

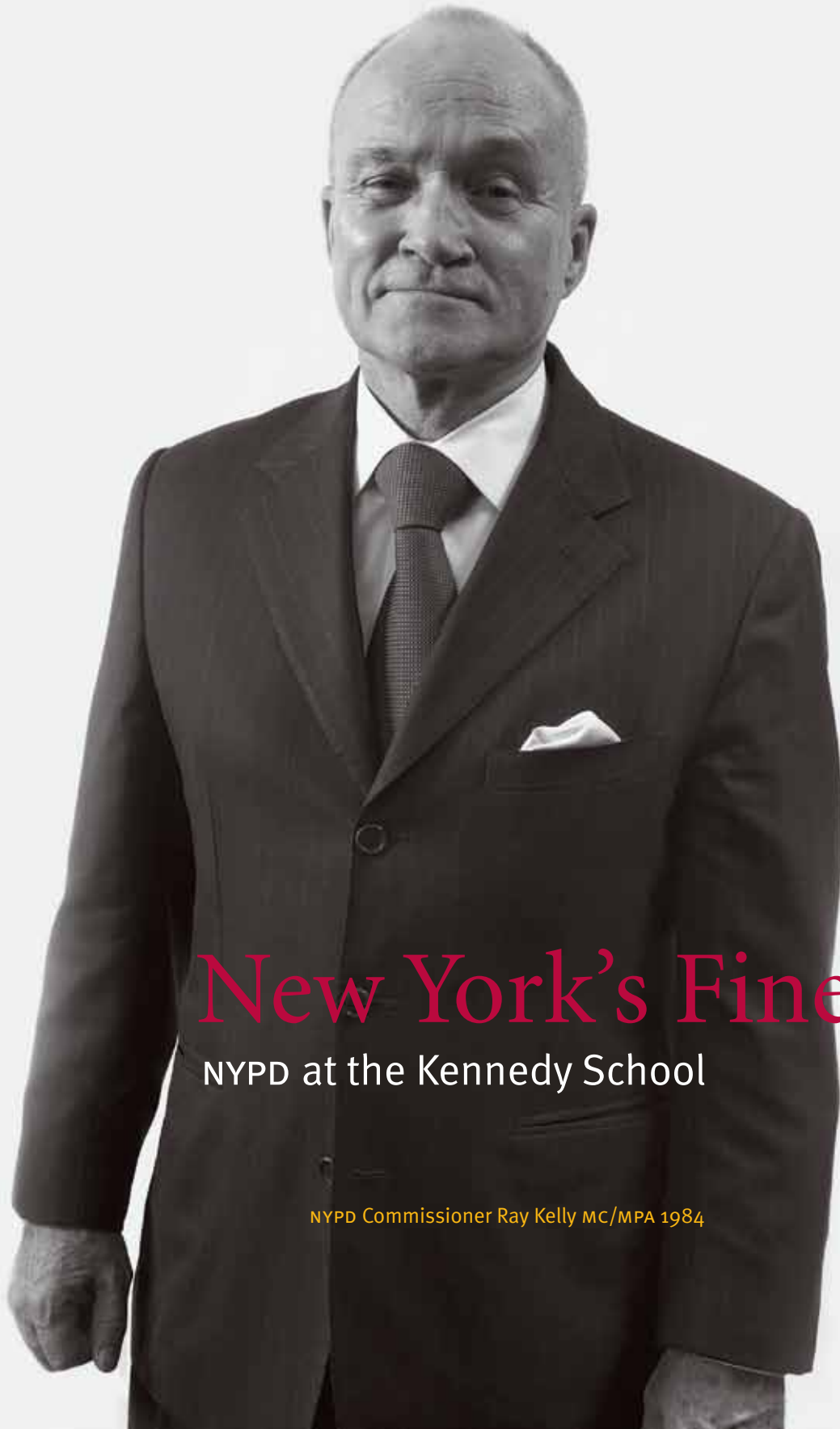
HARVARD  
KENNEDY  
SCHOOL

magazine

WINTER 2011



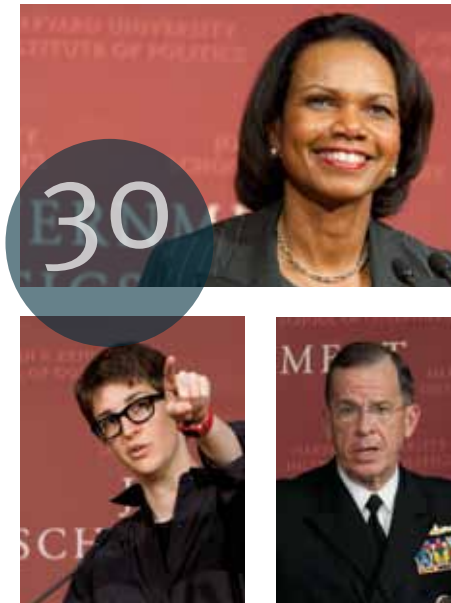
A MATTER OF FAITH  
*HOW AMERICA PRAYS  
TOGETHER*  
DIGITAL DISPATCHES  
*THE TWEETED REVOLUTION*



# New York's Finest

NYPD at the Kennedy School

NYPD Commissioner Ray Kelly MC/MPA 1984



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On the cover: NYPD Commissioner Ray Kelly MC/MPA 1984 is the only NYPD commissioner to serve two terms. He is now in the 10TH year of his second term. Photograph: Mark Ostow

LEFT TO RIGHT: MARK OSTOW, SCOTT MCKOWEN, JOSHI RADIN, MARTHA STEWART, HKS ARCHIVES

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*Harvard Kennedy School Magazine* is published two times a year by John F. Kennedy School of Government Office of Communications and Public Affairs  
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Cambridge, Massachusetts 02138  
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Dear Reader:

This year has special meaning for the Kennedy School as we prepare to celebrate our 75<sup>TH</sup> anniversary. Three-quarters of a century ago, Harvard launched a bold experiment by establishing a new graduate school that would prepare leaders to work in the field of public administration. The new school joined Harvard's schools of medicine, dental, divinity, law, business, design, education, and public health.

Seventy-five years later I marvel at the founders' ambition and foresight. In the Graduate School of Public Administration's first report to the president, Dean John Williams wrote, "What should be the distinctive contribution of a new graduate school of public administration? ... [W]hat we mainly wished was to attempt through the agency of the new School to direct the work in the social sciences at Harvard more specifically and effectively toward the larger problems of policy and administration with which modern governments are confronted."

The alumni and faculty members featured in this issue are wonderful examples of the public servants the school's founders hoped to produce through their new undertaking. They include Cara Hesse MC/MPA 2000, who helped change the course of women's lives in Ethiopia; Jim Kales MPP 1992, who, at a time of crisis for state budgets, found an entrepreneurial way to put the Chicago nonprofit Aspire on a more financially stable footing; and former Marine officer Nathaniel Fick MPA/MBA 2008, who was recently appointed CEO of a national security think tank run by veterans of the wars in Iraq and Afghanistan.

Our cover story features the New York City Police Department, which has been sending officers to the school every year for the past 30 years, resulting in a strong bond between the NYPD and the school. We also feature alumni who, as journalists, are at the center of today's rapidly changing world of communications—a world our founders could not have imagined, though their foresight provided a venue for future generations to meet such challenges.

You will also read in these pages about the exciting research findings of political scientist and former Kennedy School dean Robert Putnam on the leading role religion plays in the United States. This work follows the outstanding research he detailed in *Bowling Alone*, which identified the importance of social capital. Putnam's new book, *American Grace*, will no doubt succeed in



further advancing our understanding of the social landscape in the United States.

This anniversary year gives us all a chance to reflect on and appreciate the ideals upon which the Kennedy School was founded and to view the future with renewed enthusiasm. I look forward to sharing the progress of the Kennedy School's 75<sup>TH</sup> celebration with you in the coming year.

Dean David T. Ellwood  
January 2011

KENT DAYTON

**LETTER HKS Grads Head Up Reconstruction Finance in Haiti** It was a pleasure to see the coverage in the Summer issue of the *HKS Magazine* of alums and students who were active in the relief phase following the devastating January 2010 earthquake in Haiti. We are happy to let you know that this tradition is continuing into the reconstruction period. Specifically, we are responsible for managing the Haiti Reconstruction Fund (HRF)—a partnership between the international community and the government and people of Haiti to finance rebuilding.

The HRF is intended to be a half-billion-dollar fund that represents about 10 percent of the pledged money for reconstruction and the largest source of unearmarked finance for the government. We have currently mobilized more than \$330 million from 18 donors, including the United States,

Brazil, Norway, and Canada. Initial resources are being used to provide budget support to the government and finance projects for debris management, small and medium enterprises, disaster mitigation, and development in the south of the country. These funding priorities are set by the Interim Haiti Recovery Commission chaired by President Clinton and Prime Minister Bellerive, and the HRF's Steering Committee is chaired by the Haitian Minister of Finance.

The fund is a unique mechanism that draws on the comparative advantages of its partners—the Inter-American Development Bank, the United Nations and the World Bank. These partners appraise and supervise activities that are implemented by the government of Haiti, UN agencies, NGOs, and the private sector. The World Bank serves as trustee for the HRF itself.



Please follow our progress at [www.haitireconstructionfund.org](http://www.haitireconstructionfund.org).

Joe Leitmann MPP 1981  
HRF Manager  
Diego Osorio MC/MPA 2009  
HRF Senior Operations Officer

**Editor's Note:** It was also brought to our attention by Joe Leitmann that two other Kennedy School graduates are in key roles in Haiti. Eduardo Almeida MC/MPA 2000 is the

country representative for the Inter-American Development Bank in Haiti, and Martin Bratt MPA 2007 is heading up the McKinsey Consultants team that provides pro bono support to the Interim Haiti Recovery Commission. We've also learned that Adrian Hills MC/MPA 2001 is serving as chief of staff of the United Nations Stabilization Mission in Haiti.

## What's On Your Mind?

- In the coming weeks, we'll be sending a random sampling of our readers an **ONLINE SURVEY** about the *HKS Magazine* so we can better understand what our readers want to see in their alumni magazine—the issues and stories they care about. Please help us by taking a few moments to complete it.
- —Thanks from the *HKS Magazine* staff

**LETTER Alumni Focus** I just wanted to write and let you know that I LOVED the last issue of the *HKS Magazine* (with Haiti as the cover story). Perhaps this has always been the case, but I don't remember another issue that was so exclusively devoted to alumni stories—and what great stories, too. If the focus going forward is always going to be profiles of alumni and the remarkable work they are doing, I can't wait to receive my copy of the magazine each time. I also found myself poring over the class notes, and being struck with admiration and respect over and over again.

Kudos on a fantastic issue, and here's to more!

Roshan Paul MPP 2008

## UPDATE Reform School

When Michelle Rhee MPP 1997 was interviewed for our Winter 2009 profile, she described how she had balked when Washington Mayor Adrian Fenty asked her to join his administration and help turn the capital's dilapidated school district around. "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," Rhee said. "I asked him what he was willing to risk. He said, 'Everything.'" After Fenty failed to win reelection in the district's mayoral primary in October, Rhee resigned, describing her decision to leave her post as chancellor as "heartbreaking." "I think we're at the point right now where

we're either going to move forward aggressively and crack the whole thing open or be looking at another 10 years of not doing a whole lot of anything," Rhee said at a John F. Kennedy Jr. Forum on school reform in November. In December, Rhee launched Students First, an advocacy group that aims to raise \$1 billion to fund school districts and back political candidates who share her agenda.

