

Kennedy School

JOHN F. KENNEDY SCHOOL OF GOVERNMENT BULLETIN

HARVARD UNIVERSITY

WINTER 2009



DECISIONS DECISIONS

Jennifer Lerner shows how emotions play a role

After the Flood
Alumni aid in recovery

Outside In
A new vision for Washington, DC, schools

1,000 Words
Photos record world travels

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Dear reader,
I suspect people in every generation feel they live in historic times, but this moment certainly feels unique in my lifetime. As 2008 comes to a close, we are facing a multitude of challenges: Global economic turmoil, terrorism, war, climate change, and immigration all require our urgent attention. At the same time, our mission to train, support, and provide new ideas for public leaders has never been more critical.

The recent presidential election highlighted the enthusiasm of this generation for integrating public service into their lives. Among our students, our prospective students, and even our faculty, I have rarely seen such a high level of excitement and engagement.

There is no doubt that our society is facing some extremely difficult problems, not the least of which is the challenge that the current economic climate presents to any university. But we remain committed and energized as a school to developing, through our research and training, the leaders who will help to solve many of these problems. The people featured in the following pages are wonderful examples of such leaders.

Michelle Rhee MPP 1997 is making national headlines daily for her bold innovation in working to turn around the Washington, DC, school system, and psychologist Jennifer Lerner, professor of public policy and management, is widely recognized for her work studying the relationship between emotions and decision making. And Linda Langston HKSEE 2007 continues to provide an example of leadership in Iowa.

But as many of you are aware, the choice to pursue a career in public service is becoming increasingly difficult for our students, for many reasons, including increased debt burdens and the widening gap between public and private sector salaries. In the upcoming months you will be hearing about a renewed effort at the Kennedy School to encourage students to choose careers that serve the public good.

We have already stepped up our efforts to help our students. We recently expanded our loan forgiveness program, created more public service fellowships, and expanded our Office of Career Advancement. We have also established an Office of Public Service and launched an "Inspiring Public Service" campaign, an initiative you will be hearing more about. All of this is especially challenging in the current economic climate, but I am committed to doing all I can to support our students on this front.



Later this month, Barack Obama will be sworn in as the 44th president of the United States. President-elect Obama has repeatedly spoken on the importance of public service, and his candidacy and election galvanized a renewed spirit of service in young people in particular and our nation in general. Several of our faculty are working with the Obama/Biden transition, and more will help the new administration, both officially and in advisory capacities. We are proud of the HKS community's long tradition of public service.

I look forward to working with you as we renew our commitment to training and encouraging the next generation of public leaders.

May we all enjoy a peaceful and prosperous New Year.

Dean David T. Ellwood
January 2009

KENT DAYTON

Apples and Oranges

In the Summer 2008 *Bulletin*, Professor Newhouse compares percentages of GDP for health care in American states with some OECD countries and finds there is little difference. Therefore the pluralistic U.S. health care financing system may not be the reason for the heavy cost of American health care.

This is the proverbial comparison of oranges and apples. Millions of Americans are either not covered by insurance or have inadequate insurance. They go without health care and thus reduce the apparent cost. If coverage here were as broad as in other countries and we continued with our current system, the percentage of GDP for health care could be much larger. Also, one should take into account the fact that some of the other countries have a lower GDP than the United States, which means that even if they spend the same percentage as in our country, they are spending less actual money. Some of the other countries keep their health costs at or below American averages even though they must take care of a larger proportion of older people than is the case here in the United States.

Although his comparison may be questionable, I still hope that Professor Newhouse will be proven right. It would be wonderful if we could have good universal health

coverage through a pluralistic system. But I will believe it when I see it.

Elijah B.Z. Kaminsky
AB 1947, AB 1950, PHD 1962
Professor Emeritus of Political Science
Arizona State University

Professor Newhouse responds:

I thank Professor Kaminsky for his letter. The good news is that he is wrong that universal coverage would necessarily result in a "much larger" percentage of GDP going to health care. A little under a sixth of the U.S. population is uninsured, and a consensus estimate is that the uninsured get about half as much care as the fully insured. Thus, insuring this group would increase the share of GDP by less than a twelfth. Even that is overstated because whatever insurance plan the uninsured would receive would not likely be full coverage and because the uninsured are almost all non-elderly, who are disproportionately less expensive.

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His Brilliant Career

Life devoted to service, bipartisanship

W

ARREN CIKINS MPA 1954 remembers how his decision to attend the Kennedy School — then the Littauer School — was met with skepticism by peers and mentors alike. His closest friends from his undergraduate days at Harvard were

going into medicine, business, and law. His father had dreamed of his becoming an engineer, and one of his government professors wondered aloud; “Why go here? Make a lot of money, then go into public service.”

But he never doubted his career choice. His ambition, he says, began as a boy, living in Dorchester, Massachusetts, listening to President Franklin Delano Roosevelt on the radio talk to the American people.

“It was always my intent to serve the public; I was committed to making a difference,” says Cikins, 78, who grew up in a devout Orthodox Jewish household. Nothing, it seemed to him, could be more important than the work of the public servant.

Looking back, Cikins says he has no regrets. His career, spanning more than 50 years and including work with all three branches of government, overlapped with many of the country’s pivotal events. In his first full-time job after the Kennedy School, he served as legislative assistant to Arkansas Congressman Brooks Hays when Hays intervened in Governor Orval Faubus’s attempt to block the integration of Little Rock’s Central High School — an effort that would later cost Hays his seat.

Cikins served with Hays in the Kennedy White House after first serving as Hays’ assistant when he was appointed Assistant Secretary of State for Congressional Relations. At the Commission on Civil Rights in 1964 Cikins helped bring about the enactment of the Voting Rights Act of 1965. He followed with stints at the United States Agency for International Development (USAID), where he sought to attract highly qualified minorities, and at the Equal Employment Opportunity Commission (EEOC).

A self-described moderate liberal, Cikins fought throughout his career for those who had no voice. And he did it, he says, by looking for the similarities he shared with his colleagues rather than the differences. In his 2005 memoir, *In Search of Middle Ground*, Cikins writes, “My style was always one of outreach. I believed in bipartisanship, bridge-building, compromise, and civility. Confrontational approaches were an anathema to me.”

He put this advice to great use and success as a two-term elected member of the Fairfax County (VA) Board of Supervisors, on which he served from 1975 to 1980. Local politician Gerry Hyland, who worked with Cikins, noted in a profile in the local newspaper: “Warren is viewed as a person who cares and who works toward consensus. The will of the group is going to prevail above his own point of view.”

It is in the compromises, he says, that the work gets done, repeating often a truism he attributes to Hays, his former boss and mentor: “Half of something is better than all of nothing.”

As a senior administrator at the Brookings Institution, where he spent more than 15 years, Cikins continued to promote outreach and conciliation by establishing, among many programs he created there, a highly successful annual seminar on the administration of justice, which sought to resolve differences between the three branches of government, and the Newly Elected Members of Congress seminar, an effort that helped bring new members of Congress up to speed. Towards the end of his career at Brookings, he devoted much of his energy to bringing greater attention to improving criminal rehabilitation.

In his 2001 class report marking the 50th anniversary of his graduation from Harvard, Cikins wrote that he considered his work in improving the criminal justice system, in cooperation with Supreme Court Chief Justice Warren Burger, one of his greatest accomplishments. Quoting Dostoyevsky, Cikins noted in his memoir, “Civilization will be judged by how it treats its wrongdoers.”

Cikins’s personal life reflects these same values. He remains close to his friends from high school at Boston Latin, many of whom went on with him to Harvard. Recently with his wife of 44 years, Sylvia, Cikins celebrated the 80th birthday of his longtime Kennedy School friend, Mark Cannon MPP 1953, a Mormon and political conservative. And Cikins regarded Hays, whose Baptist faith ran as deep as Cikins’s did in Judaism, as one of the most influential and inspirational people in his life. They remained close until Hays’s death in 1981.

Of the many accolades recognizing his contributions to public service that he’s received over the years, from prominent figures that include Supreme Court Justices Burger and William Rehnquist, a letter he recently received from former New York Congressman and Harvard alumnus Amo Houghton, a Republican, says it most succinctly:

“You were the role model; you’re the person who constantly tried to bring us back toward the center, and I thank you for it...you’re a great example.” — SA



Crisis Management ABCs

Partnership offers senior educators crisis leadership training

AT A COLLEGE OR UNIVERSITY, a wide range of events can trigger a crisis. On-campus violence, natural disasters, disorderly protests, and controversial statements or actions by faculty or staff members are just a few examples. The quality of an institution's response can have a lasting impact on its people, culture, and reputation.

Joseph Zolner, director of the Harvard Institutes for Higher Education at the Harvard Graduate School of Education (HGSE), recognized that crisis leadership was a growing concern among senior administrators at colleges and universities. HGSE faculty member James Honan had previously worked with Harvard Kennedy School faculty Herman "Dutch" Leonard and Arn Howitt on crisis leadership, and Honan invited Leonard to teach a session at the Institute for Educational Management, an HGSE Executive Education program designed for presidents, provosts, and senior leaders in institutions of higher learning. "The session was incredibly well received by our audience," Zolner recalls. "It certainly had direct application to many issues they were dealing with."

noting that these are settings "that are deliberately designed to be open and diverse and are therefore potentially volatile and difficult to control."

The resulting collaboration, Crisis Leadership in Higher Education, is slated to debut in March 2009. The program will focus on helping senior leaders in higher education develop the skills — gathering critical information, adapting to unique circumstances, and prioritizing actions and responses — needed to respond to and manage crises effectively. Leonard, Howitt, Honan, and Judith Block McLaughlin of HGSE are working together to develop new curriculum materials.

Zolner is enthusiastic about the partnership. "It's a terrific blending of the expertise that Harvard Kennedy School has with our knowledge of academe and a desire to continue to serve the leadership development needs of the higher ed community." — MK

Above, police tape surrounds Norris Hall on the campus of Virginia Tech in Blacksburg, Virginia, where a gunman killed 30 people and himself April 16, 2007.

The timing was sadly auspicious. Tragic campus shootings at Virginia Tech and Northern Illinois University, and the colleges and universities devastated by Hurricane Katrina served as stark reminders of the need for academic crisis leadership skills. In response to a survey indicating considerable interest among higher education administrators, the two schools began joint development of an Executive Education program designed to tailor the expertise of Leonard and Howitt to the particular needs and interests of the higher education community.

"Higher education institutions are simultaneously strong and fragile, resilient and vulnerable," says Leonard,

Remembering Good Friends

Hale Champion

Friends, former colleagues, and family remembered and celebrated the life of Hale Champion, former executive dean, lecturer, and good friend of the Kennedy School at a memorial service in October.

Champion served during a time of great growth for the school and was valued for his professional expertise, wise counsel, and keen sense of humor.

