public leadership back with you to your communities and into your professional life.” RDO

awarded the U.S. Legion of Merit. After that, I attended the U.S. Air College in Montgomery, Alabama, and graduated in 2015. I'm now an air commodore in the Nigerian Air Force."

Rahul Daswani MPP writes, "Working as a futurist in the Singapore government has allowed me to span a range of topics, such as automation and robotics and their effect on future jobs, population demographic changes across major countries and their social and economic impact, what our climate change mitigation actions would look like, and how political systems are evolving. While no pre-

dictive crystal ball exists, designing plausible sets of different scenarios through a variety of media allows decision makers to contemplate policymaking in the context of a future world with significantly different characteristics."

Miguel Espinoza MPA continues to work as a prosecutor for the Los Angeles County District Attorney's Office, focusing on crimes related to sexual assault, domestic violence, and elder abuse. He is writing a book on affirmative action that is due to be published in 2017. His wife, **Gina Di Domenico** MPA,

was recently hired to serve as a senior advisor on homelessness to Los Angeles City Attorney Mike Feuer.

Troy Holt HKSEE is now the director of city commerce and communications for the city of Rocklin, California. He is responsible for a wide range of municipal issues and city commerce, including economic initiatives, marketing, property management, business development, legislative advocacy, communications, engagement, and transparency. He develops and implements activities to ensure positive growth and economic sustainability of the

city, and he is responsible for event tourism on the start-up of a research and manufacturing innovation district.

Chris Hurst MPA/ID and his Army, HBS, and HKS friend **Greg Adams** MPA/ID 2014 have started a tech company in Seattle called Stabilitas. Their mission is to make safety and security information transparent globally. Stabilitas uses machine learning to aggregate, map, and analyze security updates from online news and social media. Their mobile app combines this news with crowdsourced security information from users "on the ground." Users can see their colleagues' locations and nearby risks (e.g., protests, earthquakes, crime patterns) in real time and coordinate assistance in crises. Greg and Chris would love feedback from HKS grads interested in security, transparency, and data.

Anderson Silva HKSEE participated as a speaker at the 2015 TAPA APAC Supply Chain Conference in Phuket, Thailand. "I could put into practice knowledge acquired throughout my career and especially through the Harvard Kennedy School course Senior Executives in National and International Security."

Admir Serifovic MC/MPA is a Foreign Service officer with the U.S. Agency for International Development (USAID), currently on a two-year assignment with the USAID mission in Sarajevo, Bosnia-Herzegovina.

2014

Pierre Deshommes HKSEE, while serving in the Horn of Africa, more particularly in Ethiopia, proposed a drastic change in the international food aid policy between the developed and the developing countries. "We could have done better if only we had come up with a durable and sustainable development program that can help these people to be self-supporting. I am so glad to see that today, major international institutions such as the UN, FAO, and USAID have embarked on this project."

Benjamin Hill MC/MPA was appointed in November as the first head of the new Specialized Ethics and Conflict of Interest Prevention Office by the minister of public administration of the Mexican federal government. This office, created by executive order of President Peña-Nieto, will be responsible for implementation of government-wide codes of conduct, will evaluate the performance of the ethics committees of every federal office, will generate criteria to identify conflict of interest of public servants, and will engage in investigations of graft and corruption. Benjamin lives in Mexico City with his wife, **Alejandra Sota** MC/MPA.

Kristel Johnson HKSEE was promoted to deputy chief in the New York City Police Department in June 2015.



"It has been only eight months since I left HKS, and I cannot wait for my five-year reunion."

— Mabel Josune Gabriel Fernandez
MPA/ID 2015

Use the new Alumni Directory to contact your classmates.

Jacob Wood HKSEE I was recently appointed as the assistant city manager for the city of Hays, Kansas, a university community of 20,000 people located halfway between Kansas City and Denver on Interstate 70. "We are the regional hub of northwest Kansas for retail, education, medical service, entertainment, and recreation."

2015

Edward Dong MC/MPA has shifted his career from business over the past 20 years to public service as chair of the U.S.–China Committee of International Leadership Foundation (*ILFnational.org*). "I established the Edward and Charity Dong Family Fund at HKS during my study in school in 2015 and served in KSSG and Harvard Graduate Student Council. Currently I serve as HKS alumni ambassador, a member of the Harvard 1879 Society, and a DAC member in the School of Management, SUNY at Buffalo. I received the President's Volunteer Service Gold Award in March 2016 and the Leadership Award for Asian Americans by the International Leadership Foundation in July 2015.

Mabel Josune Gabriel Fernandez MPA/ID moved to Paris after graduation and joined the OECD economics department, which has been a truly rewarding experience. "It has been only eight months since I left HKS, and I cannot wait for my five-year reunion."

Sebastian Hurtado MC/MPA writes, "With renewed skills in public policy, I'm back at the helm of my political-risk consultancy (*profitas.com*), based in Quito, Ecuador. I'm also leading fintech start-up *friendlytransfer.com*, which I founded at the Harvard Innovation Lab last year. Two very exciting activities that will keep me busy for years to come..."