## PUBLIC INTEREST

### Thank You!

#### ALUMNI

HKS students, staffers, and faculty members worked the phones at stations in the Forum in October to say thanks to alumni and friends who had contributed to the school in FY 2010. Almost 700 alumni were contacted.



### Participatory Democracy

#### FACULTY

Since its launch more than a year ago, Participedia, an online platform for collecting information about various democratic potentials, has been helping to strengthen democracy with its user-generated library of examples and methods of participatory governance, public deliberation, and collaborative public action. Developed by HKS Professor **Archon Fung** with Mark Warren of the University of British Columbia, the site collects stories about efforts such as participatory budgeting in Porto Alegre, Brazil; municipal evaluation meetings in China; and the CaliforniaSpeaks health care dialogue with citizens.

**ON THE WEB**  
[www.participedia.net](http://www.participedia.net)



### Public Service Celebrated



**PUBLIC SERVICE** As part of Harvard Kennedy School Public Service Week, the Dean's Office and the Kennedy School's **Student Public Service Collaborative** joined forces with the Harvard football

team and Special Olympics Massachusetts to host a morning of Special Olympics events. Dean David T. Ellwood opened the events, with Kennedy School students and staff attending.

### Gleitsman Award

**AWARDS** Criminal justice system activist **Susan Burton** received the Gleitsman Citizen Activist Award for her work empowering formerly incarcerated women. The award is bestowed biannually on a leader who has "struggled to correct social injustice." Burton, who served six prison terms over the course of two decades, in 1998 founded A New Way of Life Reentry Project (ANWOL), which today operates five homes in the Los Angeles area.



Susan Burton

### TurboVote Launched



**STUDENTS** Last fall, HKS students **Seth Flaxman** MPP 2011, **Kathryn Peters** MPP 2011, and **Amanda Cassel Kraft** MPP 2011 launched TurboVote—a nonprofit that makes voter registration and voting as easy

as renting a DVD with Netflix. Many faculty members helped get the project off the ground, and the pilot program helped more than 500 students to register and vote by mail.

**ON THE WEB**  
[www.turbovote.org](http://www.turbovote.org)

### Rappaport 10TH Anniversary

**RESEARCH CENTERS** A reception marking the Rappaport fellowship's 10TH anniversary was held on Wednesday, October 13, at the DeCordova Museum in Lincoln. The policy fellowship, which is administered by Harvard's **Rappaport Institute For Greater Boston**, gives a dozen graduate students from the Boston area the opportunity to work with senior officials in state and local government for the summer. A parallel program, overseen by Suffolk University's Rappaport Center for Law and Public Service, provides a similar opportunity for law school students from throughout the region. Over the past 10 years, 245

students—about half of them from Harvard—have received the fellowships. Recipients have used them to work with a variety of officials, including Governor Deval Patrick and Boston Mayor Thomas Menino.

Former Rappaport fellows **Meghan Haggerty** MPP/UP 2010, **Amy Dain** MPP 2003, and **Devin Lyons-Quirk** MPP/UP 2010



CLOCKWISE FROM TOP: RIGHT: ISTOCK; MARTHASTEWART; MAGNOLIA PICTURES; MARTHASTEWART; MARTHASTEWART; MARTHASTEWART

### New Center Appointments

**RESEARCH CENTERS** The school recently announced several new appointments for center leadership roles. University Professor Lawrence Summers is the new director of the Mossavar-Rahmani Center for Business and Government and Executive Dean John Haigh is the new co-director, and former Kentucky Secretary of State Trey Grayson is director of the Institute of Politics. All appointments took effect in January.



CLOCKWISE FROM TOP: RIGHT: TOM FITZSIMMONS; COURTESY OF U.S. DEPARTMENT OF STATE; MARTHASTEWART; MARTHASTEWART

### Enthusiasm Drops among Millennials

**RESEARCH** According to a new national poll of America's youth by Harvard's **Institute of Politics**, fewer than three-in-ten (27 percent) said they would definitely be voting last November, a drop of nine points from eleven months

earlier (36 percent). The poll also found that the job approval rating for President Obama slid from 58 percent in November 2009 to 49 percent in November 2010.

**ON THE WEB**  
[www.iop.harvard.edu](http://www.iop.harvard.edu)

### London Bound

**FACULTY** In March Philosophy Professor **Frances Kamm** will give the Auguste Comte Memorial Lectures at the London School of Economics. The title of the lecture series is "The Prospect of Harm to Civilians in the Ethics of War."

### Spokesmen for Nuclear Dangers

**RESEARCH CENTERS** When the Academy Award-winning producer of *An Inconvenient Truth*, Lawrence Bender, decided to produce a documentary about global nuclear dangers, he turned to experts at Harvard Kennedy School's Belfer Center for Science and International Affairs. The resulting film, *Countdown to Zero*, features interviews with Belfer Center Director **Graham Allison**, Professor **Matthew Bunn**, and Belfer Center Senior Fellow **Rolf Mowatt-Larssen**. With a powerful blend of photos, video, and narrative, the film looks at the danger of nuclear terrorism, the risk of accidents, and the proliferation of nuclear arsenals.

In December, a JFK Jr. Forum featured excerpts from *Countdown to Zero* with a panel that included Allison, Bunn, and Mowatt-Larssen, along with the film's narrator, former CIA agent Valerie Plame.



### Very Much Alive

**PUBLIC SERVICE** "50 Years of the Peace Corps: Answering President Kennedy's Call to Service" was part of the commemoration of the 50TH anniversary of the JFK presidency. Current Peace Corps Director Aaron Williams noted that the spirit of service that inspired the Corps's establishment "remains very much alive today." Mary Jo Bane, academic dean, who served in the Peace Corps in Liberia from 1963 to 1965, moderated the discussion.

Executive Education :: [WWW.KSGEXECPROGRAM.HARVARD.EDU](http://WWW.KSGEXECPROGRAM.HARVARD.EDU)

Alumni :: [WWW.HKS.HARVARD.EDU/ALUMNI](http://WWW.HKS.HARVARD.EDU/ALUMNI)

# Agents of Change



**ALUMNI** The chain of events began in March, 2001, when a 13-year-old girl named Woinshet Zebene was abducted from her Ethiopian village and raped for two days. After she escaped, bloodied and bruised, the suspect was arrested—and then released on bail. That same week, the man abducted Woinshet again, hiding the girl in his brother’s house and raping her for 15 days before she escaped and sought refuge with her grandmother. The abductor’s family came to the house and beat Woinshet, forcing her signature on a marriage contract: At the time, Ethiopian law specified that a man could not be prosecuted for violating a woman he later married.

For many girls and young women in rural Ethiopia, the story would end there. They’d be forced to leave school and to marry. But Woinshet’s father, a poor day laborer, had heard radio ads that defined rape as a prosecutable crime. Going against cultural norms, he supported Woinshet in a court case taken on by the Ethiopian Women Lawyers Association (EWLA). Reported in the *Washington Post* in 2004, the story caught the eye of Cara Hesse MC/MPA 2000, who happened to be in Ethiopia at the time.

**FUNDING FREEDOM**

Cara Hesse MC/MPA 2000 raised enough money to keep Woinshet Zebene and three other girls in Ethiopia safe and in school.

As director of public affairs for Pathfinder International, Hesse had just finished co-leading a U.S. congressional delegation to the country for the purpose of assessing U.S. programs focused on family planning and reproductive health. With a few days left before her departure, she decided to visit some of the organizations funded by Pathfinder, a nonprofit that works to improve reproductive health in the developing world.

As it happened, one of those grantees was EWLA. Hesse saw a copy of the *Washington Post* story at the EWLA office and learned that Woinshet’s abductor had offered her father a \$2,500 dowry to drop all charges—a huge sum to a poor family.

“I remember it so vividly,” says Hesse. “It was a Friday at 3 p.m. When I understood how difficult this was for Woinshet’s family, I thought that maybe I’d be able to make a statement by raising some money against the dowry offer.”

Over the weekend, Hesse sent an e-mail to two dozen or so contacts, HKS alumni among them. “I hate to ask people for money, but the *Post* story

gave me the confidence and credibility I felt I needed to approach friends for donations,” she recalls. “What I got back was phenomenal. I heard from people I hadn’t even met before, saying that they’d received the e-mail from someone else and wanted to help.” Hesse’s effort raised \$5,000, enough to keep Woinshet and three other girls safe and in private school for four years.

Now associate director of patient advocacy at Genzyme, Hesse has stayed in touch with Woinshet over the years.

“Her dream is to become a lawyer and to work on women’s rights issues,” she says. As a step toward that goal, a subsequent round of fundraising has recently made it possible for Woinshet to travel to the United States to study English in the Boston area. She is also collaborating on a short documentary with Nicholas Kristof (who wrote of her experience in *Half the Sky*) and actress Marisa Tomei, who is directing the film. (It will air in 2012 as part of a two-night PBS special, also called *Half the Sky*.)

Eventually, Woinshet’s abductor was convicted of his crimes and sentenced to 10 years in prison—but the judge released him after a short period for reasons that remain unclear. Despite this setback, her case did change Ethiopian law: A man is no longer absolved of rape by marrying his victim.

“One of the biggest lessons I learned from my experience is how much impact a small, targeted investment can make when supporting an agent of change like Woinshet,” says Hesse. “The first round of funding I raised was such a small amount, but it kept her safe and in school while she and her father fought the injustice. It enabled her father to refuse the dowry and keep fighting.” With that said, Hesse acknowledges the first and most powerful force: the courage and quiet strength Woinshet showed in telling, and retelling, her story. ❖ JH

Woinshet Zebene on a visit to New York



**ON THE WEB**  
<http://bit.ly/hks-agents-of-change>

LEFT: JOSHI RADIN; RIGHT: COURTESY OF HALF-HESKYMOVEMENT.ORG

# BIG IDEAS

## research samplings

**States' Plights** The federal deficit is capturing all the attention, but states' finances are also in deep crisis, writes **Linda Bilmes**, Harvard Kennedy School lecturer, in "The Fiscal Crisis in State Government—And What Should be Done About It." With federal assistance to states disappearing, and states financing large portions of their programs in the bond markets, there are plenty of reasons for concern about the long term.

"For now, the urgent need is to provide well-designed assistance to the states to protect vital services, help solve the unemployment problem, and begin the process of repairing the yawning hole in state balance sheets," Bilmes advises.

**Wired In** The HBO series *The Wire* won plenty of critical acclaim during its five-year run. Now academics are paying respect. Geysers University Professor **William Julius Wilson** thought so highly of the show that he made it the focus of a new class. Writing in a *Washington Post* op-ed, Wilson explained the show's value: "Of course, our undergraduate students will read rigorous academic studies of the urban job market, education, and the drug war. But the HBO series does what these texts can't. More than simply telling a gripping story, *The Wire* shows how the deep inequality in inner-city America results from the web of lost jobs, bad schools, drugs, imprisonment, and how the situation feeds on itself."