Among the many positions he held during his half-century career, Champion served as journalist;

"Hale played a vital role in the creation of Harvard's Kennedy School....Hale anchored the effort in real-world experience."

press secretary to California Governor Pat Brown; head of the Boston Redevelopment Authority; under-secretary of Health, Education, and Welfare during the Carter administration; and chief of staff to Governor Michael S. Dukakis.

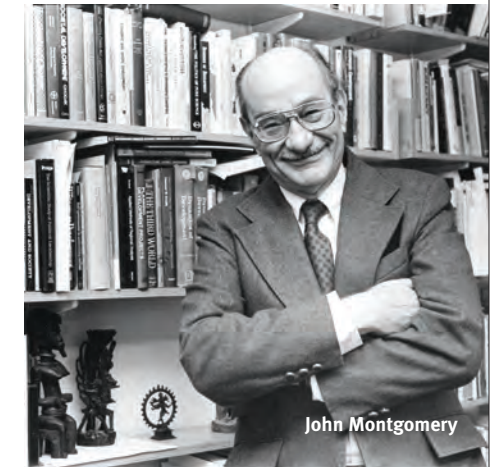
"Hale played a vital role in the creation of Harvard's Kennedy School," said Kennedy School Dean Graham Allison, for whom Champion served as executive dean from 1980 to 1987. "From acquiring the land on which we sit to creation of the JFK Memorial Park in our front yard, Hale was a moving force. As the school was creating curriculum in public management, Hale anchored the effort in real-world experience."



Hale Champion

AP PHOTO/ROBERT F. BUKATY

MARTHA STEWART



John Montgomery

John Montgomery

Last spring, Harvard Kennedy School mourned the loss of John Montgomery, one of the school's early pioneers. An expert in international development who

"He was an outstanding practitioner and a serious scholar. He showed a deep interest in Asia long before it became popular."

served in more than 80 countries as an international development advisor, Montgomery was Harvard's first professor of public administration.

"Jack had it all," said Steve Kelman, Harvard Kennedy School professor of public management. "He was an outstanding practitioner and a serious scholar. He showed a deep interest in Asia long before it became popular. And he was a great tennis partner!"

Throughout his career he consulted for numerous organizations, including the Agency for International Development, the World Bank, the Department of Agriculture, the Ford and Rockefeller foundations, UNESCO, the Asian Center for Development Administration, the UND, the Southern Africa Coordinating, and several foreign governments. He joined Harvard in 1963 and was the Ford Foundation Professor of International Studies Emeritus.

Newsmakers

APPOINTMENTS AND PROMOTIONS

Media Message **Matthew Baum** was appointed the Marvin Kalb Professor of Global Communications. Baum's research focuses on the role of mass media and public opinion on contemporary American politics and the effects of domestic politics on international conflict and cooperation.

Our Man in Cambridge Following a 27-year diplomatic career capped by his service as the third-highest-ranking official in the State Department, **Nicholas Burns** has joined Harvard Kennedy School as professor of the practice of diplomacy.

Atomic **Matt Bunn** has been appointed associate professor of public policy. Before coming to Harvard Kennedy School in 1997, he served as an advisor to the U.S. Office of Science and Technology Policy.



New Faculty **Tarek Masoud**, who specializes on comparative politics and the Middle East, has been named assistant professor of public policy. **Moshik Temkin** joins the faculty as assistant professor of public policy. Temkin's first book, *The Sacco-Vanzetti Affair: America on Trial*, will be published in 2009. **Rema Hanna**, a research fellow in the Sustainability Science Program at the Center for

International Development, has been named assistant professor of public policy. Hanna's interests include development and environmental economics.

Hail **Sarah Wald** was named chief of staff and senior advisor in Dean **David Ellwood's** office. Wald, a lawyer, held several previous positions at Harvard, including assistant provost for policy and planning and dean of students at Harvard Law School. Most recently she was at the University of North Carolina, where she was special assistant to the dean at the law school.

Second Tour **Robin Engels** MPA 2005 has been appointed director of MPA programs. Besides senior administrative experience in higher education at Mercyhurst and Pine Manor colleges, Engels has also held leadership positions in a number of political campaigns.

AWARDS AND HONORS

Good Fellow **John Ruggie**, professor of international affairs, is the recipient of a Guggenheim Fellowship. Ruggie, who will use the fellowship to help fund his work on multinationals and human rights, is on sabbatical after a six-year tenure as director of the Center for Business and Government. (See Centers and Programs news below.)

Genius **Wafaa El-Sadr** MPA 1996 has been named a MacArthur Fellow. El-Sadr, the director of the International Center for AIDS Care and Treatment Programs at Columbia University Mailman School of Public Health, was selected for her innovative work in the treatment of HIV/AIDS and tuberculosis.

Truth to Power **Linda Bilmes** received the annual "Speaking Truth to Power" award from the American Friends Service Committee. Previous recipients have included Studs Terkel and the founders of Military Families Speak Out.



Breaking News **Robert Yoon** MPP 1998 was part of CNN's Emmy-winning team earlier this year for its coverage of elections. Yoon serves as the cable network's political research director.

DEBUT

Impact A new quarterly newsletter launched this fall will bring the breadth and depth of our faculty's cutting-edge research to as wide an audience as possible. *Impact* was conceived and created in large part through the enthusiasm and generous support of **Dan Paul**, long-time friend of the school. Look for it at hks.harvard.edu/news-events.

CENTERS AND PROGRAMS

Carr Center **Rory Stewart** has been named the new director of the Carr Center for Human Rights Policy and Ryan Family Professor of the Practice of Human Rights. Stewart's career has included service as an officer in the British Army and as a diplomat. He has also written two critically acclaimed books. The center is marking the 60th anniversary of the Universal Declaration of Human Rights through visual displays and a series of lectures.

Center for Business and Government **Roger Porter**, who served as director from 1995 to 2000, is returning to head the Mossavar-Rahmani Center for Business and Government for the year.

Ash Institute **Tony Saich** is the new head of the Ash Institute for Democratic Governance. Saich's appointment was marked by the integration within the Ash Institute of the school's Asia Programs. **Arn Howitt** also joined the Ash Institute as executive director, after 24 years at the Taubman Center for State and Local Government.

Taubman Center **Sandra Garron** has been named executive director of the Taubman Center for State and Local Government. Garron, who has been at Taubman since 1991, replaces **Arn Howitt**, who moved to the Ash Institute.

ILLUSTRATION: A. RICHARD ALLEN

MARTHA STEWART

Who Do You Trust?



For the past several years, in studies conducted in Saudi Arabia, Oman, Kuwait, the United Arab Emirates, and most recently in Jordan, behavioral economist Iris Bohnet has been looking at the various factors that motivate individuals to trust.

Can you describe the focus of your most recent work?

One of the questions Mohamad Al-Issis, PHD candidate in public policy, and I examined in Jordan this past summer was whether individuals are more willing to trust if we (partially) insure them against losses in case things go badly. In many ways, that's the way the West is fostering trust. Our contract law makes it cheaper for people to trust others as it offers damages for the betrayed party in case of breach.

And what did you find?

Insurance does not increase trust in Jordan. In fact, the more vulnerable people made themselves when trusting, the more their trust was returned. In Jordan this also meant individuals were more likely to reward the trust of women and Palestinians who are part of more disadvantaged groups and thus more vulnerable.

What is the significance of this finding?

What we're seeing is that instruments, such as insurance, that decrease the costs of betrayal also affect the likelihood of trustworthiness. This leaves people with a difficult optimization problem: it is cheaper to trust when insured but insurance also makes betrayal occur. It also suggests that we have to be careful when exporting Western institutions to other parts of the world. They may work quite differently there.

As the new faculty director of the Women and Public Policy Program (WAPPP), can you talk about your plans for the program?

My goal is for WAPPP to be a knowledge center on gender and public policy and leadership. We've created a new structure consisting of four areas: gender and decision making and negotiation, gender and policy, gender and politics, and gender and security. Some of our research is focusing currently on how to overcome stereotypes and on whether "counter-factual positive experiences" might change people's beliefs about what they and people like them can accomplish even in areas stereotyped to "not be for them." — SA

To read more about Bohnet's work, go to www.hks.harvard.edu/research/working_papers/index.htm.



Iris Bohnet

Footprint

What They Did Last Summer

Each June, with classes finished, exams completed, and quantitative analysis safely behind them, about 400 Harvard Kennedy School students head for summer internships. For students the internships are a chance to use those skills they worked so hard to acquire during their first year. It's also often a chance to explore new directions. For many students the internships provide a first opportunity to work outside their home countries or their first professional experience in government.

It's also a chance to be reminded of financial realities. Slightly fewer than one in four students receive awards from HKS's two largest internship funds, the Harvard International Development Internship Fund (HIDIF) and the Summer Internship Fund (SIF). The funds total about \$190,000 a year, and their awards average around \$2,500. Other students find funding elsewhere, or fully paid internships (see graphic).

The eight to ten weeks students typically spend in internships vary greatly in content. But whether working with organizations like UNICEF or Google or the Center for Microfinance, or in places from Harrisburg, Pennsylvania, to Lusaka, Zambia, they find ways to put to the test across the world the school's tradition of academic excellence, technical preparation, and commitment to solving public problems.

The map on this page was created using surveys completed by students following their internships and compiled by the school. Roughly half of returning students provided information.

WHO

AMY MORAN MPP 2009

HOME United States

INTERNSHIP Policy Development and Research Division, Boston Redevelopment Authority, Boston, Massachusetts

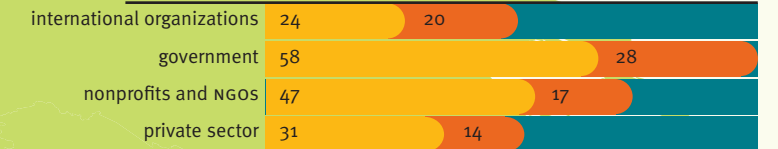
SPONSOR Rappaport Fellowship



"If the internship at City Hall was like a course practicum in city governance, the research I undertook for the Research Division of the Boston Redevelopment Authority was like a field trip on leadership. Through interviewing executive directors of immigrant-led nonprofit organizations, I learned about the daily sacrifices leaders make to give a voice to their communities."

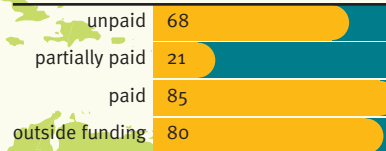
WHAT

SECTOR the breakdown



HOW

FUNDING number of students



WHO

CHRIS TRIMBLE
MPA/ID 2009

HOME Ireland

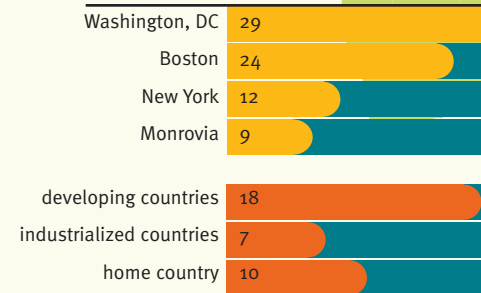
INTERNSHIP sitawi, Rio de Janeiro, Brazil

SPONSOR HIDIF and DRCLAS

"I spent three months working with sitawi in Rio, a start-up social enterprise in Brazil providing consulting and low-cost capital to other social enterprises. Speaking Portuguese with an Irish accent was certainly a challenge, but spending time in Brazil was hugely rewarding for me, not only because it is at such an interesting point as a country, but also as a contrast to my previous international development experiences in Africa."