Martin Maximino MPP in 2015 cofounded i4 Group, a new political consulting firm that uses sophisticated opinion research techniques to help candidates, parties, and public leaders in Latin America. In the past, local consulting firms were built around conventional products rather than accurate and thorough data analysis. As a result, candidates and public officers usually lacked the information, insight, and evidence to win elections and implement innovative policies. Today, i4 Group provides the most reliable research by bridging the gap between cutting-edge technologies and committed public leaders. "We combine information, intelligence, innovation, and impact to work throughout the Latin American political landscape."

MaryRose Mazzola MPP in January became executive director of the Boston Women's Workforce Council, a public-private partnership between the city of Boston, Simmons College School of Management, and more than 60 companies in the greater Boston area dedicated to closing the gender pay gap. This past fall, she also served as communications and field director for Boston City Council President Michelle Wu's successful reelection campaign.

In Memoriam

Christina Blaesche MC/MPA 1994
Abundio Maldonado MPA 1952

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The Harvard Kennedy School community is filled with thinkers and doers. We set ambitious goals and, with evidence, data, and grit, we make a difference.

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In short, we dare to dream of a better world. We ask what we can do. And we imagine what we can do together.

Three years into the **CAMPAIGN FOR HARVARD KENNEDY SCHOOL**, we celebrate the impact of our community's collective generosity. Our alumni and friends have had a significant effect on so many lives around the world. With \$500 million raised thus far during the campaign, we have, together, achieved a significant milestone.

But our boundless optimism and desire for change demand we do more.

As we look ahead, we are focused on reducing inequality and enhancing economic opportunity, advancing effective governance around the world, and designing appropriate responses to global power shifts. We are also committed to helping current and future public leaders use technology to improve the performance of governments and nongovernmental organizations. By improving public policy and public leadership in those and other areas, we will continue to make people's lives safer, more prosperous, and more fulfilling.

Our ambitious goals are matched only by our determination to succeed. As we continue to work to make a difference, we take stock of what we have achieved thus far. And we know that, together, we can continue to change the world for the better.

The addition of three new buildings and 91,000 square feet of space will transform the campus. The new buildings' steel structures were completed in May.



"The world urgently needs better public policy and public leaders. The Kennedy School is the preeminent institution focused on those goals, and the continuing generosity of our alumni and friends enables us to make a powerful difference in the world."

*Doug Elmendorf
Dean of Harvard Kennedy School and Don K. Price
Professor of Public Policy*

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72%

of the gifts to the school during the campaign thus far

\$96 MILLION +

campaign gifts and pledges received for financial aid

114

research projects funded

Figures as of April 30, 2016

PUNCHING IN

Rema Hanna, the Jeffrey Cheah Professor of Southeast Asia Studies and codirector of the Evidence for Policy Design Program

THIRTY PERCENT of the time—that’s how frequently doctors in some rural districts in India show up for work.

To address the pervasive problem of so-called bureaucratic absenteeism, the Indian government installed fingerprint scanners in certain treatment centers in Karnataka, India, to better monitor attendance.

The prescription seemed in line with established theory. “Lots of models in economics say that to reduce absenteeism, you should monitor bureaucrats and give them incentives or penalties for showing up or not,” says Rema Hanna, the Jeffrey Cheah Professor of Southeast Asia Studies and codirector of the Evidence for Policy Design program at Harvard Kennedy School. Her own study on teacher attendance at nonprofit schools in rural India found that reducing teacher absenteeism led to increased learning among students.

But careful analysis of policy interventions can yield surprising results. As someone who develops field studies to test the real-world application of theories, Hanna was intrigued by the absenteeism project in Karnataka. She set out to test not only how attendance and recorded leave time were affected by monitoring but also how people’s health was affected. So she collected data on randomly selected

women who had given birth during the experiment.

“There was a 20 percent decline in the probability of giving birth to a baby with low birth weight,” says Hanna. Health had improved by this and other measures. But were these changes caused by reduced absenteeism? That was not so clear-cut. Doctors in the experiment were no more likely to show up for work than those in the control group, but there was an 18 percent increase in the attendance of staff. Hanna hypothesizes that the non-doctor staff was spending more and better-quality time with patients. Overall, her findings illustrate how much we need to evaluate the impact of policy changes in a real-world setting.

Hanna loves both working in the field and analyzing large data sets, making her well suited to bridge the gap between theory and practice. “You want to improve systems,” she says, “but there are so many different stakeholders, not to mention laws and regulations you cannot change. You have to be practical.”



Hanna is particularly interested in understanding how to make government services work for poor people in developing countries.



KENT DAYTON



MARTHA STEWART

HOUSING STARTS

Micaela Connery MPP 2016

“PEOPLE WITH DISABILITIES have the same dreams and aspirations as everyone else,” says Micaela Connery MPP 2016. “And they have the potential to be really valuable assets in a community.”

She knows this from personal experience. Connery and her cousin Kelsey were born three months apart. But Kelsey was born with multiple disabilities and has never been able to walk or talk; she communicates with facial expressions and sign language. Growing up with Kelsey led Connery to pursue a profound mission: helping people with disabilities live their lives to the fullest.