### Good Enough Governance

Certain Latin American countries are democratic but have high corruption. Certain East Asian countries have very little democracy but exhibit good governance. Bangladesh has recently experienced growth despite little governance of any kind. The United States—a country known for good governance—exhibited a failure of governance with its response to Hurricane Katrina. So when researchers "conflate good governance with the capacity to grow or the existence of democracy, they are probably oversimplifying very complex relationships," writes Mason Professor of International

"[In the past 15 years] relations between the United States and India have grown by leaps and bounds, and the pace has exceeded the predictions of even the most optimistic proponents. But this progress is not self-sustaining. It requires **bold leadership** to expand and deepen the U.S.-India partnership in a spirit commensurate with its vital importance."

∴ Professor of the Practice of Diplomacy and International Politics **Nicholas Burns**, with coauthors Richard Fontaine of the Center for a New American Society and former Deputy Secretary of State Richard Armitage, in "Natural Allies: A Blueprint for the Future of U.S.-India Relations."

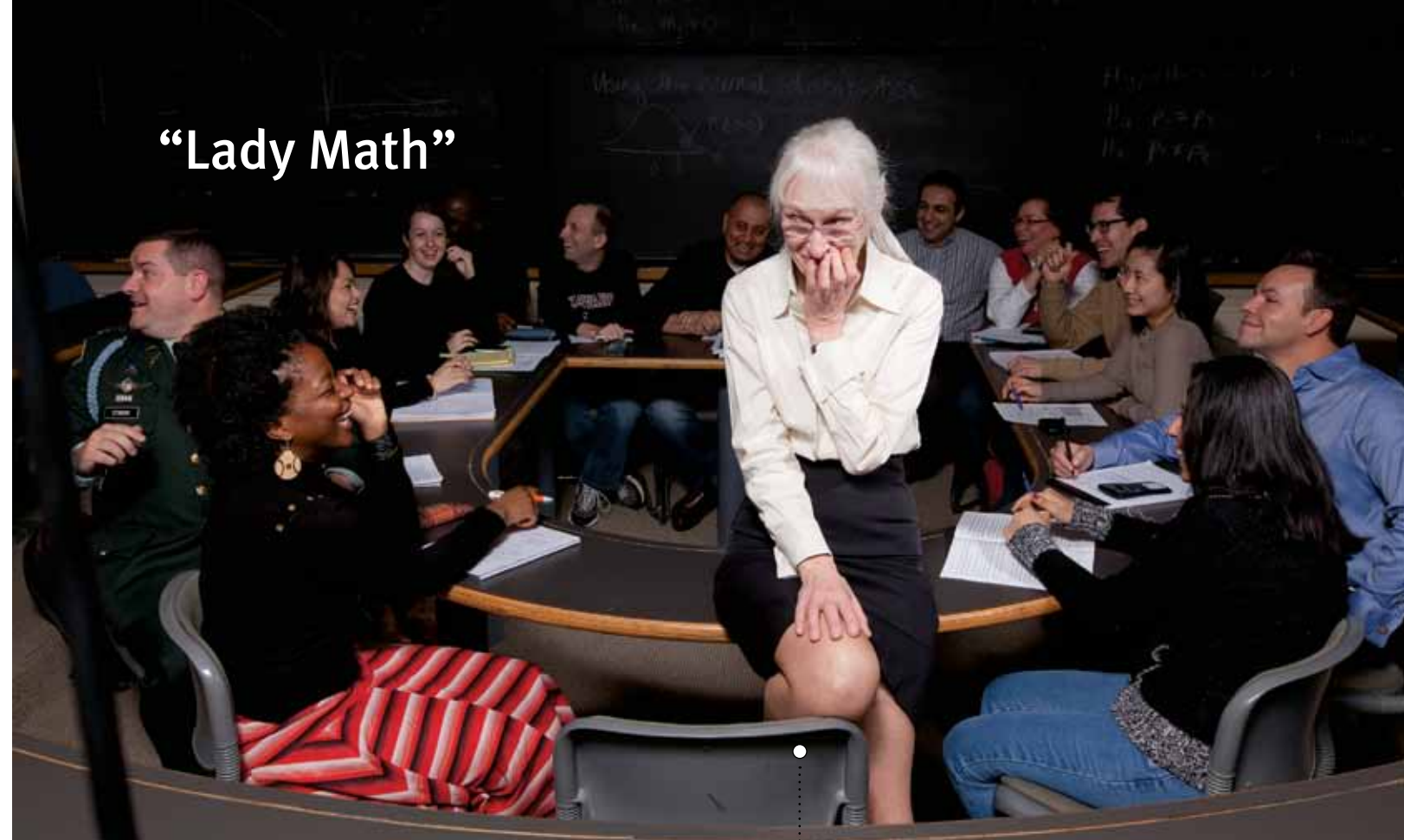
Development **Merilee Grindle** in "Good Governance: The Inflation of an Idea." "Good governance is important; but like many other good ideas, it is not a magic bullet."

**Hard Landing** The informal economy is often seen as a cushion, breaking the fall of the formal economy when it stumbles. But according to an extensive study of that hidden economy by Harvard Kennedy School Lecturer **Martha Chen**, that idea is either wishful thinking or willful blindness. In her latest paper, "Global Recession and the Informal Economy: Evidence From Latin America and Beyond," Chen looks at the impact of the economic crisis on the informal workforce. Workers in the study report that their volume of trade or work has decreased, that business costs have increased, and that they face growing competition from the newly unemployed. Informal workers' livelihoods were already in crisis, Chen explains. Now those workers are poorer still.

**Mending Ways** When imposing "sin" taxes, policymakers would do well to keep incentives in mind. Harvard Kennedy School Assistant Professor of Public Policy **Erich Muehlegger**, working with Lesley Chiou of Occidental College, looked at how Chicago-area smokers reacted to an approximately 46 percent per-pack excise tax. They found that smokers responded by stockpiling cigarettes, by switching to less expensive brands, and by crossing the border into Indiana to escape the tax entirely.

**Fighting Chance** "Since what we really wanted was democracy," writes **Monica Toft** about the resolution of civil wars, "the supposition was that if a settlement was based on democratic principles then that would lead to a democratic outcome." But in her book, *Securing the Peace: The Durable Settlement of Civil Wars*, Toft, an associate professor of public policy at Harvard Kennedy School, found that civil wars ending by a negotiated settlement were more likely to recur than those ending in victory by one side, and also would result in more deaths, on average, than resolving the contest on the battlefield.

## "Lady Math"



**IN THE CLASSROOM** With mathematics vital to a growing number of fields, the Kennedy School has long required its master's in public administration (MPA) students to take at least one course in quantitative methods. Over the years, many of these students have learned about the intricacies of numbers from Deborah Hughes Hallett, a revered mathematics educator who has taught at the school since the 1970s.

In addition to her Kennedy School appointment as adjunct professor of public policy, she is a mathematics professor at the University of Arizona. Her focus on math pedagogy is rare in her field—so rare that she has faced far greater challenges in bringing math teaching to the fore than in being a woman in a male-

dominated discipline. Yet she has excelled in her specialty, having written or coauthored seven groundbreaking textbooks, mainly on calculus, while earning teaching

**ON THE WEB**  
<http://bit.ly/hks-lady-math>

awards from numerous science and math societies. She was also honored by former student Serif Turgut MC/MPA 2008, who found her so inspiring that she made a film about her called *Lady Math*.

Although Hughes Hallett works with some mathematically sophisticated students at the Kennedy School, her biggest contribution lies in making math-averse Mid-Career students more comfortable with, and proficient in, the subject. The majority of students taking her popular statistics course fall into the latter category. "Deb is just great at explaining mathematical concepts," says Ellen Whitesides MPA/ID 2011, a teaching fellow. "She never considers any question too simplistic, and that is one of her real strengths. Also her whole class is based on real policy examples of ways that statistics can

**QUANTITATIVELY SUPREME**  
Deborah Hughes Hallett with students

be helpful, which is great since everyone in the room can see where this type of thing might be used."

Illustrating the relevance of math is central to Hughes Hallett's approach. "To teach math and statistics, you need to know the subject well and your audience," she says. "What that means at the Kennedy School is learning material in context." That's why she keeps coming up with new case studies each year—such as questions of fraud in the 2009 Iranian elections, roadside stops and racial profiling, and the efficacy of malaria drugs in Mozambique.

Hughes Hallett hopes to do more than just help her students meet the minimum graduation requirements. "To be an effective public leader," she says, "you need to analyze the information that comes to you." She wants students to be able to understand number-laden reports and draw conclusions from data, rather than be dependent on others to interpret for them.

On this score, she appears to have been extraordinarily successful. "She's probably one of the best teachers I've ever had in my life," says Ramaswami Balasubramaniam MC/MPA 2010, the head of a nonprofit organization that provides education and health care to millions of people in India. In her class, he says, "I learned how to back my arguments with empirical evidence"—an approach he's now utilizing in policy development. "But Deb also serves as a model for how I should be teaching others," adds Balasubramaniam, who frequently lectures around the world.

His classmate, Jimmy Tingle MC/MPA 2010, a comedian, believes it took nothing short of a miracle, as well as a "great and dedicated teacher," for him to pass the quantitative mathematics requirement. "If I could get the help I needed to get a B minus in statistics," Tingle jokes, "there is hope for world peace." ❧ SN

## Justice Reconsidered



Mathias Risse

**RESEARCH** Professor of Philosophy and Public Policy Mathias Risse looks at contemporary political philosophy issues. In his new book, *The Grounds of Justice*, Risse provides an

alternative approach to how we think about distributive justice—how human beings practice fairness around issues concerning global resources.



**Q What do you mean by distributive justice?**

In the context of an increasingly interconnected world, I look at what we, as fellow human beings, owe to one another. For example, do people have entitlements to immigration? Within a state what sort of taxation system is fair? How should we arrange trade regimes? What kinds of obligations arise from human rights?

**Q How do we currently think about these issues?**

One view is that distributive justice applies only within states. For you and me to have obligations toward one another, we must share a country or state. The response to this traditional view has been the cosmopolitan view that many philosophers have favored in recent decades, which says that states are philosophically and ethically irrelevant. We have obligations of justice toward one another because we're human.

**Q And your view?**

I am proposing an intermediate view that says no, it's not only the state, but it's also not only humanity indiscriminately. For instance, I am saying that one other ground for justice is humanity's collective ownership of the earth, so that humanity as a whole has ownership of the planet. One needs to develop a pluralistic picture of multiple grounds of justice.

**Q And how will this change the way we think about these issues?**

The main thrust is to get the message across to policymakers or to those who are near to policymakers that actual obligations for justice arise because we share a trade regime, or because we have a joint responsibility for the planet. Think of climate change. It's not just a matter of rationality that we work things out with China, and it's not just a matter of charity that we offer good trade conditions to African countries. It's plainly a matter of justice that we find arrangements for distributing burdens from climate change, and that we're abiding by certain ideas about commerce and trade.