WHERE

LOCATION most popular and new territory



WHO

KENZO ASAHI MPA/ID 2009

HOME Chile

INTERNSHIP Center for Microfinance, Institute for Financial Management and Research, Chennai and Ahmedabad, India

SPONSOR Summer Internship Fund

"My experience in India was fascinating. The job was very interesting. I helped in a research project on the impact of access to microfinance on the economic lives of poor families led by Professor Rohini Pande from the Kennedy School. The institution in which I worked is a very interesting one that specializes in cutting-edge research. Moreover, the possibility of traveling around India, getting to know its beautiful people and lively culture, marked me profoundly."

Imagine if You Can

Human rights, countries, collective ownership

ON A TYPICAL DAY at the Kennedy School, as students study the management of a state, as speeches are delivered by heads of state, as faculty members advise national leaders on matters of state, Mathias Risse is likely to be questioning something more fundamental.

Should there be states at all? What obligations does a state have toward its citizens? And what does it owe those living outside its borders?

The questions that Risse, associate professor of public policy and philosophy, ponders are the basic questions of

political philosophy: whether the state is the best form of organized government and what that means for us as individuals and our relationship to one another. But his novel approach is being formulated at a time when those questions are more relevant than ever.

Globalization is exposing much of humanity to the same political and economic forces, making borders less relevant, increasing the power and coerciveness of international organizations, and imposing vastly different opportunities on people.

In that context, the state not only needs to be acceptable to its own citizens, it also needs to make itself acceptable to citizens of other countries, Risse argues.

“Principles of justice need to apply not only within, but also across states,” he writes.

One central component of Risse’s argument is the concept of collective ownership, an evolution of a once crucial concept in political philosophy: that the earth had been given to mankind in common.

That idea gained great currency among European thinkers in the 17th century, at the beginning of another type of globalization, when European naval powers began to explore and project their power across the world. But it was soon eclipsed by the rise of the nation state, whose cornerstone of inviolable sovereignty has ruled supreme for much of the past three centuries.

Risse’s starting point is equal entitlement to resources, and from there flows a notion of human rights and global responsibility designed to protect those entitlements.

The state, then, according to this view, is an area fenced off from outsiders and exercising power over those inside. It has a responsibility to make sure that people inside its borders are able to pursue those entitlements. But what of people elsewhere?

“It’s not just that the state has to do right by those who live in it,” says Risse. The state also has to be able to explain to immigrants at its border why they can’t get in because it is exercising power over people by forcibly keeping them from entering.

In other words, a wealthy, sparsely populated country must justify closing its borders to people escaping a crowded, poor one.

The approach raises many questions that cannot yet be answered: What is the value of resources we are entitled to? How do we calculate potential wealth? How can one country’s obligation towards others be satisfied?

But it also reorients the language of rights, so long rooted in the language of human dignity.

“The dignity approach to human rights makes it easy to explain why everyone should have human rights but not why people over there should worry about these people here, whereas my approach can explain that,” Risse contends. “Keeping these people at a distance comes at a cost.”

That obligation, Risse is careful to point out, extends not only across space, but through time to future generations, providing “philosophical foundations to the idea of sustainability.”

But collective ownership does not imply a world without borders. Instead, Risse sees it as an alternative to “the two ‘standard’ views: that principles of justice either apply only within states or to all human beings regardless of their state membership.”

Changing the state system, he also argues, is too fraught with risk. “This question doesn’t have much of a strong answer except to say ‘we have it now, we understand things about the state system, we don’t entirely know what the global order would be without states.’” — RDO

ILLUSTRATION: A. RICHARD ALLEN

TOM FITZSIMMONS

Stokey Honored



...the fact that Edith did the jobs, and did them so well, laid the groundwork for those of us lucky enough to be born a generation later...

Kennedy School founder and longtime teacher and administrator Edith Stokey spoke at her portrait unveiling last spring, where she was celebrated by colleagues, family, and friends. Characteristically humble, Stokey said she was honored by the portrait, but noted she was only a symbol for the many founders who worked so hard for the school’s success. The oil portrait, painted by Cambridge

artist Stephen Coit, hangs on the second floor outside the entrance to the dean’s office. Academic Dean Mary Jo Bane credited Stokey with opening the doors to many women who have since followed her. “In 1987, I became the first woman to hold the title of tenured professor at the Kennedy School. Last year I became the first woman to hold the title of academic dean. I use the language of “hold the title” quite consciously because I am not the first woman to do the jobs; Edith is. And the fact that Edith did the jobs and did them so well laid the groundwork for those of us lucky enough to be born a generation later to both do the jobs, though probably not as well, and to hold the titles,” said Bane.



Science of
DECISIONS

At the Kennedy School, the art of decision making is brought into the lab

BY MADELINE DREXLER PHOTOGRAPHY BY TANIT SAKAKINI

The Harvard Decision Science Laboratory staff (left to right): Serena Rwejuna, finance coordinator; Yoel Inbar, postdoctoral fellow; Viral Gandhi, doctoral student; Jennifer Lerner, professor and laboratory director; Jessica Kustoff, research associate; Paul Litvak, doctoral student; Andrea Robbett, doctoral student; Ayres Heller, laboratory manager; Eric Mattison, information systems specialist

Jennifer Lerner's favorite emotion — intellectually speaking — is anger.

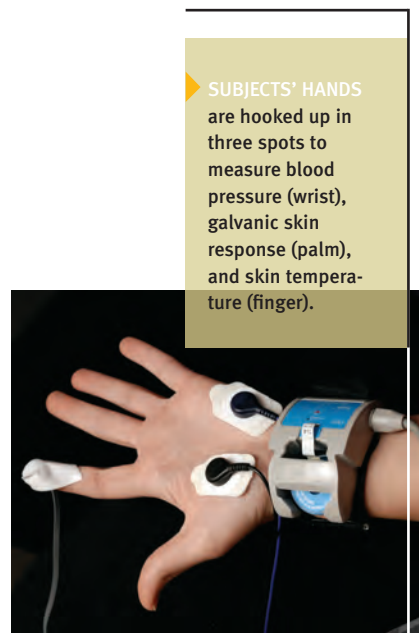
Partly that's because anger courses through American political rhetoric: capturing the attention of media and citizens and conferring higher approval ratings for leaders who display it. Partly it's because anger's stark effects on judgment are measurable in a controlled lab setting, where Lerner — director of the Harvard Decision Science Laboratory and professor at the Harvard Kennedy School — does much of her research.

But it's also because anger as a topic of philosophical inquiry has smoldered in scholars' minds for thousands of years. "Anyone can become angry — that is easy," wrote Aristotle in *Nicomachean Ethics*. "But to be angry with the right person, and to the right degree, and at the right time, and for the right purpose, and in the right way — that is not easy." At the Kennedy School, Lerner hopes to apply fundamental research on the hidden mechanisms of decision making to help leaders recognize their own cognitive and emotional biases, avoid those pitfalls, and set up environments that can help whole organizations avert individuals' fallibilities. As she put it, "I want to add data to Aristotle's speculation."

The science of decision making is relatively new, operating at the nexus of psychology, economics, and neuroscience. And Lerner, 40, is one of its pioneers. Small, trim, her hair pinned up in a practical style, she is often mistaken for a student. A standard part of her academic "uniform," as she calls it, are a prim pearl necklace and set of earrings handed down from her mother. The combination of outward composure and animating passion seems typical of Lerner. She punctuates careful explanations of theory with a deep, ironic laugh. And her main area of inquiry, exploring how emotions color and often skew judgment and decision making, has rattled a discipline long in thrall to the rational ideal of *Homo economicus*.

Lerner's publications have been cited in scholarly articles more than 2,000 times. In 2004, she won the Presidential Early Career Award for Scientists and Engineers, from the National Science Foundation. But Lerner has reached far beyond academic outlets to communicate her ideas, having presented in such policy arenas as NATO Headquarters and in such public forums as *Good Morning America*. "My ultimate question is: How does the mind work? That's what wakes me up in the morning," she said. But her ultimate application is public policy and society.

At the Kennedy School, where the seismic impact of good and bad decisions is well appreciated, Lerner feels she is in her element. What can she do here that she can't anywhere else? "A lot," she replied. "We have approximately 3,000 executive education students come through each year — over and above the enrolled students. The executive ed students are often leaders of governments around the



“PEOPLE ASK, ‘HOW CAN YOU STUDY TRUST, EMOTION, ETHICS, AND MORALITY IN A LAB?’”



world. And many of our enrolled students will go on to lead governments or multinational corporations. In one capacity or another, they will have international influence. I get to reach people who are in a position to structure the decision environments of their governments. I cannot think of another place in the world where I could do that.”

Lerner's work rests on the tenet that most people can't fathom why they make the decisions they do. As President John F. Kennedy himself observed: "The essence of ultimate decision remains impenetrable to the observer — often, indeed, to the decider himself."

First at the University of California at Berkeley, then at Carnegie Mellon University, Lerner shined light on that disconnect. She's best known for teasing apart the effects of

specific emotions on judgment and choice — particularly when the emotion is "incidental," meaning it has no inherent relevance to the decision being made. One study showed that, contrary to expectations, volunteers who were sad and self-absorbed (after watching a tear-jerker video clip) dramatically increased the amount of money they would pay to acquire something (in the experiment, a sports water bottle); the finding, which Lerner dubbed the "misery is not miserly effect," brings psychological insight to theories of consumer behavior. Another experiment demonstrated that volunteers primed to anger reduced the amount of government assistance in a hypothetical case, while those primed to sadness chose to increase government largesse. Lerner has also delved into the physiological underpinnings of emotion — linking, for instance, fine muscle movement in the face to secretion of the stress hormone cortisol.

At the Kennedy School, she plans to broaden her field of investigation while continuing to explore the biological substrates of emotions. Admittedly, launching a state-of-the-art decision science laboratory — where researchers take saliva samples, chart blood pressure, and measure skin temperature, as well as map the cognitive path of volunteers' decisions — has been a stretch for some resident scholars. "There's a tendency to think that emotion is not something we can study rigorously, scientifically, experimentally," Lerner said. "People ask, 'How can you study trust, emotion, ethics, and morality in a lab?' They think I'm being too reductionistic."

Some of the fiercest skeptics are CEOs and other powerful alumni — often those who have learned, through escalating career challenges, to trust their "gut," not to observe their mind. "I had one person say to me: 'What does this have to do with public policy?'"

What *does* her work have to do with public policy? "Emotion is a huge driver of human behavior," Lerner said, her voice rising. "And a lot of the problems that we have in the world today come from non-rational human behavior. We have technological solutions that aren't working — because of human behavior. We have the technologies that we need to improve national security — but not the human performance to carry them out. We have energy solutions — but not the political will to enact them."