“When people with disabilities turn 22, they exit the public school system and often quickly lose a lot of support, opportunities for inclusion, and a sense of community,” says Connery. “One solution is to rethink the way we approach housing for adults with disabilities.”

Thanks to the financial support of a new Kennedy School fellowship, Connery focused her second year at the school on solving this problem. She is part of the first cadre of New World Social Enterprise Fellows, a group of 10 students who, through the generosity of Hong Kong entrepreneur and Harvard College alumnus Adrian Cheng, receive funding to examine and launch social enterprises.

The New World Fellowship allowed Connery to travel to conduct more than two dozen interviews and focus groups with disabled people, their families, and potential investors. “The themes and ideas from those discussions are shaping the organization I’ll ultimately create,” she says.

What she came up with (named The Kelsey in honor of her cousin) is a nonprofit that will work with real estate developers and disability service providers to build residences financed through a combination of traditional real estate investment strategies, philanthropy, public subsidies, and earned income. Twenty percent of the apartments will be reserved for those with disabilities.

Connery is in the process of raising funds for the first building, which she hopes to open to residents in 2019 in Providence or San Francisco, with additional buildings scheduled to be built in other cities over the next several years. She says the stakes are high. “Young people with disabilities want to grow up to have a house, to have a family and kids, but this is difficult on so many levels.”



CLIMATE SMART

Débí sí Àràbà MC/MPA 2016, Mason Fellow

“AGRICULTURE IS A BUSINESS, not a development project,” says Débí sí Àràbà MC/MPA 2016 and Mason Fellow. The point was driven home by a farmer in his native Nigeria. “The farmer’s plot had the highest density of rice—she was the lead farmer in the region. And her farm helped her build a house and is allowing her to care for seven orphans.” She wasn’t merely subsisting—she was thriving.

Despite that person’s individual success, farming in Nigeria is under threat, Àràbà says. A lack of mechanization and financing contributes to an uncertain future. The biggest challenge, though, is climate change. Most of Nigeria’s agriculture uses rainfall rather than irrigation to water crops. And farmers across the country are observing shifts in rainfall patterns.

Àràbà already had a PhD in waste management when he arrived at Harvard Kennedy School. “During my PhD studies, I became interested in climate change,” he says. After a friend encouraged him to study at HKS, he became aware of the Bacon Environmental Leadership Graduate Fellowship. Established in 2014 by the investor and conservationist Louis M. Bacon, the fellowship provides funding to educate promising leaders who have demonstrated an interest in and commitment to the environment. The fellowship, which has a vibrant co-curricular component, is overseen by the Center for Public Leadership (CPL).

“Because of the Bacon Fellowship and CPL, I’ve had the opportunity to travel around the world, meet with leaders, talk with so many influential faculty, and connect with Harvard’s



“Harvard Kennedy School alumni are tremendous individuals who are succeeding in making the world a better place. I am proud to stand beside them as we come together to solve our world’s most challenging problems.”

David M. Rubenstein
Cofounder and co-CEO,
The Carlyle Group;
Chair, Campaign for
Harvard Kennedy School

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TOM FITZSIMMONS

environmental community,” Àràbà says. “The fellowship is an excellent launching pad.”

Following graduation, Àràbà, formerly an environmental advisor to the government of Nigeria, became Africa regional director for the International Center for Tropical Agriculture. He wants to help governments encourage climate-smart agricultural technologies to increase productivity in Africa. “The big challenge in addressing climate change is creating partnerships among the government, the private sector, and NGOs,” he says.

The Bacon Fellowship helped him to learn key skills such as negotiation and how to exercise leadership that adapts to situations and individual perspectives, Àràbà says. “I have become a better thinker and a better manager.”

THE TOPPING OFF CEREMONY marks the end of the beginning of construction—a celebration of the moment when the final steel beam is raised and a building's skeleton is complete. Before being fitted into place atop the gateway building connecting Taubman and Belfer, the beam (painted white) was signed by hundreds of members of the HKS community. Students, some of whom have only ever known the school as a construction site, got the Sharpie first and made their mark.

KEY
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Ke zheng

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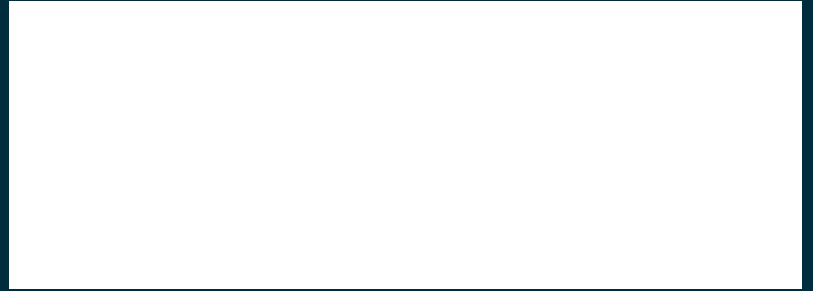


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