**Q What is it like for a philosopher to work in a school of public policy?**

The philosophy I'm interested in is at the intersection with the social sciences. When I think about globalization, I need to be in an environment where people actually tell me about what's going on. But, as a political philosopher, I also get much satisfaction from getting the message across to students who really do want to change the world. ❖ SA

Mathias Risse

**ON THE WEB**  
<http://bit.ly/hks-mathias-risse>

## Something Brewing for Nonprofits

**ALUMNI** Jim Kales MPP 1992 has held a variety of jobs—political reformer at an Illinois advocacy organization, communications director at Chicago's United Way, CEO of the Lake County chapter of Big Brother/Big Sister, president of the nonprofit Aspire. His most recent enterprise—coffee entrepreneur—may stand out as something of a departure.

But Kales doesn't really see it that way. He believes the challenges of starting a business are a good match with the skills he honed almost 20 years ago at the Kennedy School. The idea for the new enterprise began about four years ago when he took over as president of Aspire, a Chicago-based organization serving children

difference and are just looking for the right vehicle. You just have to go and find them."

What really excites Kales about the fledgling enterprise is that every sale raises both money and awareness. "At the same time we're creating revenue," he says, "we're spreading the message."

And the message desperately needs to be heard. Although much progress has been made in the past 50 years, Kales says, remembering that people with disabilities were once warehoused in institutions, much more remains to be done.

"Things are kind of stuck. People think the work is already done," he says. "We get used to seeing people with disabilities working in

"I can't believe you called. We've been waiting for **an idea** like this."

and adults with developmental disabilities. Like many nonprofits, the 50-year-old organization, which employs 400 workers, relied almost entirely (about 85 percent) on state funding. But like numerous cash-strapped states around the country, Illinois was slashing aid to its social service programs. Aspire's future was in serious jeopardy, says Kales, and if the organization that had served so many Chicago-area families was to stay afloat, it would need to quickly find alternative sources of support.

For almost a year Aspire staff members looked at alternatives, including partnering with businesses, but it was a chance reading in the culinary magazine *Saveur* that got Kales's entrepreneurial juices flowing. In an article about premium coffees, the publication rated the Chicago-based company Metropolis Coffee among the 10-best. A self-described coffee fanatic, Kales wondered if this might be the business they were looking for. He contacted the coffee roaster about joining forces.

Metropolis' response was instant and gratifying. Its CEO told Aspire, "I can't believe you called. We've been waiting for an idea like this."

The partnership, Aspire CoffeeWorks, was launched in late 2009. One-hundred percent of the profits flow back to Aspire, and the new venture is exceeding expectations. The high-end organic coffee is now offered at Chicago Whole Foods stores, and the venture was recently recognized as a local charity "doing amazing things" on NBC's *Today* show, receiving a \$50,000 grant from the network.

One of the biggest lessons learned, says Kales, is that there's a lot of potential support out there for nonprofits. "Sometimes we're hesitant," he says, "but there are businesses that want to make a



**EXCEEDING EXPECTATIONS** Jim Kales (right) with Bruce Achilles, one of Aspire CoffeeWorks' team members. Bruce helps to weigh, grind, pack, and ship orders all over the country for Aspire CoffeeWorks.

supermarkets, but there are so many more ways we can employ people with disabilities like Down syndrome and autism. We wanted to show there's more to be done to help all people reach their potential." ❖ SA

Visit *Aspire CoffeeWorks* at [www.aspirecoffeeworks.com](http://www.aspirecoffeeworks.com).

MARTHA STEWART

COURTESY OF ASPIRE COFFEWORKS

## In the Beginning

“We are seeking a means not only to bring the different branches of the social sciences more closely together but also to bring the University and the public service nearer to each other.”

Dean John Williams, in his first annual report on what was then the Graduate School of Public Administration

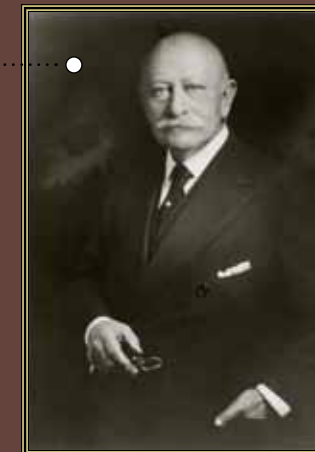
**THE BEST HOPE** Lucius Littauer, Harvard graduate, New York congressman, glove manufacturer, and philanthropist, was the school's great benefactor. In early correspondence with Harvard University President James Conant, Littauer expressed his ambition that the school “would be the best hope of avoiding disasters arising from untried experiments in government and administration, and would tend to raise the level of American life.”



**LAYING A FOUNDATION** “This splendid gift... will strengthen Harvard University and enhance its ability to contribute to the country's welfare,” Harvard University President James B. Conant told Littauer in accepting his \$2 million gift. “I am sure that every year which passes will multiply the proofs of the far reaching effects of your benefaction.” Harvard men present at the dedication of the Littauer Building (from left): Dean John Williams; Abbott Lowell, Harvard University president 1909–1933; Leverett Saltonstall, future governor and U.S. senator; Littauer; Conant; Charles Francis Adams III, former U.S. secretary of the Navy.

**ON THE WEB**  
<http://bit.ly/hks-history>

HARVARD KENNEDY SCHOOL turns 75 in 2011. The school looks a lot younger than its years—both its architecture and its name hint at a more recent birth. But looks deceive. It was conceived in the middle of the Great Depression, born of the vision of its first great benefactor, Lucius Littauer, a Harvard graduate and former congressman, and Harvard President James Conant, of a training ground for men (equal opportunity was a long way away) dedicated to solving the economic and administrative problems of their day.



What was then the Graduate School of Public Administration began life in 1936 as something other than the world famous graduate school and research center it has grown into. It was a sort of stepsister to Harvard's government and economics departments, offered no degrees, and borrowed faculty from elsewhere. Its official beginning, on December 7, 1936, came with

12 faculty appointments (of faculty members who also held appointments elsewhere at Harvard). Its first students were a handful of public officials (known as Littauer Fellows). But even as it took its first, somewhat uncertain steps, all those decades ago, its direction would be strikingly familiar to us in 2011.

“We are not seeking to find in public administration a new content,” wrote John Williams, the school's first dean, in his report on the school to President Conant in 1938. “What we hope may justify the creation of the School is our attempt to find a new method of work. We are seeking a means not only to bring the different branches of the social sciences more closely together but also to bring the University and the public service nearer to each other.”

Public service had, for 300 years, been part of the fabric of Harvard. Its graduates had been colonial administrators, signers of the Declaration of Independence, members of Congress, and presidents. But what the school began, modestly and quietly, 75 years ago was a new vision of public service as not just an avocation, but also a career and of public administration as not just an art, but also as a science.

**A NEW CENTER** The original Littauer Building, built to house the nascent school, along with the economics and government departments. “The creation of such a center should,” Dean Williams hoped, “enable us to focus our combined efforts more effectively than in the past upon the problems of public policy and administration.”



ON THE WEB  
<http://bit.ly/hks-sibling-revelry>

## Sibling Revelry

**ALUMNI** Harvard Kennedy School has had siblings attend before. The school has seen spouses, partners, even fathers and sons (in the same year!). But five members of the same family? That honor appears to belong exclusively to the Rigas clan. Four siblings (Elaine MC/MPA 2004, Elias MC/MPA 2008, Michael MC/MPA 2005, and Nick MC/MPA 2010) and a wife/sister-in-law (Laura MC/MPA 2010, married to Michael) attended the school in the space of six years, making them a unique addition to the Kennedy School, and giving it a singular place in their family.

Taken as a whole it should not be surprising that they all attended the Kennedy School. The Rigas siblings (there are seven in all), whose parents were Greek immigrants, made education a priority while

“We all have a core appreciation for **public service.**”

❖❖ Laura Keehner Rigas

growing up in Boston. But individually, their paths to Harvard were very different. Their careers began in politics, human resources, technology, finance, and government. Some wanted to change career direction, others to better prepare themselves for a path already chosen.

“Everyone came to the school with a different professional background, but we all have a core appreciation for public service,” says Laura Keehner Rigas, who was press secretary at the U.S. Department of Homeland Security, where Elaine also worked.

Nick’s story illustrates the point. He had been working in the financial services sector for years, listening to his siblings sing the

From left to right: Nick Rigas, Laura Keehner Rigas, Michael Rigas, Elias Rigas, Elaine Rigas, Peter Rigas

school’s praises and meeting their friends, and decided he wanted a career change. “I wanted to do something for the greater good,” he says. Now that he has been

through the same experience, he shares that appreciation for HKS.

Similarly, Michael parlayed his banking background into a career in public service, serving first as an appointee in the Bush administration and now as a political director for the Massachusetts Republican Party. Elaine’s background included a decade of private sector experience and a run for Boston City Council. And Elias came to the Kennedy School as an engineer at the U.S. Army Research

Lab, where he continues to make an impact working to develop and field the latest technologies for U.S. soldiers.

Since their unique relationship with Harvard started (Peter was the pioneer, participating in a Harvard Business School program), the siblings have become close to Kennedy School faculty and staff members. They go on vacations with fellow alums, and classmates have been with them to celebrate important family milestones (like Michael and Laura’s wedding).

“HKS is a family, it’s truly an extension of family.” Laura says.

❖❖ RDO

## In the Trenches

**FACULTY** “I’m not content with one perspective,” says Sarah Sewall HKS’EE 1995, a Kennedy School lecturer in public policy. “I’ve always been interested in how positions can shift when you turn the kaleidoscope.”

That approach works well when it comes to the intersecting issues of war and human rights that represent Sewall’s area of interest. Known for her ability to negotiate the delicate relationship between military and civilian concerns, she recently led a 40-member team in a study for U.S. Generals Stanley McChrystal and David Petraeus that examined the question of civilian harm in Afghanistan.

“It was a fascinating experience to work in the field on questions that I had studied historically and conceptually,” says Sewall, who serves as director of the Program on National Security and Human Rights. “We also did some surveys at the training bases, and basically found a mismatch between the needs of the field and what the military institutions were providing.”

On the day we speak, Sewall is preparing to welcome 35 military and State Department personnel from around the globe for a tabletop exercise developed for MARO, the Mass Atrocity Response Operations project, which she founded in 2007. MARO’s work realizes a long-standing goal of Sewall’s: As the first deputy assistant secretary for peace-keeping and humanitarian assistance in the Clinton administration, she experienced “enormous frustration and sadness” in the face of the 1994 genocide in Rwanda and the ethnic cleansing in Bosnia.

### SKILLED NEGOTIATOR

Sarah Sewall works at the intersection of war and human rights

“I also had a keen awareness that even if there had been a political will to act, there was a real lack of understanding of what might be required,” Sewall adds. A partnership between the Carr Center for Human Rights Policy (where Sewall has served as faculty director) and the U.S. Army War College, MARO aims to create doctrine that the military can use when responding to such crises in the future.

Sewall notes that Chris Taylor MPA 2008, CEO of Mission Essential Personnel, designed the MARO tabletop exercise on a pro bono basis. “It is such a joy to continue working with alumni on issues in the real world that you studied and debated together when they were students,” she says. In the classroom, Sewall often calls on the same skills she uses in her work with the U.S. military: framing a situation and then creating a vocabulary and context for

collaboration and problem solving. Her course “American Warfare and the Humanitarian Ethic” draws a variety of students, some with a military background, some without.