“MY ULTIMATE QUESTION IS: HOW DOES THE MIND WORK? THAT'S WHAT WAKES ME UP IN THE MORNING.”



Clockwise from top left: Associate Directors David Laibson, professor of economics, Harvard University; Iris Bohnet, professor of public policy, HKS; Chair of the Advisory Board Max Bazerman, professor of business administration, Harvard Business School; and Honorary Chair of the Advisory Board Howard Raiffa, professor of managerial economics emeritus, HKS.

CLOCKWISE FROM TOP LEFT: COURTESY OF DAVID LAIBSON; MARTHA STEWART; RICHARD CHASE; STUART CAVILL

“To say that you can exclude emotion...” She looked dumbstruck. “It’s like saying you’re going to exclude oxygen from CO₂.”

At the Kennedy School,

students and faculty often approach Lerner — the only tenured psychologist in their midst — with a commonplace question: “What should I do when I’m really mad and have to make a decision?”

Lerner can quickly tell them what not to do. For example, “The idea that you can hit a punching bag and feel better: That’s wrong. Generally speaking, aggression leads to more aggression. Another thing that doesn’t work is telling people: ‘Don’t be mad.’”

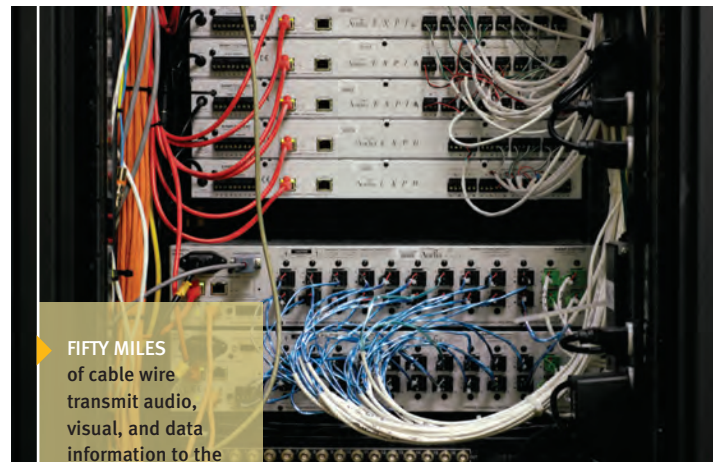
What does work, Lerner has found, is altering the environment in which angry people make decisions. The technical term is: “predecisional accountability to an audience with unknown views.” In one study, volunteers who were primed to anger (by watching a video) were asked to render a judgment in a fictional tort case. When asked to explain their decisions to a well-informed audience whose views they did not know in advance, their anger did not lead them to be more punitive — as it did when they weren’t asked to justify their decisions. Being accountable created the conditions by which they could consciously monitor their thinking and perceive the issue with more nuance and complexity.

In other words, context matters. The environment in which a decision is made turns out to be more important than the decider. Traditionally experts assumed that good decision making stemmed from individual personality traits — some people naturally made smart choices, others did not. They assumed that great leaders were great decision makers. And they assumed that the smarter the decision maker, the better the decisions.

Lerner takes the opposite tack. “What we find is that there are situations that affect all of us in similar ways, leading us to be biased, and that personality doesn’t matter in those cases. It’s not so much about finding people with the right personal characteristics as it is changing the judgment and decision context.”

Which takes her back to anger. “Anger is a more positive emotion in the States than it is in cultures that are more interdependent and collectivistic,” she explained. In America, anger pervades political culture and many styles of organizational leadership. Indeed, research shows that the effects of being in power resemble the effects of being angry. So if any emotion needs to be contextually de-fanged, it’s anger.

One of Lerner’s best-known papers is titled “Portrait of the Angry Decision Maker.” Though the 2006 article was not connected to the Bush presidency, the picture she paints almost uncannily describes President George W. Bush’s behavior leading up to the invasion of Iraq. Lerner is careful to say that scientific findings about decision making in general can’t be proven determinative in any specific instance. Still, the Bush Administration’s process in going to war in Iraq mirrors her findings about angry deciders: “Not feeling you need more information. Underperceiving risks. Being prone to taking risks. Attributing causality to individuals rather than situations. Simplistic thought.”



FIFTY MILES of cable wire transmit audio, visual, and data information to the laboratory’s AV racks.

“ANGER IS ONE OF THE EMOTIONS THAT IS MOST LIKELY TO SEEP INTO JUDGMENTS AND DECISIONS WITHOUT OUR REALIZING IT.”

A WAY WITH WORDS

SELECTED TITLES from Jennifer Lerner’s academic publications:

► Misery Is Not Miserly: Sad and Self-Focused Individuals Spend More (2008)

► Heart Strings and Purse Strings: Carryover Effects of Emotions on Economic Decisions (2004)

► The Psychology of the Unthinkable: Taboo Trade-Offs, Forbidden Base Rates, and Heretical Counterfactuals (2000)

► Rage and Reason: The Psychology of the Intuitive Prosecutor (1999)

► Sober Second Thought: The Effects of Accountability, Anger and Authoritarianism on Attributions of Responsibility (1998)

In her own life Jenn Lerner has had plenty of reason to harbor a sense of grievance and anger, but apparently has avoided those sentiments. At the age of 16, she was diagnosed with lupus, a chronic autoimmune disease that can affect the joints and almost every major organ in the body. Typically lupus causes joint inflammation, fever, and fatigue. For Lerner, the condition has brought ceaseless pain, advanced osteoporosis, and problems with her eyes, lungs, hands, feet, and knees. She takes daily medication to ease the worst symptoms.

Lupus is notoriously capricious, with unpredictable flare-ups and remissions. Though Lerner suffers flare-ups, she has not been lucky enough to experience a remission that would allow her to eliminate the array of medications needed to manage the illness. Over the last 24 years, as a result, she has made extraordinary accommodations to move forward in her career. She’s conducted graduate seminars in her home, where she would lecture from a horizontal position on her couch. She’s held meetings with students while undergoing intravenous infusions. She has given lectures from a wheelchair. Confined to hospital beds, she’s plotted out future lab experiments.

“I have an extremely strong will,” she said. “But I don’t think I could do it if it were just a matter of will. Here’s the way it works — it’s actually very simple: Work is a treat for me. Work is a balm. And I feel really lucky to have my work. It is a distraction from pain and fatigue.”

Building the Decision Research Laboratory as a Harvard-wide enterprise, Lerner will be collaborating with Associate Directors Iris Bohnet, professor of public policy, HKS; David Laibson, professor of economics, Harvard University; Chair of the Advisory Board Max Bazerman, professor of business administration, Harvard Business School; and Honorary Chair of the Advisory Board Howard Raiffa, professor of managerial economics emeritus, HKS. At the lab, Lerner intends to broaden the scope of her questions to a vast range of public policy issues.

She wants to know how sadness and disgust affect decisions on whether to donate the organs of a deceased loved one. She will continue to study the physiological underpinnings of emotion. And as part of a recent \$610,000 grant from the National Science Foundation, she will study high-level decision makers — from governments, militaries, nongovernmental organizations, and corporations — to explore whether their knowledge and leadership experience protects them from decision-making biases. When are such leaders, for instance, willing to make “tough calls”: taking actions that improve things in the long term but impose costs in the short term? Do angry leaders focus so much on winning battles that they lose the war? Does anger prompt risk-taking? These and related questions will focus her work in the school’s Center for Public Leadership, where she has brought Professor David Gergen in as a consultant to the grant, bringing real-world experience to the formation of theory-driven hypotheses.

“Most people at the Kennedy School start with the policy problem. I’m unusual here in that I start with: How does the mind work?” Lerner said. “We’re studying basic processes that underlie countless decisions in daily life — in medicine, business, finance, law. There are many different places where I could be. I feel very lucky to be in the place where it will do the most public good.”

Madeline Drexler is a Boston-based journalist and author, specializing in science, medicine, and public health.

AFTER THE FLOOD

BY ROBERT O'NEILL

In the aftermath of a catastrophe, the Kennedy School network mobilizes to help an alumna

Linda Langston HKSEE 2007 (front left) in the Linn County emergency operations center during the June 2008 flood that inundated much of Iowa.



The surging Cedar River swept through Cedar Rapids and much of southeast Iowa, uprooting homes, businesses, and people.



PHOTOS COURTESY OF LINDA LANGSTON

LINN COUNTY is a neat rectangle cut from Midwest prairie in the eastern part of Iowa. It's the second most populous county in the state, with 200,000 residents and the state's largest manufacturing center. The Cedar River flows from the northwest to the southeast, cutting through Cedar Rapids, the county seat, on its way from Minnesota to the Iowa River and then the Mississippi.

Four times in the past 160 years, including during the great floods of 1993, the river has reached a flood level of 20 feet, 8 feet over the flood limit.

In summer 2008, the area was anticipating another big flood. Heavy winter snowfalls and an unusually wet and cool spring had left the area waterlogged. Experts were calling for flood levels of 22 feet. Instead, they got 31.



Infrastructure crumbled as roads were destroyed by the surging waters.

Linda Langston HKSEE 2007, one of three commissioners on the Linn County board of supervisors, remembers the near panic as the waters began to rise. A 400-bed jail, a hospital, small towns, and city neighborhoods had to be evacuated. County and city officials had to move their offices to a local community college.

And in the middle of all that, a fellow alumna of the 2007 Senior Executives in State and Local Government program called. Karyn Dest Harrington HKSEE 2007 was in the state attending a conference. Her employer, Coca Cola, was donating supplies to the community. But Harrington decided to visit Langston with a load of soda and snacks. It was a small gesture, but the only one she could make.

Langston remembers thanking her, feeling bad she had no time to give her, and then passing the food and drink along to volunteers filling sandbags. As the water rose, the offers of help from fellow HKSEE alumni also began to trickle and then pour in.

“I will need help, and I don’t even know what that help looks like,” Langston remembers telling fellow alumni. Those alumni helped Langston reconnect with her online Executive Education friends’ group when she couldn’t reach her computer and then reached out on her behalf to Harvard Kennedy School faculty.

On June 20th, Langston was meeting with government officials and business leaders. Much of the county was under water, including 1,300 square blocks, or 9.2 square miles, of Cedar Rapids.

Then the phone rang. It was Linda Kaboolian, public policy lecturer, faculty chair of the State and Local program.

“The day she called she said: ‘Here are some names, and they will be in touch with you, and here’s the program,’” Langston remembers. “And it was just one of those ‘Thank God!’ moments.”

While she also made use of other personal and professional networks, as well as her own extensive experience, in the midst of one of the largest natural disasters in the country’s history, Langston found

herself turning often to those peers and mentors she had found and the invaluable lessons she had learned, at the Harvard Kennedy School. Practical and technical advice, friendship and sympathy, and lessons on leadership poured in from the school’s extensive network. And the school gained something beyond seeing an alum rise to the occasion; Linn County’s experience allowed researchers to study and learn important lessons about governance and recovery from disaster that are at the heart of its Acting in Time initiative.