“I call it my *Oprah* class because it’s so lively and intense,” she says of the course, which examines the purposes and legality of war. “The challenge is to harness the incredible energy that makes the students so committed to the work in question and construct a dialogue that is mutually elevating and edifying.”

While she acknowledges that the military’s upper ranks are male-dominated, Sewall, the mother of four girls, down-



MARTHA STEWART

MARTHA STEWART

ON THE WEB  
<http://bit.ly/hks-in-the-trenches>

# NYPD

NEW YORK'S FINEST ATTEND THE KENNEDY SCHOOL

# CRIMSON

In 1983, when Ray Kelly MC/MPA 1984 entered the Kennedy School's Mid-Career Program as a New York City police captain, police officers were something of a rarity at the school. But in the past 30 years, officers from the country's most famous police department have become commonplace. Each year, one or two leave their posts and head north. Many describe it as one of the best years of their lives.

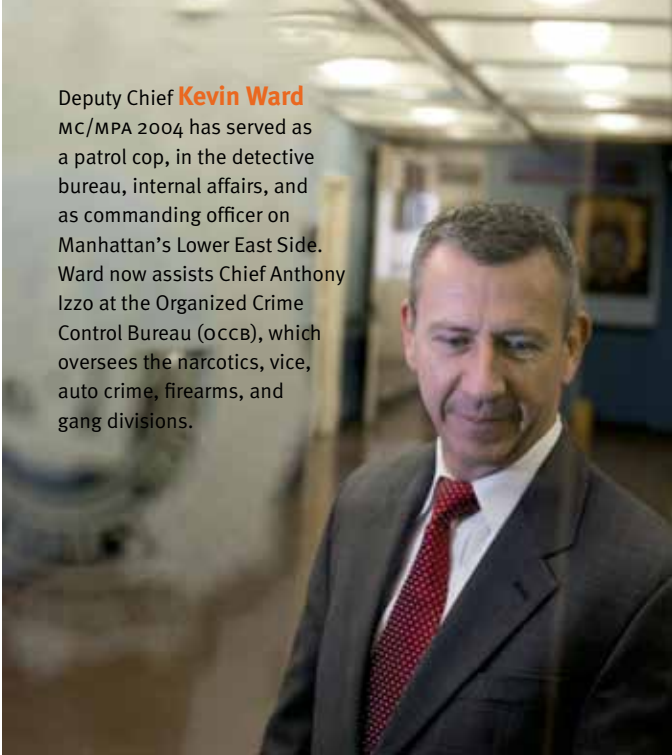
By the time they arrive at the school, they have spent years on the job, rising through the ranks in precincts and

units throughout the organization, as street cops, precinct commanders, undercovers, and detectives, in the organized crime control bureau, special operations division, and intelligence division. Many already hold advanced degrees.

They are an elite group within an elite police department. The oldest and largest municipal police force in the United States, the NYPD today employs more than 37,000 police officers. The country's second largest — the Chicago Police Department — has just over one-third that number.

BY SARAH ABRAMS PHOTOGRAPHY BY MARK OSTOW

Deputy Chief **Kevin Ward** MC/MPA 2004 has served as a patrol cop, in the detective bureau, internal affairs, and as commanding officer on Manhattan's Lower East Side. Ward now assists Chief Anthony Izzo at the Organized Crime Control Bureau (OCCB), which oversees the narcotics, vice, auto crime, firearms, and gang divisions.



Kennedy School lecturer Frank Hartmann, who for more than 20 years was executive director of the Program in Criminal Justice Policy and Management and who has taught many of the NYPD students, says the officers bring a unique perspective to the classroom. "These students have a wonderful balance of reality and aspiration," he says. "They are invariably thoughtful and they both ground and inspire the other students."

Christine Cole MC/MPA 2001, current executive director of the Program in Criminal Justice Policy and Management agrees: "They bring the confidence and the experience to be able to be great contributors in class and raise the mantle of the importance of understanding criminal justice as a key component of government."

Hartmann praises the NYPD for its strategic, forward-thinking management style in providing officers with the opportunity to spend a year pursuing advanced training. Departments from around the world send police officers to the school, but the NYPD has sent far greater numbers. "It is rare for other departments to do this," says Hartmann. While this is partly because of the department's size and resources, he says, it also reflects an enlightened approach to management.

From his office at police headquarters at One Police Plaza, Kelly describes the value of the Kennedy School degree to the department.

Previous page, front row, seated, left to right: Sergeant Timothy Malin MC/MPA 2010, Captain Edward Carrasco MC/MPA 2010, Inspector Terrence Riley MC/MPA 2004, Deputy Chief Steven Bonano MC/MPA 2009.

Back row, left to right: Lieutenant Francis Spangenberg MC/MPA 2005 (seated), Deputy Inspector Frank Dwyer MC/MPA 1993, Lieutenant Thomas Levanti MC/MPA 2006, Deputy Chief Kevin Ward MC/MPA 2004, Captain Brandon del Pozo MC/MPA 2004, Robert Harnischfeger MC/MPA 2002, Captain Dan Sosnowik MC/MPA 1998, Commissioner Raymond Kelly MC/MPA 1984.

"Policing can be an insulating experience," he says. "We want to take our managers and future leaders out of the realm of everyday policing and expose them beyond the police department. It develops them for future assignments."

For Kelly, those assignments led to the top of the NYPD. He is the department's longest-serving commissioner since Governor Theodore Roosevelt created the position more than a century ago, and he is the only one to hold the office twice (he first served as commissioner from 1992 to 1994). Now in the 10TH year of his second term, he has dramatically reshaped the department, building a counter-terrorism operation that before 9/11 had approximately two-dozen officers into one that today has more than 1,000. He has overseen the implementation and expansion of CompStat, a highly regarded accountability process that has been replicated throughout the country, and instituted the Real Time Crime Center, a department-wide system for responding to crises. Says Hartmann of Kelly:

"He is uniquely equipped to lead the department."

**A**CCORDING TO KELLY, the school offers the officers new ways of approaching problems. "It makes you value discussion as a more collaborative way of doing business," an approach, he says, that does not come naturally to policing. "This business is a hierarchical business," he says. "The Harvard approach is more open and about working on problems as a team. Even as you go up a rank, as a sergeant, you're not working with other sergeants."

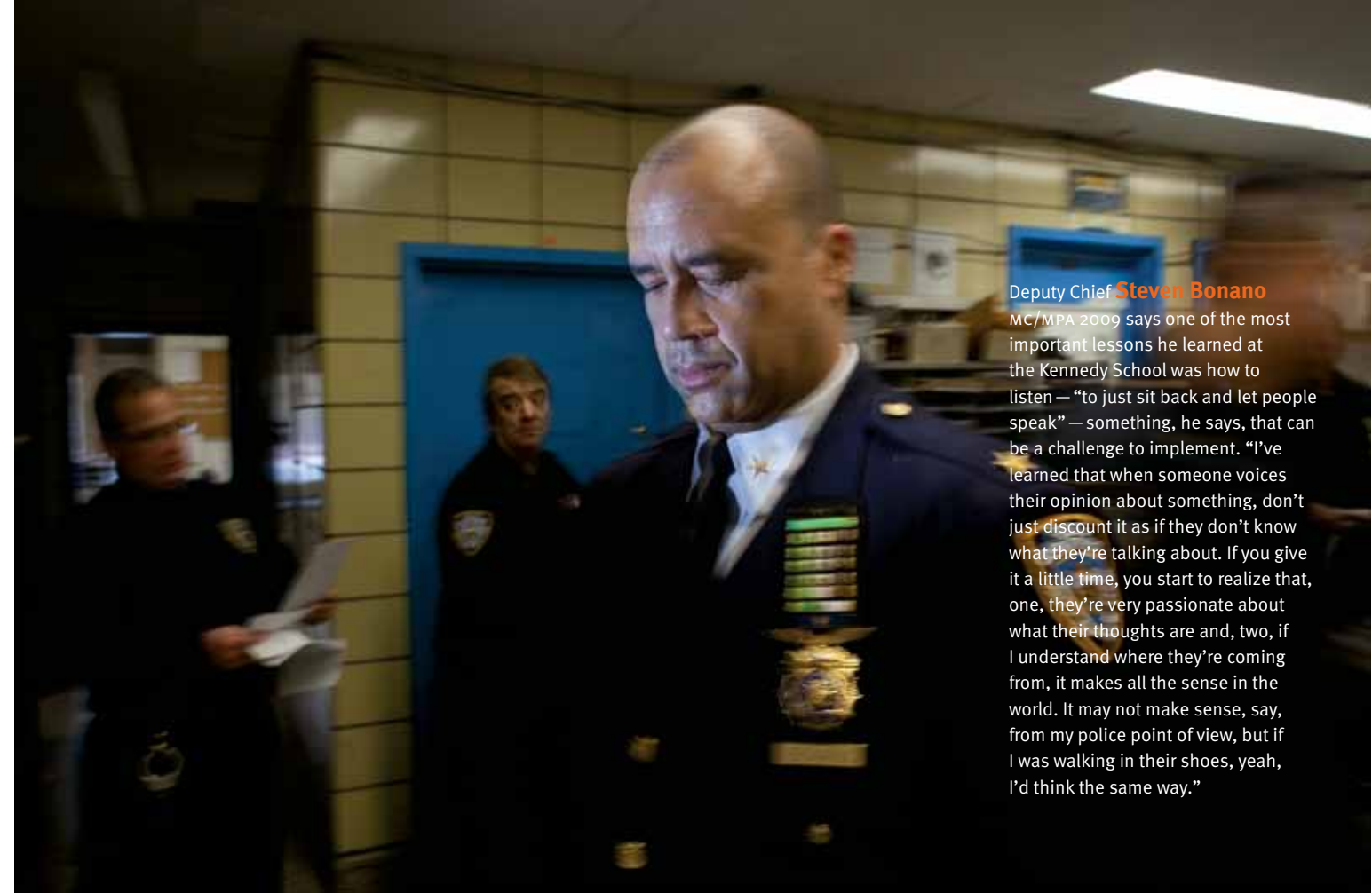
As a student, Captain Brandon del Pozo MC/MPA 2004, commanding officer at the 50TH precinct in the Bronx, marveled at that approach when he watched two other students—an Israeli diplomat and a Palestinian government official—debate the security fence and wall around the West Bank. "To the observer, you would say there's no way these people could have a civil conversation and there's no way they could find common ground," says del Pozo. "To understand that it's possible, you need to really commit yourself to gaining an in-depth understanding, rather than a superficial understanding, and I think what the Kennedy School encourages is to take a very long, sophisticated view toward politics at every level."

Former Deputy Chief James McShane MC/MPA 1992, vice president for public safety at Columbia University, remembers that his core assumptions were challenged in an economics class when he was grouped with students from non-capitalist countries. "That's the kind of experience," he says, "that can make you see things in a different light."

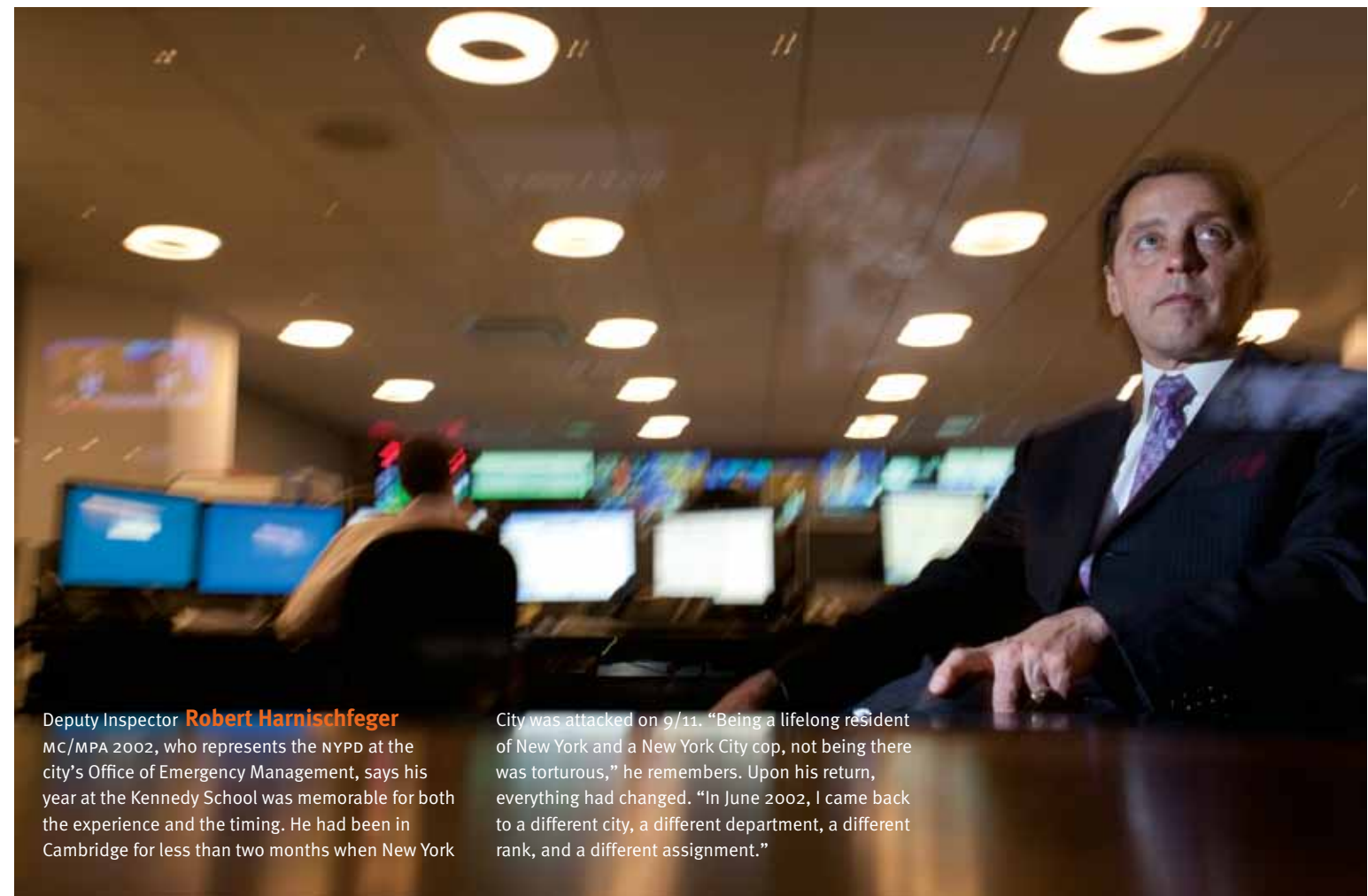
"That change in perspective is subtle but real," Kelly says. "You are taking the lessons and, depending on where you are in this organization, helping people manage this big, complex organization in the most diverse city in the world."

The advantages of the officers' presence at the school work both ways, says Cole, who served for many years in local government. The officers' breadth of experience offers their fellow students important learning opportunities. "Criminal justice policy and management tends to be the biggest part of state and local budgets, so when we think about training future leaders in public service—future city managers, governors, and legislators, and for our international students, leaders of their countries—the more opportunity we have to help them understand the role and complex policies of criminal justice, the better we serve our future leaders."

Like all degree program students, the officers must fulfill program requirements but are otherwise free to choose courses according to



Deputy Chief **Steven Bonano** MC/MPA 2009 says one of the most important lessons he learned at the Kennedy School was how to listen—"to just sit back and let people speak"—something, he says, that can be a challenge to implement. "I've learned that when someone voices their opinion about something, don't just discount it as if they don't know what they're talking about. If you give it a little time, you start to realize that, one, they're very passionate about what their thoughts are and, two, if I understand where they're coming from, it makes all the sense in the world. It may not make sense, say, from my police point of view, but if I was walking in their shoes, yeah, I'd think the same way."



Deputy Inspector **Robert Harnischfeger** MC/MPA 2002, who represents the NYPD at the city's Office of Emergency Management, says his year at the Kennedy School was memorable for both the experience and the timing. He had been in Cambridge for less than two months when New York

City was attacked on 9/11. "Being a lifelong resident of New York and a New York City cop, not being there was torturous," he remembers. Upon his return, everything had changed. "In June 2002, I came back to a different city, a different department, a different rank, and a different assignment."



Captain **Brandon del Pozo** MC/MPA 2004, commanding officer at the Bronx's 50th precinct, says it was his Kennedy School training that led to the assignment he received soon after graduation as NYPD intelligence liaison to the Arab Middle East in Amman, Jordan. It was one of the most eye-opening and rewarding experiences of his life, del Pozo says. "You're 5,000 miles from

your supervisors and you're trusted to interact with different people and countries and different positions. I can't help but think that my time at the Kennedy School was one of the reasons I was able to go. I had no special background in intelligence. I had 10 years as a cop, a few years as a soldier, and thanks to the police department, a great graduate education."



Just halfway through the year, current students Captain **Jack Jaskaran** MC/MPA 2011 and Lieutenant **Ron Wilhelmy** MC/MPA 2011 are enjoying the opportunity to meet people from all over the world. "I meet people I would never have had the chance to meet before," says Wilhelmy. "Here we're not caught in the weeds—we get to see the larger picture," says Jaskaran.

their interests. Some enroll in criminal justice-related classes, while others cast a wider net, enrolling in philosophy, economics, Web-design, and education courses, cross-registering at other schools within the university.

Deputy Chief Kevin Ward MC/MPA 2004, who serves in the Organized Crime and Control Bureau (OCCB), which oversees the narcotics, vice, auto crime, firearms and gang divisions, says the school helped him to sharpen his ability to tackle problems. "I learned how to think more concisely and to always attack a problem by getting as much information as possible," he says. "It made me a much better writer. Identify the issue, apply the facts, develop a plan, and evaluate your plan. Get right to the point."

**HAT NEW YORK IS DOING** is extraordinary," Cole continues. "It's an appreciation that the school not only gives you skills, but it also exposes you to different kinds of thinking. Not only does the NYPD get a skilled person back, but also someone who's had exposure to policing in another part of the world. You don't learn about international policing in America without coming to a place like this. The NYPD students may have a class colleague in India or Pakistan or Australia or Azerbaijan or Israel or Denver." This year, five police officers from Pakistan and two from India are enrolled in the Mid-Career program.

In 2006, del Pozo learned the importance of such relationships during an assignment as intelligence liaison abroad. When terrorists blew up six commuter trains along Mumbai's transit system, killing 150 passengers and injuring more than 400 people, del Pozo immediately contacted former police executive classmates from India who gave him entree to Indian law enforcement. "Thanks to those contacts, I was on the ground in Mumbai in about 48 hours and soon sending very detailed reports back to New York City."

The officers also value the importance of their exposure to visiting world figures who appear at the school's seminars, lectures, and the Forum. McShane remembers arriving at the school in 1991 at the height of the presidential campaign, surprised and delighted by the proximity he had to the candidates. "The parade of people who passed through the Forum was phenomenal," he says, from world leaders such as Mikhail Gorbachev, who spoke at the school soon after the collapse of the Soviet Union, to filmmaker Oliver Stone, who had just released *JFK*.

This exposure is what many regard as the school's "sixth course." Says Deputy Inspector Robert Harnischfeger MC/MPA 2002: "The speakers in the Forum and the brown bags gave me such an interesting perspective. It was a whole other influence." His year at the school allowed him to reassess and enhance his skills. "It was helpful on a couple of different levels," he says. "It allowed me to hone basic communication and negotiation skills, but also explore and enhance more specialized skills, such as law enforcement, criminal justice, and counter-terrorism."

**DESPIITE THEIR NUMEROUS ACCOMPLISHMENTS**, some say they were initially intimidated by coming to Harvard, worried they might not belong. NYPD Inspector Terrence Riley MC/MPA 2004 remembers the first day of the summer program when the Mid-Career class was assured during welcoming remarks that the school didn't make a mistake. Says Riley: "I didn't miss a step after that."

Those with families sometimes bring them along for the year, enrolling children in local schools, while others might spend



As commanding officer of the Resource Analysis Section in the Office of Management Analysis and Planning, Inspector **Terrence Riley** MC/MPA 2004 interacts with the New York City Hall staff. "The way I'm able to interact with my colleagues over at City Hall, certainly the Kennedy School lessons are applicable there. Being able to reach out to the deep well of people who are out there for assistance when you need advice. And of course it means a lot to say you came from the Kennedy School."

weekends at home in New York. Many note that the friendships they made were as important as what they learned in class. "I feel comfortable reaching out to any of my classmates no matter where they work," says Riley. "I'm certain I'll get a response."

The criminal justice program, says Cole, offers these students a home at the school, where police officers from both NYPD and other departments around the world can learn about university-wide criminal justice-related classes, events, and speakers. The program also provides them with access to high-level practitioners. Lieutenant Ron Wilhelmy MC/MPA 2011 helped Cole organize the National Police Executive Session held on campus in January.

Several sources of financial support help the officers cover the costs of their year at the school. The New York City Police Foundation offers funding, and in 2003 the Kennedy School established the New York City Firefighters, Police, and Emergency Workers Public Service Fellowship to honor those first responders who died in the 9/11 attacks. Thus far, the fellowship has been awarded to eight first responders. Additionally, last year the Harvard Club of New York (HCNY) established the HCNY Foundation Fellowship.

Through the years, Commissioner Kelly's ties to the school have remained strong. In April, he will speak at the Harvard Club of New York to recognize the club's fellowship, at an event hosted by Dean David Ellwood.