Linn County, and in fact much of Iowa, is rich in what social scientists call “social capital,” roughly speaking, those threads between people and institutions that are woven together to form a strong social fabric. It is also no stranger to disasters, having experienced, and learned much from, the catastrophic 1993 floods. So when the water started to rise last summer, much had been done to prepare. Land use improvements helped minimize damage. Debris was removed quickly. And, remarkably, there were no deaths attributed to the flooding.

Still, six months after the flood, Cedar Rapids is a changed city. In the downtown area, there isn’t much left below the second floor of most buildings. In the city and the surrounding rural areas, many people have simply picked up and left to start a new life elsewhere. Langston estimates it will take at the minimum five years to return to normal.

And at the time of the flood, normal wasn’t even on the horizon.

Building peer networks is an important part of the State and Local

program, one of the flagships of Harvard Kennedy School Executive Education. Allowing alumni to keep in touch, learn from one another, and even teach others are important aspects of the program’s success.

Helping Langston would be a virtual case study in that.

“When the floods were happening we happened to be in the middle of the State and Local program,” Kaboolian remembers. “Langston literally had up to 12 feet of water in her office. So I asked the class, ‘What do you guys know about recovery from a disaster like this?’”

Quite a bit, it turned out. Several of the people in the course were managing infrastructure recovery in New Orleans. Other faculty members, such as Dutch Leonard, Julie Wilson, Henry Lee, and researchers working at the school such as Arietta Chakos MPA 2008 also sent along important technical information or helped connect Langston to experts in the field.

“In a situation like this, the last thing you’re thinking about is getting out the manual,” Kaboolian says.

Through Langston, Linn County received expertise in the seemingly small things that matter a lot in disaster recovery, like how you negotiate with the federal government for disaster assistance, how you put a value on what’s been lost, or how to maximize child protection when child care networks are broken.

Langston connected the experts sent her way to the appropriate people in county government. But despite the endless work hours, she remained mindful of taking a step back to reflect on the situation.

She constantly referred to *Leadership on the Line* by Harvard Kennedy School faculty members Marty Linsky, one of her teachers, and Ronald Heifetz, turning to the section on how a leader must be both on the dance floor and the balcony at the same time. (She bought copies for her colleagues too.)

As a former psychotherapist, she was particularly sensitive to the effect the crisis was having on herself and those around her. Not only were officials and disaster workers dealing with the unprecedented crisis, they were also dealing with personal difficulty (Langston’s own home was flooded). She has seen, months after the disaster first struck, some people around her falling apart.

“You’re consumed by [the crisis], you’re moving very fast, and the sheer, I almost would call it terror that you have about it does not allow you to see clearly,” she says of her experience.

Kaboolian, who talked often with Langston, said Langston in many ways personified the reflective leader they often discuss in the classroom.

“She’s a person in the world working on really hard public problems, but also asking: ‘Is what I’m doing contributing to or undermining the healthy dynamic of people working together to solve this problem?’” Kaboolian says.

That leadership has real consequences after a disaster, according to Kaboolian. When people have lost everything and the choice of rebuilding or pulling up stakes is actually at one’s disposal, the decision is often made quickly and based in part on the messages people receive from leaders.

“How do you instill energy and hope when they’re faced with this is one of the crucial leadership tests,” says Kaboolian.

Harvard Kennedy School has also been able to learn through the experience of Langston and Linn County.

Chakos, who works with Leonard on a post-disaster recovery project as part of Dean David Ellwood’s Acting in Time initiative and had also worked on earthquake preparedness as a city official in Berkeley, California, spoke often with Langston in the aftermath of the flood and visited in July.

“Cedar Rapids has become just what Dean Ellwood envisioned. How, just after the disaster impact, do you improve the resilience of the community and its ability to recover,” says Chakos. “It’s a living laboratory with regard to that initiative.”

Chakos, who as part of the project has worked with San Francisco studying that city’s earthquake preparedness, is connecting Linn County and San Francisco experts so they can compare notes.

She said the disaster has also helped underscore the importance of social and political dimensions in responding to disasters, as opposed to simply technical and practical solutions.

Langston could testify to the importance of connections. What is so terrifying to leaders about crises, says Professor Herman “Dutch” Leonard, is the “stark knowledge that they are beyond the playbook and truly on their own.”

“In moments like these, support networks — a sense that they are not completely alone — can be a crucial source of confidence and, therefore, of the capacity to invent the way forward.”

[Outside]

Michelle Rhee's vision for Washington, DC, schools
is turning the system inside out

in

Plucked from the nonprofit education world to become Washington, DC, schools chancellor last year, Michelle Rhee MPP 1997 has taken the city by storm in her first year on the job.

She closed 23 schools, laid off close to 100 employees in the district's central office staff, and fired 250 teachers who lacked proper certification. She restructured 27 of Washington's remaining 120 schools and challenged the teachers union to give up tenure rights in exchange for a salary plan that would boost salaries to as high as \$122,000.

Feeling pressure to perform, Rhee says, can motivate. It certainly motivates her.

"Every day, I feel pressure because I have 47,000 kids in my purview," says Rhee, 38, the mother of two children who attend the Washington, DC, schools, in an interview in early August. "I want every educator to feel that pressure. What we are doing is incredibly important, and if you are going into a classroom, you need to produce for the kids."

Rhee now oversees a budget of close to \$1 billion. The students, overwhelmingly from poor black families, have a long way to go. The 2007 National Assessment for Educational Progress ranked the Washington, DC, district dead last, behind all 50 states, with just 12 percent of its eighth-graders proficient in reading and just 8 percent up to par in math.

BY DAVID MCKAY WILSON

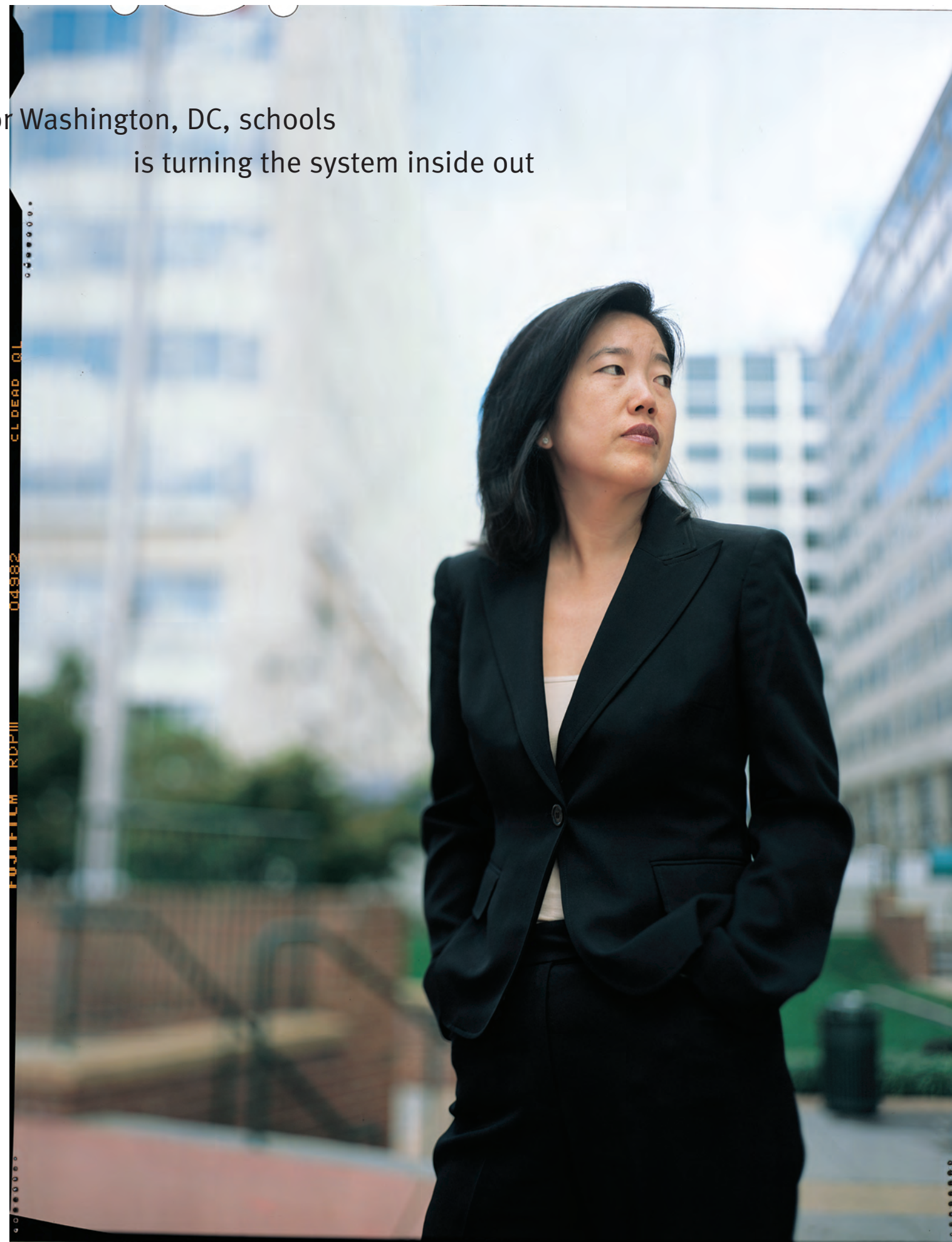
PHOTOGRAPH BY DAVID DEAL

Rhee's selection in 2007 made her the latest big-city schools chief to come from outside the education establishment. Like Joel Klein in New York City and Arne Duncan in Chicago, Rhee had served neither as a principal nor district administrator. She also lacked the traditional academic credentials for such a position. But Rhee had made a name in education circles as founder of the New Teacher Project, a nonprofit she developed as she left the Harvard Kennedy School that addresses the issues of teacher quality and teacher shortages in inner-city schools.

Through that work, she came to the attention of Washington Mayor Adrian Fenty, who had just been granted control of the district schools by the city council. He turned to Rhee, vowing to back her bold initiatives to turn around a district viewed as one of the nation's most troubled.

At first, Rhee balked, unwilling to give up her role as a social entrepreneur for the demands of heading up a sprawling government bureaucracy. She feared Fenty wouldn't support her in the face of the community uproar she knew could erupt. But Fenty insisted she had his support, promising Rhee he was the only one in his administration who would tell her "No."

"I told him he didn't want me for the job because he was a politician and he was interested in keeping the noise down and keeping people happy," says Rhee. "I asked him what he was willing to risk. He said, 'Everything.'"



After years of standing on the outside,

it was her chance to be on the inside, at the top.

“My gut instinct was that I needed to do this, in order to change the face of public education,” she told a gathering at the Kennedy School in September. “I wanted to show that it was possible for poor and minority kids to achieve at the same level as their wealthy white counterparts.”

Education Trust President Kati Haycock, who has known Rhee for a decade and chairs the New Teacher Project’s board, says that Fenty’s unwavering support, along with Rhee’s steely drive to do what’s best for kids, has helped move the reform agenda.

“Michelle is very courageous and very smart, but she also has a very courageous mayor,” says Haycock. “What she is trying to do is take a system that has been systemically mis-educating mostly low-income black kids and turn it into a system where they are getting quality education in every classroom. And she’s in a big hurry to do it.”

Rhee, the daughter of South Korean immigrants, grew up in the suburbs of Toledo, Ohio, aware of the poverty downtown. Her father, a physician, would remind her she was blessed to grow up in an upper-middle-class family and that the poor kids in Toledo were no less deserving. After graduating from Cornell, she joined Teach for America, the nonprofit that sends college graduates into inner-city schools. She calls it “the defining experience of my life.”

Rhee taught at Harlem Park Elementary School, one of Baltimore’s lowest-performing schools. Her first year was miserable, with her second-grade class scoring at the bottom of the district’s competency tests. But the next year she teamed up with a third-grade teacher, combined the two classes, and they taught that group for two years. By the time those children completed third grade, they were scoring in the top tier.

“People told me I couldn’t do it because the kids came from poor homes, they didn’t get breakfast, and no one was helping them out,” she recalls. “The reality was that they went from the bottom to the top, and their home environment didn’t change. What changed were the adults in front of them who were teaching. That gave me the conviction that academic outcomes are dependent upon what the adults are doing.”

After three years in Baltimore, she came to the Kennedy School, where she earned a degree in public policy. There she honed her skills in data analysis and statistics, which she

says provided a strong foundation for her work in the field of education, which has become increasingly reliant on test-score data to drive policy discussions.

Toward the end of her second year at Harvard, she had lunch with Teach For America founder Wendy Kopp, at which they discussed the difficulties urban districts have recruiting quality teachers. Kopp suggested Rhee develop a program to address that problem and offered her office space at Teach for America for the nonprofit start-up.

At the New Teacher Project, Rhee worked with urban districts to recruit college graduates and mid-career professionals with an unapologetic appeal to aspiring educators who want to work in some of the nation’s toughest school districts.

A decade later, she left the nonprofit to run an urban school district with more than 5,000 employees, several labor unions, and the volatile political pressures from Washington’s diverse community. She has retained some of the personal touch that served her well working for a smaller organization. She still responds to every e-mail, a practice that can keep her at her computer at home late into the evening.

She says reporting directly to the mayor has helped push her reform agenda. With his support, Rhee began to reshape the district. Too many DC schools were half-full, as students had fled to private schools or public charter schools, which now educate almost 30 percent of Washington’s children, outside the purview of Rhee’s administration. Closing 23 schools at once spared the city a prolonged battle over which schools would be shuttered. Rhee held a difficult series of public hearings over nine weeks on the closures, at which time the anguished, and often angry, voices of parents and school staff were heard.

At the meetings she listened carefully, and the final closing plan reflected what she learned at those meetings. The closings allowed Rhee to cut operating costs because she had fewer schools to heat, clean, and staff. She vowed to use the savings to ensure that all 62 elementary schools had a library, physical education, music, and art program when the school year opened in September. She delivered on that promise.

“People were yelling and screaming and picketing,” she says. “But we did it, and every school will have those positions filled.”

Rhee says she’s able to handle the opposition because she’s able to keep the criticism from getting inside her.

“I don’t take things personally,” she says. “I never really cared what people think of me. I came to understand why six chancellors had come and gone in the 10 years before I arrived. If you let this stuff get to you, you start thinking, ‘maybe they are right.’ And at that point, you have lost.”

Rhee has weathered the storm

as an outsider in a city of insiders.

She’s a Korean-American running a school district that’s predominantly African-American. And she’s an outspoken critic of the alliance between the Democrats and teachers’ unions in a city where Democrats rule the urban political roost.

“The Democratic Party has been extraordinarily weak on education and education policy, and its ties to the labor unions have got to be broken if we are going to transform the public education system in this country,” says Rhee.

Rhee’s national stature has been burnished by the continuing coverage of her tenure by the *Lehrer News Hour*, where veteran education journalist John Merrow had produced six segments of “Leadership: A Challenging Course” during her first year in office. In December, Rhee was on the cover of *Time* magazine.

“She’s very engaging, yet reserved, and very direct,” says Merrow. “She says what she means and means what she says. That kind of candor is refreshing.”

Rhee’s biggest battle in her second year involves her plan to raise teacher pay while eliminating tenure, which has been the heart of teacher contracts across the nation. In Washington, teachers can be granted tenure after two years on the job. Rhee’s plan would create two tiers of service. Under the “red” tier, teachers would retain tenure rights in exchange for a 28 percent raise over five years, the *Washington Post* reported. Pay for teachers in the “green” tier would rise from \$46,500 to as much as \$101,000 by 2010. Teachers with a decade on the job could see their pay more than double to \$122,500.

By giving up tenure, teachers would subject themselves to annual evaluations based on the performance of their students, which would determine salary increases.

“It’s going to be a game-changer,” said Rhee. “The bottom line is that teacher union contracts are one of the big problems we have in public schools. I don’t want to demonize the union. These contracts are signed by two parties, and those who have signed these contracts are just as guilty. But I’m not going to sign my name to a document that puts the rights and privileges of adults above the best interests of kids.”

The contract had yet to be resolved by mid-September. First, Rhee was still wooing foundations to help provide the funding to so dramatically raise teacher pay. The teachers union was also decidedly split on the proposal. The Washington Teachers’ Union is a local of the American Federation of Teachers, whose president, Randi Weingarten, collaborated with Rhee when both were working in New York City. Rhee was setting up a fellowship program to attract teachers to the city while Weingarten then led New York’s teachers union.

“This whole notion that you scare people into better teaching will garner great headlines and make you look like a warrior, but it never works,” says Weingarten. “The DC schools will improve when there’s cooperation and collaboration between teachers and administration.”

But Rhee maintains new work rules would help instill a culture of accountability among the district’s adults, as well as its students, who need 24 credits to graduate, including three lab sciences and math courses up through Algebra II. This past summer, her staff audited the transcripts of each incoming 12th-grader to make sure they were on track to graduate. The audit found hundreds of students scheduled for classes that would not lead them to graduation, including several signed up to take algebra classes they had already passed.

Rhee gets her hackles up over such mismanagement, especially when it is students who suffer. A high school diploma is the minimum credential for a young adult entering today’s job market.

“Nobody was paying attention to the fact that they’d already taken algebra,” says Rhee. “How can we hold the kids accountable until we do our job? We have to hold the adults accountable too.”

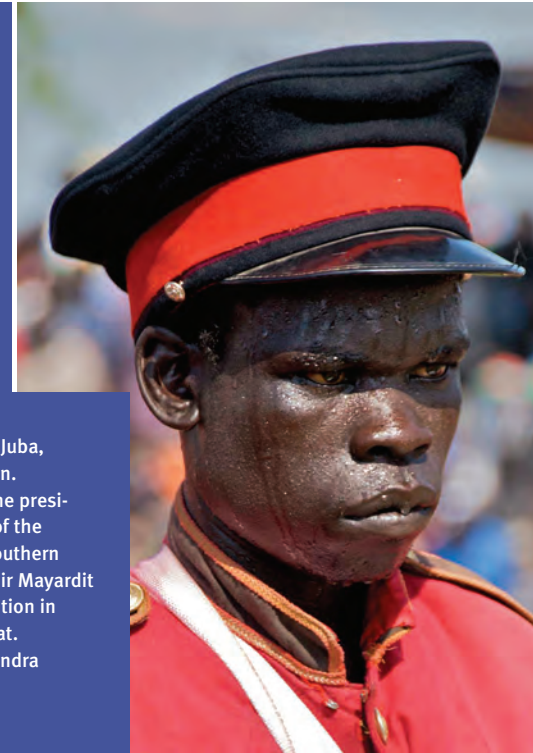
David McKay Wilson is a New York-based freelance journalist.

STAIRS Gujarat, India. Women climb steps out of an ancient water tank, also known as a *baoli*.
Narea Marigen, MPA/ID spouse

1,000 Words

Harvard Kennedy School has a uniquely international makeup, and that is certainly a part of the student internship experience, as every summer hundreds of students travel far and wide, driven by their passion and their curiosity. Many of the photographs in these pages, taken by HKS students, will be featured in the 2009 "1,000 Words" calendar. Proceeds from sales of the calendar help support the Summer Internship Fund. To purchase a calendar contact martha_foley@harvard.edu.

SWEAT IT OUT Juba, Southern Sudan. A member of the presidential guard of the President of Southern Sudan Salva Kiir Mayardit stands at attention in the searing heat.
Francisco Almendra MPA/ID 2009



WATER AND SMOKE Bahid Dar, Ethiopia. During the rainy season, the Blue Nile Falls turn a chocolate color. Pastures are green and lush and cattle graze freely.
Francisco Almendra MPA/ID 2009





RETURNING HOME
Shanghai, China.
Maria Agustina
Mascitti, MPA/ID
spouse



LAUNDERING
Kolkata, India.
The color of the
city's street culture
may not be so
evident to weary
residents.
Esther Hsu,
MPA/MBA 2010

ANGKOR Siem
Reap, Cambodia.
Monks walking in
front of Angkor Wat,
Cambodia.
Liewi Liu, Lee Kwan
Yew Fellow



**THE UNDRRESSING
OF THE PRIEST**
Moldova.
In a ritual of the
Christian Orthodox
Church, a priest
reads prayers to
bring health and
drive away bad
spirits from those
under the cover.
Alexander Culiuc,
PHD Public Policy

**THE MALAM AND HIS
DAUGHTER** Daggio,
Niger. Malam Sadik is
a religious leader in a
small, mud hut village
and leads the children
in Koranic readings and
prayers every evening.
Laura Bacon, MPP 2009



RWANDAN SOLDIER Rwanda.
A soldier protecting moun-
tain gorillas from poachers
in Volcanoes National Park.
Joseph Koo, MPA/ID 2009



DALAI LAMA
Leh, India. A group
of exiled Tibetans
waiting to see the
Dalai Lama.
Joseph Koo,
MPA/ID 2009



SOLDIERS Yerevan, Armenia.
Soldiers stand around rockets
in advance of the annual
Independence Day Parade.
Varoujan Avedikian, MPA 2009



FORUM | THE WORLD HAD ALREADY been facing a dangerous confluence of challenges, including climate change and soaring food and energy prices, before the onset of the recent global financial crisis, UN Secretary-General Ban Ki-moon MPA 1984 said at the John F. Kennedy Jr. Forum in October.

Now, more than ever, these challenges must be met together.

“In these times of crisis when we are tempted to look inward, it is precisely the time when we must move the common good to the top of the agenda,” said Ban, a former Mason Fellow.

He warned that global goods, such as climate change solutions, global health, disarmament, and action against terrorism can only be addressed in a global context.