"As society has become a lot more diverse, the school has proven itself to be flexible to adjusting to the times," says Kelly. "While the school is a bastion of public policy principles that stand the test of time, it also reflects the changes that are going on throughout the world. The Kennedy School is great." ❖❖❖



**LAST SUMMER**, when a pastor from the small Christian Dove World Outreach Center in Gainesville, Florida, announced his plans to commemorate the ninth anniversary of the 9/11 attacks by burning copies of the Koran, the media covered the controversy breathlessly. Among the threats and counter-threats, appeals by politicians, and denunciations by religious leaders, commentators saw a parable of the country's religious extremism and intolerance. ❖ But the story, argues Robert Putnam, Peter and Isabel Malkin Professor of Public Policy, was illustrative of religion in America in a very different way. ❖

"It was news because the whole idea that anybody would symbolically trash somebody else's religion is very unusual here," Putnam says. "And that's the story. The real story is we are a very religious country. We are a very diverse country religiously. And most places that are very religious and very diverse also have high indices of mayhem. Belfast or Beirut,

Bombay or Baghdad or Bosnia. America turns out to be able to develop a more capacious sense of identity—one that encompasses a larger and larger number of groups. We are basically more comfortable with differences than many other societies. That's what we mean by the term 'American grace.'" ❖ *American Grace: How Religion Divides Us and Unites Us*

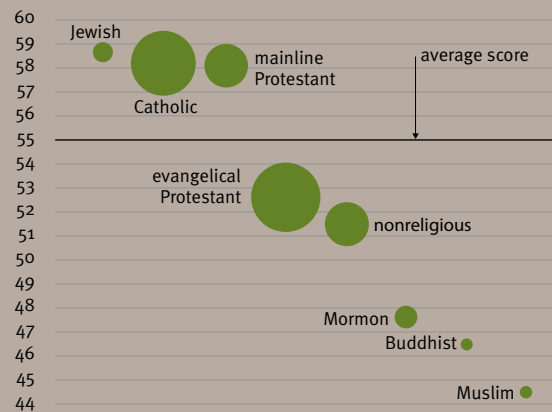
is the name of Putnam's latest book, coauthored with David Campbell, a political science professor at Notre Dame. ❖ It charts the role of religion in the country's growing polarization, as it became more closely aligned than ever before

with a specific political outlook, and as secularism and Christian conservatism pushed each other ever further apart. But the book also finds redemption in the form of a remarkable religious openness, fostered by social networks that put Americans in contact with people of other faiths and by a perhaps uniquely American spiritual generosity. ❖

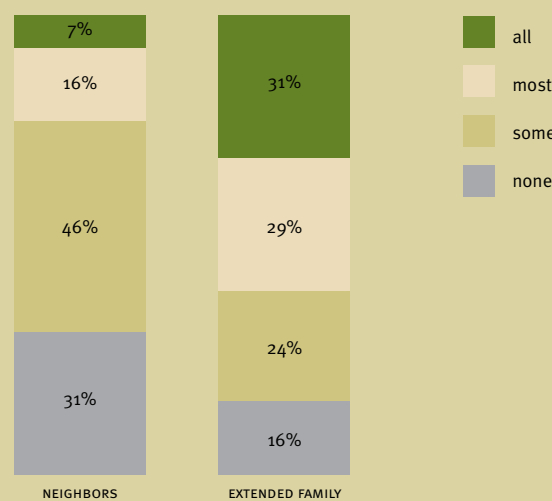
*A matter of*  
**FAITH**  
HOW AMERICA CAN PRAY  
TOGETHER WITHOUT  
BEING TORN APART

BY ROBERT O'NEILL ILLUSTRATION BY SCOTT MCKOWEN

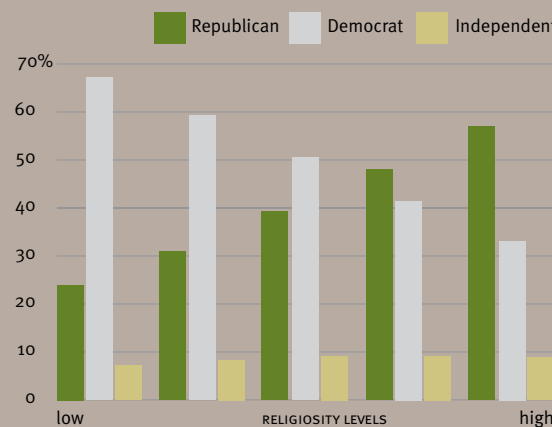
**HAPPY TOGETHER?** Americans were asked to rate how they felt about other religions and their feelings were recorded on a “feeling thermometer.” The size of each circle represents that group’s share of the population.



**THE AUNT SUSAN PRINCIPLE** Americans are constantly exposed to people of other religions, in both their families and their neighborhoods. How many have the same religious affiliation?



**RELIGION AND POLITICS** A voter’s religiosity can say a lot about his politics. The difference between Democrats and Republicans is known as the “God gap.”



Source for charts: Faith Matters Survey, 2006

Studying religion’s role in American life fits naturally into the work on community to which Putnam has devoted much of his career. But it can trace its roots more precisely to his work on *Bowling Alone*, the seminal work from the 1990s that showed how Americans were doing fewer things together, whose title became shorthand for the complicated phenomenon of a fraying social fabric.

“When we were finishing *Bowling Alone*, we realized that as a rough rule of thumb, about half of all social capital in America is religious,” says Putnam, referring to a concept that describes connections between people; one that he helped popularize. “Half of all volunteering is religious, half of all philanthropy is religious, half of all the groups that people belong to are religious. We decided that we ought to look more at that side of the social capital ledger.”

The Faith Matters surveys, which the authors describe as among the most thorough on Americans’ civil and religious lives, were conducted separately in 2006 and 2007, canvassing thousands of respondents across the country. The surveys allowed researchers to follow up with original respondents after an interval of nearly a year and were designed to further explore questions asked in studies conducted decades earlier. The book also includes in-depth profiles of congregations across the country, ranging from an Episcopal church in suburban Boston to a Mormon congregation in Utah, from a synagogue outside Chicago to an Orange County megachurch. The data help depict a uniquely American patchwork of traditions and attitudes, but perhaps more important, Putnam and Campbell place the cultural tumult of the past half century in a comprehensible narrative.

❖ **THE BOOK STARTS**, chronologically speaking, after World War II. Church attendance had soared as returning GIs settled into their domestic lives and as the Cold War fostered an appreciation for traditional values, including religion. “For many of the families now packing the pews, religious attendance was less an act of piety than an act of civic duty, like joining the PTA or Rotary,” the authors write.

Then the 1960s changed everything. The great bulge of the baby boom generation was reaching young adulthood amid political unrest and assassinations, the Vietnam War, unprecedented affluence and access to higher education, the civil rights movement, and, of course, “sex, drugs and rock’n’roll.” The share of Americans who believed that premarital sex was “not wrong” went from 24 percent in 1969 to 47 percent in 1973 (and kept rising, reaching 62 percent in 1982). These revolutionary attitudes on sexual morality, as much as anything else, had a far-reaching impact on religion in America.

Religion, like so many other institutions in the ’60s, was being transformed by the change around it. The share of Americans who said religion was “very important” to them had fallen from 75 percent in 1952 to 52 percent by 1978.

The ’60s earthquake would be followed by what Putnam and Campbell describe as two aftershocks: the first, a reaction to the decade’s religious and moral changes; the second, a reaction to the reaction.

The election in 1976 of Jimmy Carter, the first born-again president, was an indicator of the first reaction. Americans were taking to the pews again, but how often they were going mattered less than where they were going. During the 1970s and 1980s, Americans who were religiously and politically conservative “swelled the ranks of both evangelical Protestant denominations and of the rapidly growing evangelical megachurches that disavowed denominations and termed themselves simply ‘Christian,’” the authors write. And then came the “God gap.”

Up until the 1970s, it was not difficult to find a churchgoing progressive Democrat or a secular conservative Republican. A decade later, they would be

rare indeed. This was one of the authors’ most startling findings, Putnam says. Americans, it seemed, were changing their religion to fit their politics.

“I couldn’t believe that people would put the fate of their eternal soul at risk over how they felt about a politician,” Putnam says. The authors found that unchurched conservatives would go to church to be closer to people with similar views, while liberals would leave a congregation if they found themselves in the midst of a lot of conservatives. But that link between religion and politics did not happen by accident.

“The best predictor about who was going to church in the 1960s was how you felt about premarital sex,” Putnam says. “That fundamental concern about sexual morality was the core issue of the 1960s in America. In the early 1980s, Republican leaders chose to define very clearly a conservative position on that issue as a way of splitting the Democratic majority. It suddenly twisted the polarization of parties so that there was a connection between abortion and party politics. It’s been true for the past 30 years. So we take it for granted, but as recently as the late 1970s, the Democrats were actually more pro-life than Republicans. The decision to turn this into a polarizing force in American life was a strategic calculation by political leaders to make that an issue.”

The second aftershock was a reaction to that polarization. The alignment between religion and conservative politics created a backlash, with growing numbers of Americans disapproving of religious influence on government. This coincided with a growing movement, especially among young people, away from religion.

The number of Americans who identify with one religion or another has traditionally been extremely high. In the 1950s, only 3 to 5 percent of respondents to national surveys on religion said they had no religion in particular or “none.” The percentage of “nones” remained roughly unchanged through the 1990s, but then they began to increase dramatically, reaching about 17 percent by the time of the Faith Matters surveys. Among those who reached adulthood in the 2000s, the number is above 25 percent. (Significantly, though, they resist being labeled atheists.) That has a potentially huge political significance, with young people taking new positions on traditional wedge issues, especially homosexuality.

“Just as the political leadership and the leadership of the conservative evangelical churches in America were taking a zig to the right on that issue—homosexuality—younger American voters were taking a zag to the left,” Putnam says. “And that means that both the Republican Party and the evangelical church are on the verge of alienating a large swath of the next generation of the electorate.”

❖ **WITH SO MUCH POLARIZATION** and politicization, religion in America would appear to be headed toward a fractious and factionalist future. But it is not. Perhaps a finding from the book illustrates why.

The authors write, “In the Faith Matters survey we asked: ‘Can a person who is not of your faith go to heaven or attain salvation, or not?’ A whopping 89 percent of Americans believe that heaven is not reserved for those who share their religious faith.” This can

be explained by the sociological concept of bridging, or by the relatively simpler idea, developed by Putnam and Campbell, of “Aunt Susan”—someone dear to us who is from another religious tradition.

“All of us have Catholic Aunt Susans or evangelical Aunt Susans,” Putnam says. “That is someone we know and love, but they’re in that other religion from us. Our religion teaches us that maybe she’s not going to make it to heaven, but I know Aunt Susan and people like her *are* going to make it to heaven.”

The proportion of Americans who believe people of other religions will go to heaven drops when respondents are specifically asked about non-Christians. But in a country where so many believe in the literal reading of the Bible, which takes a fairly incontrovertible position on non-Christians’ prospects for salvation, that position is remarkable. And it leads to another point.

On a “feeling thermometer” devised by the authors, members of religious groups were asked to record their feelings toward other religious groups. Catholics and Jews scored highest—that is, were viewed most favorably by other religious groups—while Mormons, Buddhists, and Muslims scored lowest (in that order). This may be taken to mean that certain groups have found no room in the country’s Judeo-Christian tradition and are destined to live outside America’s religious tent. But Putnam does not see it that way. Catholics and Jews were viewed with open scorn 150 years ago. Now they are seen as mainstream and integrated.

“We don’t have Mormon Aunt Susans or Muslim Aunt Susans or Buddhist Aunt Susans yet,” Putnam says. “But if you play the story forward and you continue to have large numbers of ordinary Muslims or Buddhists, I think the story is very, very likely to be the same as for Catholics and Jews.”