Globally Challenged

“These global public goods distinguish themselves from other issues of concern because they endanger all countries, whether rich or poor, small or big, and all their people, and they cross borders freely,” said Ban, a former South Korean foreign minister. “They cannot be resolved without action by all.”

Ban said terrorism, combined with the spread of weapons of mass destruction, represent the most serious threat to international peace and security. And he called on a more coordinated effort in combating global public health challenges, such as malaria and tuberculosis. “We must move from silos to building systems, systems that work for the poorest and most vulnerable,” he said.

But Ban said he believed that the “historical pendulum” was swinging back towards multilateralism and said he was convinced the next U.S. president would take a leadership role in solving global problems.



David Gergen and Nicholas Burns

FORUM | **In the Arena** The Forum kicked off the academic year with an event on the importance of public service. Following Dean David Ellwood’s welcome, David Gergen led a panel of faculty and alumni in a discussion on the importance of working in the public sphere.

Nicholas Burns, who recently joined the Kennedy School faculty after a 27-year career as a diplomat, said that as a person interested in governance, he “wanted to be in the arena.”

“You can practice idealism, you can make a difference, and you can be directly involved in the life of your country and the world. I can’t think of a better thing, on an existential basis, to do with your life.”



Michelle Bachelet

FORUM | **Difficult Challenges** Chile’s first woman president, Michelle Bachelet, told a Forum audience in September that the great advances achieved in Latin America over the last quarter of a century are being eroded by unresolved problems.

“Yes, we have presidents and parliaments elected, but that’s not good enough. We have to do more,” said the former physician and minister of both health and defense, who was elected to the presidency in January 2006.

“We forget that in addition to free elections, modern democracy also calls for the equality of opportunity that has its roots in access to education, health care, social security, and housing, just to name a few,” she said. “It must be inclusive across all areas.”



Carlos Gutierrez

FORUM | **Present Sacrifice** U.S. Commerce Secretary Carlos Gutierrez spoke about relations between the United States and Cuba as the Caribbean island nation transitions from the rule of Fidel Castro towards an uncertain future.

Questioned during a Forum appearance in September by several audience members who had fled Cuba or were children of refugees, Gutierrez defended the United States’ policy of isolating Cuba, which includes an economic embargo and limits on travel there.

“I think we’re all sacrificing,” said Gutierrez, who fled Cuba with his family as a boy in 1960. “We’re all sacrificing for the day when Cuba will change.”

The Buzz

“When you write six things a day as opposed to one thing a day, you become codependent.”

Alex Castellanos, Republican media strategist and 2008 Fall 2008 resident fellow, on the changing relationships between journalists adapting to the new media environment and their sources in political campaigns.



Alex Castellanos

“Frankly, I am not worried about either of the Donalds — Trump or Duck. The “D-word” I am more concerned by is Detroit.”

Jed Horne, former city editor of the *The Times-Picayune* of New Orleans, speaking about the possible influences on New Orleans’ future in the aftermath of Hurricane Katrina, at a brown bag in September.

“We live in the era of the freak show. It’s worse every four years.”

Mark Halperin, editor-at-large and senior political analyst for *Time*, describing the nature of



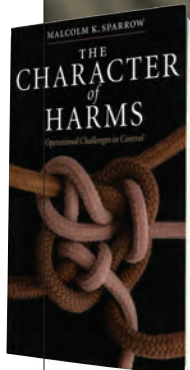
Mark Halperin

today’s presidential campaigns and the media’s challenge in covering them, at a Shorenstein Center brown bag.

“Even if it’s a fragile instrument, it’s still an instrument that gives an awareness of how one should be treated.”

Manuel Duarte de Oliveira, co-founder and president of the Institute for Humane Studies and Intelligent Sciences, about the Universal Declaration of Human Rights, at a speaker series marking the document’s 60th anniversary, sponsored by the Carr Center for Human Rights Policy, in September.

ALL PHOTOGRAPHY: MARTHA STEWART



The Character of Harms
Operational Challenges in Control
Malcolm Sparrow MPA 1986

Controlling corruption is not the same as promoting integrity. Reducing crime is not simply the flip side of promoting public safety. The difference is not just one of vantage point or semantics, but instead marks a critical change in approach, writes Malcolm Sparrow

in *The Character of Harms*.

“Scrutinizing the harms themselves, and discovering their dynamics and dependencies, leads to the possibility of sabotage,” Sparrow argues. “Cleverly conceived acts of sabotage, exploiting identified vulnerabilities of the object under attack, can be not only effective, but extremely resource-efficient too.”

Put crudely, building something is a lot harder than destroying it. And Sparrow’s book attempts to describe the science, or art, of identifying problems and organizing around resolving them.

The book offers numerous illustrations. In the United States in the early 1990s, for example, emergency room injuries involving baby-walkers averaged around 25,000 a year. Federal safety officials worked with manufacturers to change the walkers’ design and came up with new standards that would make them, among other things, less prone to tipping over once they came to the edge of a stairway. By 2005, injuries were reduced by almost 90 percent to 2,600.

In Holland, analysis of train derailments and collisions found that almost all the accidents were preceded by a train passing red signals, leading to a collaborative effort — including railways companies, rail traffic controllers, and environmental planners — focused on this specific precursor.

In both those instances, regulatory agencies changed their approach from one of function and process to one of focused problem solving — “substantial departure from business as usual” — and one fraught with organizational problems.

“When staff gather in functional units, they gather around their shared past, their shared training, their shared skills. When staff gather around processes, they gather around a visible and tangible flow of calls, files, transactions, or reports. Little imagination is required in either case to understand the nature of the work,” Sparrow writes.

“But when people gather around a specific identified harm, what is it exactly they are gathering around? Some piece of a more general harm to be reduced? Who says which piece, and how best to define it? Who decides which component of a risk to address? Who decides if the focus should be on reducing the probability of some class of events, or changing their distribution, or limiting their consequences?”

Sparrow, faculty chair of Harvard Kennedy School’s Executive Education program on Strategic Management of Regulatory and Enforcement Agencies and faculty chair of the MPP program, aims to provide practitioners working in harm reduction with a set of guiding principles and the institutional and conceptual framework needed to accommodate that new approach.

“[Practitioners] very much want to understand what happens to the nature of managerial decision making, forms of organizational accountability, and the character of their relationships with the regulated community, when an agency tilts its focus towards the central purpose of harm reduction and away from functional, programmatic, or process-based traditions,” Sparrow writes.

To hear Sparrow discuss his work, visit www.hks.harvard.edu/research-publications/vbt/index/sparrow-character-of-harm.

One Economics — Many Recipes
Globalization, Institutions, and Economic Growth
Dani Rodrik



Development is working. Globalization is working. But the advice on offer from development and globalization experts is not.

“We thought we knew a lot about what governments needed to do. But...reality has been unkind to our expectations,” writes Dani Rodrik, Rafiq Hariri Professor of International Political Economy, about the intriguing paradox at the heart of his new book, *One Economics — Many*

Recipes. “If Latin America were booming today and China and India were stagnating, we would have an easier time fitting the world to our policy framework. Instead, we are straining to explain why unorthodox, two-track, gradualist reform paths have done so much better than sure-fire adoption of the standard package.”

That standard package refers to the Washington Consensus: a neoliberal approach characterized by policies such as privatization, trade liberalization, fiscal discipline, and, Rodrik argues “simple rules of thumb, regardless of context.” The path toward the neoliberal goals of sound growth — goals such as global integration, sound money, institutions and property rights, which Rodrik endorses — can be traveled in any number of ways. China, which has lifted 400 million out of extreme poverty since 1980, has done so by steering clear of orthodoxies, changing the system at the margins, building support for reforms, and avoiding large disruptions.

To read more on Rodrik, including his blog, visit <http://ksghome.harvard.edu/~drodrik/>.



Dani Rodrik

ALL PHOTOGRAPHY: MARTHA STEWART



Stephen Goldsmith



Unlocking the Power of Networks
Keys to High-Performance Government
Stephen Goldsmith and Donald Kettl, editors

Few would argue that public management no longer employs a top-down management style that directly manages workers and provides services. Instead, public managers direct networks of public, private, and nonprofit organizations to deliver those services.

In *Unlocking the Power of Networks*, Stephen Goldsmith, Dan Paul Professor of Government and director of the Innovations in American Government Program, and Donald Kettl, professor of leadership at the University of Pennsylvania, offer a cast of policy practitioners and scholars who explore potential strategies and best practices of high-performance networks and identify next-generation issues in public sector network management.

The publication offers sector-specific analyses to show how networked governance achieves previously unthinkable goals. The environmental movement in particular is taking advantage of the networked governance movement. Contributing writers examine the Interior Department’s efforts to organize a network of state and local officials, landowners, businesses, and citizens to protect natural resources.

American officials are not the only ones employing networked governance. One contributing writer reveals how Islamic terror organizations have adapted and transformed themselves since September 11. On the flip side, another considers how network management could be used in the fight against terrorism, utilizing new organizational structures, upgraded technology, and new cross-agency mechanisms.

To read more on Goldsmith, visit www.ashinstitute.harvard.edu/innovations.

Suzi Sosa joins forces with the Kennedy School to extend markets to the poor

IT IS EASY TO THINK that the greatest value you will ever get from the Kennedy School is in the years that you spend as a graduate student here,” remarks MPA/ID 2001 alumna Suzi Sosa, “But, in fact, I’m seeing now that the greatest benefit I will have is through this long-term partnership with the school.” As founder and president of the MPOWER Foundation, the philanthropic investment arm of the MPOWER Group, Sosa recently made a \$3 million seed capital grant to the Center for International Development to create The Empowerment Lab. “Our MPOWER companies seek to empower underserved individuals through products and services that transform their lives. As I thought about our work in the global context, I recognized that the systemic change we are seeking to create would require partnerships with both researchers and policymakers, and the Kennedy School is without a doubt the best place to do that.”

To mark its official launch, The Empowerment Lab hosted the first annual Global Empowerment Meeting on September 22 and 23 at the Kennedy School campus. This event, which included leaders from business, government, academia, and nonprofits, focused on the question of how to expand the reach of financial markets to underserved communities. “We often take for granted one of the greatest privileges we have in the developed world: freedom of choice. In most parts of the world, markets do not function well, leaving people with fewer choices for more

expensive products and services of inferior quality. This affects not only consumer goods, but also health care, education, and basic infrastructure,” says Sosa. The Empowerment Lab will fund interdisciplinary research to explore the most complex questions around why some individuals have been perpetually excluded from mainstream markets. In addition, through events like the Global Empowerment Meeting, the lab will create strategic partnerships with global leaders who can translate applied research findings into direct business and policy applications.

Commenting on the impact of the Sosas’ generosity, Professor Ricardo Hausmann, director of the Center for International Development, said, “The Sosas share the center’s commitment to global empowerment and are willing to invest their resources, tremendous talent, and vision in making a difference.”



Suzi Sosa MPA/ID 2001, her husband, Roy Sosa, and Dean David Ellwood.

MARTHA STEWART

“For the rest of our lives we’re alumni, and I believe the more we are engaged as continuing members of the community, the better it’s going to be both for us and for the Kennedy School.” — Suzi Sosa MPA/ID 2001

Sosa cites the Kennedy School’s global network of partners, including alumni, as one of the most important reasons for their decision to invest in this project. “This is an incredible place where research, policy, and practice meet. For the complex questions of extending the reach of markets, it is critical to leverage the expertise and experience of each of these perspectives.” In addition to the seed capital given to launch the lab, the MPOWER Foundation is also agreeing to fund a cutting-edge data warehouse to which organizations and companies can donate data for use by researchers in The Empowerment Lab. “Many important research questions are not explored because of lack of data,” says Sosa. Businesses, nonprofits, and governments all generate information that could be used for research and lead to discoveries about the reasons for exclusion and systemic poverty. “We often don’t think about how we could make

our data available for research, though in doing so we could create invaluable findings for all humankind.”

Citing the Kennedy School motto, “Ask what you can do,” Sosa hopes more alumni will consider how they can create long-term partnerships with the school. “Few of us realize how many resources we have at our disposal and what an impact we could have if we collaborated with the school.”

In addition to her role as founder and president of the MPOWER Foundation, Sosa is also chief of staff of MPOWER Labs, a global business incubator and accelerator. She served as a presidential management intern in the U.S. Department of Commerce, and before that as a short-term policy advisor for the prime ministers of Bermuda and Lebanon. Sosa and her husband, Roy, live in Austin, Texas, where they are community leaders in entrepreneurship and philanthropy.

Fellowship will help develop international leadership

TONY TAMER, cofounder and managing partner of H.I.G. Capital and a member of the Harvard Kennedy School Dean’s Council, helps businesses grow. He knows a solid foundation is the key to success. And that is what he believes HKS strives to provide its students — a firm intellectual and practical foundation that gives them the tools and leadership skills to make a significant difference in the world.

With over 45 percent of the student body drawn from countries outside the United States, the school is also a truly global community with an environment that encourages cultural exchange and fosters lifelong bonds. Tamer’s concern for the citizens of the Middle East and Africa also intersects with the HKS mission to educate, support, and inspire the next generation of world leaders. For prospective students from poorer countries, however, financial constraints can be insurmountable.

Recognizing a unique opportunity to help potential leaders from the poorest countries in the Middle East and Africa — such as Lebanon, Jordan, Tanzania, and Ethiopia — attend HKS, Tamer and his wife, Sandra, have endowed the Tamer Fellowship Fund.

Not only will Tamer Fellows benefit from a Harvard Kennedy School education, each will also bring to the HKS community a unique perspective that will enrich the experience of their classmates.

Tamer’s concern for the citizens of the Middle East and Africa also intersects with the HKS mission to educate, support, and inspire the next generation of world leaders.

“This new fellowship will play a vital role in the Kennedy School’s mission of attracting the best students from around the world and giving them the ideas, inspiration, and opportunities they need to realize their dreams of making a difference in the world,” said Dean David Ellwood. “Key to this mission is our ability to offer financial aid at a level that will allow our students, especially those from developing countries, to pursue their highest ideals and deepest convictions. We are deeply grateful to Tony and Sandra Tamer for helping make this possible.”

From the Field

Carol Chyau MPA/ID 2006

Marie So MPA/ID 2006

Uncommon Thread

FOR CAROL CHYAU AND MARIE SO (both MPA/ID 2006), a yak is more than a hairy, one-ton animal. It's an undeveloped asset, numbering in the millions, that can bring change to the mountainous areas of Western China that have missed out on the country's stunning economic success story. The nomadic people who have herded yaks for centuries already know that it's an extremely useful creature, of course. They use it as a pack animal, eat its meat, and make dairy products from its milk; use its dung to build walls for their homes and burn the same stuff for heat; and they turn its fibrous coat into tents and clothing. What they probably didn't know is that patrons of fine restaurants in Hong Kong and Shanghai would pay good money to dine on yak cheese (a bit like sharp cheddar in consistency and flavor), or that in cities as far away as New York, San Francisco, and London, customers would buy clothing and accessories made from the finest hand-combed yak down.

That's where Chyau and So come in. The pair met at the Kennedy School. Chyau, a native of Taiwan, came directly from the University of Pennsylvania, where she studied abroad in Chile and Peru and wrote her senior thesis on microfinance. So, a native of Hong Kong, left an engineering career (her last project was the Beijing Olympics' swimming pool). They began to talk seriously about their shared passion for bringing economic change to the poorest parts of China at a social enterprise conference at Harvard Business School and traveled to China over winter break in January 2006 to research existing nonprofit organizations and opportuni-

ties there. In Kunming, the capital of Yunnan Province, they met with How Man Wong, founder of the China Exploration Research Society, and learned that the organization had brought over an expert from the University of Wisconsin a couple of years earlier to help villagers start up a yak cheese project in the isolated Diquing region.

"The society's mission was exploration, not economic development," Chyau explains. "Marie and I thought we could add the most value by trying to bring the cheese to market." They returned to Cambridge and wrote up a plan for two yak-based, for-profit businesses: one selling cheese, the other, marketing a luxurious, cashmere-like yarn produced from the softest yak fiber. After teaming up with two HBS students and an undergraduate from Penn, "Yashmere" (their proposed name) won the social enterprise track of the HBS Business Plan Contest and a \$20,000 start-up grant.

Chyau and So went back to China after graduating to do more on-the-ground research, traveling to four yak-rich provinces in three months to gain some clarity around the details of their proposed endeavor. (Their business plan teammates chose to pursue other opportunities.) They worked with experts in China's Bureau of Animal Husbandry to develop the best method to hand-comb yak fiber and sourced a manufac-

turing partner to produce a sample batch of yarn. "It was so beautiful that it confirmed we had a doable business plan," Chyau recalls. In September 2006 they changed their name from Yashmere to Shokay ("yak down" in Tibetan) and formed an umbrella nonprofit organization, Ventures in Development, to serve as an incubator for it and the Mei Xiang Cheese Farm, which is run by a Tibetan family. Each has the goal of operating as a sustainable, for-profit enterprise that can bring about long-term economic development.

"When we looked at traditional models, it didn't seem that charity and philanthropy could do the job on its own," says So. "We were attracted to the idea of bringing private sector business efficiency to social enterprise." It's a concept that doesn't always go over easily, So acknowledges. When she and Chyau speak to new herders about coming into the business, they often find they have to do quite a bit of explaining. "If you go into rural areas in China, people often expect free stuff," says So. "We try to show them the difference between a onetime deal and something more sustainable that they can create by using their own resources. It's a paradigm shift; the government doesn't always understand what we're doing, and we're learning as we go too. It can be very challenging."

No day is the same, she adds. From April to October, Chyau and So are often in the field, exploring new areas for development, training villagers in proper shearing techniques, or surveying households to measure the program's impact. Given that they're working with nomadic herders who don't follow a set schedule, this can take a while —

but it's an essential part of the process. "Otherwise you're just talking, right?" So remarks. "We focus on income generation, but also on what is done with the money. We do our best to educate people on the value of investing in an education for their children versus buying a radio or alcohol, although we can't dictate how the money is spent." Recently the pair took a short break from their field work to attend an Echoing Green Fellowship conference at Duke University. (The fellowship awards a two-year, \$90,000 grant to social entrepreneurs.)

Shokay has scaled up quickly, working with 15,000 people this year compared with 3,000 last year. In 2009, they expect to break even and expand their reach into new communities. After an initial product launch with yarn, hand-knitted scarves, and throws, the business has branched out into pillows, children's clothing, and accessories like hats and mittens, all of which can be purchased via the Internet, at the Shokay retail store in Shanghai, or at boutiques in cities around the world. Soon, Shokay will even be offering hats, gloves, and scarves through Harvard Student Agencies.

Despite these early successes, the demands of Shokay, the cheese business, and building the Ventures in Development nonprofit can be overwhelming at times. "My brain every day is divided into 10-minute slots," says So. "The driving factor is the level of satisfaction that comes from making a difference in someone else's life."

"Balancing the double bottom line of financial return and social impact is challenging," Chyau agrees. "But I love using business skills in a way that helps other people."

— JH



Cheese made from yak milk (left) and yarn made from the one-ton animal's warm coat (above). The products help create wealth for a region bypassed by China's economic development.



Carol Chyau and Marie So, both MPA/ID 2006

PHOTOS COURTESY OF VENTURES IN DEVELOPMENT



Chez David Yoko Makino MPA 1999 successfully bidding for a dinner for six at Dean Ellwood's home. The dinner, personally prepared by the dean, is one of the highlights of the annual Summer Internship Fund auction, which raises money for stipends for students' unpaid summer internships in the nonprofit and public sectors (see more on pages 10 and 28). Among the more than 150 items were a handknit sweater by Academic Dean Mary Jo Bane and a tour of New York in an NYPD squad car, courtesy of Police Commissioner Ray Kelly MPA 1984. This year, the event raised more than \$52,000. Makino, pictured with guest Shigeru Aoi, a prospective student from Japan, is a founding member of the HKS Club of Japan and also a member of the Dean's Alumni Leadership Council.



Why do you give to Harvard Kennedy School?

I am enormously grateful for what HKS has provided me—the insights, analysis, focus, and friendships. The fact is I doubt seriously that many of the career opportunities I have encountered would have occurred without HKS. In short, HKS remains for me the gift that keeps on giving. That each year I give a substantial amount to HKS in return seems a natural step for me, and one I will continue to make a priority.

Joe Caldwell MPA 1985

THE GIFT THAT KEEPS ON GIVING

What inspired you to attend HKS?

While the first 10 years of my career were spent in government — the latter of those as legal counsel at the Supreme Court of the United States and assistant to Chief Justice Warren Burger — those years did not include active participation in politics. So on leaving the Supreme Court, I was thrilled to become submerged in government and politics at the Kennedy School.

Could you describe your experience at HKS?

Every day was exciting, informative, and gratifying — from the enormous talent of the faculty through the shared experiences of the extraordinarily

gifted students. Each night posed the difficult choice of reading several hundred pages from insightful authors, or sitting in the Forum to listen to, and talk personally with, world leaders and notable figures on global issues.

Where has life taken you since HKS?

After graduation, I put my HKS insights to work right away. I joined a law firm in Washington, DC, where my practice included representing clients in several disputes connected to politics, political figures, and civil rights. It has also included serving as an advisor to a U.S. senator con-

cerning U.S. Supreme Court nominations. While at the firm, I volunteered as legal counsel for Sharon Pratt Dixon's campaign for mayor (of the District of Columbia) and became her chief of staff and legal counsel after she won the election. (In that post, I quickly hired a HKS faculty member to study some of DC's more intransigent problems.) After returning to the firm, I joined, and became the eventual cochair of, the National Lawyers Council of the Democratic National Committee.

To learn more about what you can do to support Harvard Kennedy School, visit www.hks.harvard.edu/about/giving. 617-496-7073 617-496-4511 FAX





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