❖ **“FLUX IS A CONSTANT IN AMERICAN RELIGION,”**

Putnam and Campbell write. What may seem like a tumultuous period in the country’s religious life is, in fact, just one more chapter in its unique religious story. But the situation nonetheless seems precariously balanced, raising the question: Which way forward?

In the 19th century, Protestant ministers and Catholic priests, faced by the vastness of the American frontier and the difficulty of reaching their flocks, devised the chapel car—a train car remade into a mini church that traveled on the railways from town to town.

Today, especially with the growing pool of “young nones,” competition for souls is pushing religion into equally innovative thinking. The authors found online churches, such as LifeChurch.tv, and huge megachurches that resemble shopping malls, with sermons piped throughout the “campuses” on loudspeakers and available immediately afterward as podcasts.

Whatever the future, religion will continue to be a central feature of the country’s communal life. And that communal life is what, in large part, has driven Putnam’s work for so long.

“For a long time,” he says, “really for much of my academic career, I’ve been interested in studying scientifically something that I personally feel the importance of—that is, community, a sense of connection with your friends, the people you’re around, your family. I do think that we’re living through a period in which we’ve become less connected to one another, and I’d like to contribute in what way I can to that discussion.” ❖



# \*digital dispatches

The revolution is \*  
being televised,  
tweeted, blogged...

BY CRAIG SANDLER MC/MPA 2000

- Newsweek
- Time
- YouTube
- Drudge Report
- bbc.com
- The Boston Globe
- ABC News
- The Washington Post
- The Daily Beast
- foreignpolicy.com
- NBC
- MSNBC
- CNN
- Slate.com
- Toronto Globe and Mail
- The Note
- abc.com
- The New York Times
- propublica.com
- texastribune.com
- voiceofsanfrancisco.org
- Journalist's Resource
- Facebook
- Financial Times
- The Wall Street Journal

**KAJ LARSEN** MPP 2007 of CNN was off to cover the floods in Pakistan last fall. As a seasoned vet of international coverage, he knew he should pack only the necessities to get the story and tell it well.

“Two iridium phones, two macbook pros, one 3G wifi repeater, two adapters, one GPS, one Suunto watch with GPS and compass, two hard drives, two video cameras, one GoPro HD camera, one BGAN satellite transmitter, two iPhone 4s, one Flip camera, five SD cards, two power strips, and two digital still cameras” were the essentials he inventoried on his CNN blog.

Tweeting and vlogging and flipcamming their way through a new era in journalism, Kennedy School alumni find themselves trying to figure out how to honor the industry’s best traditions while accommodating new, sometimes unattractive, imperatives — and how to solve the dilemma amid constant and painful reinvention.

Print institutions large and small are in decline or even gone altogether, as advertising dollars vanish; ad revenues fell 43 percent at U.S. newspapers from 2007 to 2009, according to the Pew Project on Excellence in Journalism. Foreign bureaus and statehouse bureaus are a thing of the past at too many once-great papers.

Newspapers have shrunk their page size, their print runs, and, most important, their staffs; full-time employment at U.S. newspapers dropped 25 percent in just the three years ending in 2009, Pew found. The circulation of daily papers, still the mainstay of public-affairs

news gathering, fell by more than 10 million from 1990 to 2008, and 10 percent more in 2009 alone.

That contraction is somewhat offset by the emergence of (literally) a million blogs and a plethora of discussion- and opinion-based vehicles, especially on cable, which saw news viewership double from 1998 to 2008 and the number of cable networks soar to 280. But the new forms of public discourse tend to favor participation and interaction, not reflection or fairness.

Arlyn Gajilan MC/MPA 2004 sums up the past 15 roiling years: “The way I practice journalism has completely changed, and the financial well-being of the institutions I’ve worked for has completely changed.” Ready for the launch of an online business and management journal — for a consulting group, not a traditional news organization — this alumna of both *Newsweek* and *Time* voices the near-universal concern that the changes are not for the better. “I’m worried about the rise of the blog, about near-journalism that gets confused with real journalism,” she says.

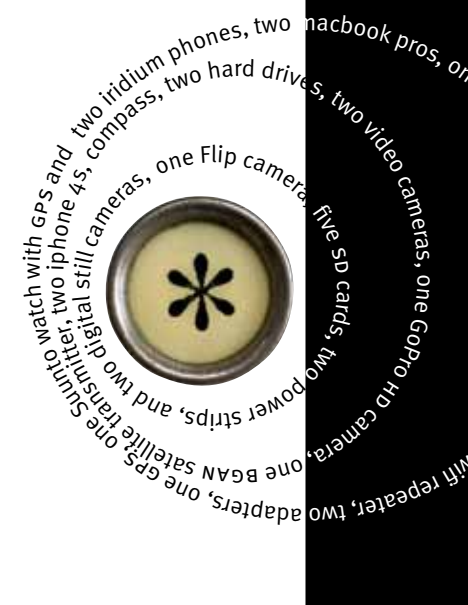
Alex Jones, director of the Shorenstein Center on the Press, Politics and Public Policy, agrees: “The culture of the Web is one that’s primarily focused on ‘You’ve got to entertain me.’ What’s that going to do to a broad understanding of what the factual nature of reality is for people to make judgments and decisions on?” Yet Jones and alumni such as YouTube’s

Steve Grove MPP 2006 also see an almost endless upside to the new forms of doing news. “It’s like nothing that newspapers or magazines or radio or TV was ever able to do alone — it has so many more dimensions and so much more potential for depth,” says Jones. And Grove, who’s reinventing the nature of news almost daily as director of political coverage for YouTube, doesn’t take long to come up with a jaw-dropping example that supports his confidence in a bright future for journalism: “We worked with Al Jazeera in Iraq to solicit videos from Iraqis at polling places during their March elections.”

“Knowing that no matter what your viewpoint is, or what you think about an issue, you have the opportunity to tell a global audience with the simple click of a few buttons is an incredibly empowering thing,” Grove says.

Leading lights who attended the school at perhaps journalism’s darkest hour several years ago keep in touch and now see green shoots of creativity and possibility springing up in the charred landscape of the old print journalism.

Grove acknowledges the downside, or at least the challenge, of an information culture in which, for example, “we see 24 hours’ worth of video uploaded a minute.” That echoes the personal stress all journalists feel as they compete in today’s hyperconnected, 24/7 news environment. But Grove and most of his Kennedy School colleagues say the industry is figuring out how to handle this torrent of



material and also how to resolve what some feared just a few years ago might be terminal difficulties for quality journalism.

Grove epitomizes the odd, powerful directions in which modern journalism is veering—not least tellingly in his description of himself as a “former journalist.” Most people would agree that if you’ve interviewed Bill Clinton recently and your job title is director of news and politics, you’re a journalist. And that is Grove’s title with YouTube. Yet “former” he uses, after stretches reporting for *The Boston Globe* and ABC News, because what he’s really doing is convening the input of users, usually biased, often scathing, almost always heartfelt.

That sums up the contradiction with which the industry is grappling. What’s rewarded and respected now is not always what has traditionally been recognized as valuable. When everyone is a content

producer, who is the audience? Whose voice is trustworthy, or authoritative? At the same time, shrinking budgets and a fierce fight for viewers and readers are driving an emphasis on sexiness and “gotcha” journalism—at the expense of the kind of coverage that fosters intelligent civic decision making.

“There’s just this intense pressure to get eyeballs and hits... getting that Drudge link or getting your article to go viral,” says Carrie Sheffield MPP 2010, referring to the Drudge Report, a news aggregation site. From Washington, Katie Connolly MPP 2007 of *bbc.com* says, “I think that’s where journalism is going. You have to be able to do everything.” She’s skilled at transposing a written piece to a video piece to an audio piece—a skill she incubated during a Kennedy School internship.

From Beirut, Ellen Knickmeyer MC/MPA 2010 reports, “We have more ways to tell the story than ever before, but a lot of the new media are online stuff, and I think they’re very much driven by clicks and eyes on the page. There’s a temptation there to sensationalize or sex up the story just to get readership. I’ve seen that increase.” Knickmeyer left *The Washington Post* to attend the Kennedy School, to some extent fleeing the financial implosion of the 2000s. She’s a foreign policy researcher now, focusing on Yemen, and a freelancer for *The Daily Beast*, *foreignpolicy.com* and others.

From London, James Crabtree MPP 2006 of the *Financial Times* says, “I think in the age of the Internet, journalists have to be more productive than they ever used to be.” “A newspaper has to produce an old-fashioned newspaper that’s better than it used to be as well as put out a Web site. So it follows that journalists are having to work harder to earn their keep.”

Karl Bostic MPA 1990 says he’s lucky to be a producer at the network that has most successfully gone multi-platform: NBC, which long ago teamed with Microsoft to form MSNBC and inform the MSN digital gateway. “They have so many different ways of distributing the content,” he says. And that content is produced in more ways than ever: “When we go out in Afghanistan, we don’t bring satellite trucks. We use laptops, which we certainly didn’t do when I was at the Kennedy School. And they expect one person to be doing three different things. They expect a producer to be able to write and shoot and edit—both a video and a blog.” Bostic calls himself a DJ, but it has nothing to do with music—he’s a digital journalist.

Dugald McConnell MC/MPA 2003 of CNN says good reporters like their new roles. “It allows for the kind of one-man-band assignments that I think are a lot of fun. The individuals involved get the benefit of working alone and having autonomy. But there are fewer people involved in checking the work. It’s got both risk and reward.”

That led Kaj Larsen to blog the instruments of such a one-man band as he departed in September to cover the floods. “I think I used 99 percent of that equipment in Pakistan,” Larsen recalls. “We’re just so hyperconnected now, and if you’re not speaking on all platforms, you’re mute to a certain audience.”

But amid the explosion in the number of ways to speak, is the quality of what’s being said—the coverage—rising or falling? “If anything, the multiplicity of news outlets is making it more possible to get the information people need to make good decisions,” McConnell says. “The question is whether it’s getting hard to find. In the past, the newspaper or TV came to your home—it was a matter of it finding you instead of you having to go and find it.” And what’s next? McConnell flashes an old-fashioned competitive streak. “I wish I knew, so I could get out in front of it.”

Karim Bardeesy MPP 2008 began his journalism career trained in what’s next. He received a News21 internship through the Kennedy School, and soon was experimenting with projects in convergence—combining the strengths of different media for the kind of unprecedented richness Alex Jones lauds. “Shoot a video, put it on a map, and put it online” is what it comes down to for Bardeesy. With the addition of print and photos, he and his colleagues were able to infuse incredible depth and color into their exploration of U.S. lawmakers who were immigrants or from minority-religion backgrounds.

From Cambridge, he landed a job with Slate.com’s former business-coverage site, Big Money, and worked there until his visa expired and his wife got a good job back in Canada. Now Big Money is offline, its disappearance a telling example of the kind of continual churn today’s newspeople must tolerate, and Bardeesy’s an editorial writer at the *Toronto Globe and Mail*. But don’t think tweedy meditation. He produces items like the paper’s “rapid response editorial” to the Chinese activist Liu Xiaobo being awarded the Nobel Prize; it appeared hours after the award was announced. The paper still produces coveted endorsements at election time, but this year, they were tweeted before appearing in any other form.

Michael Falcone MPP 2008 heads The Note, *abc.com*’s well-regarded political blog/tipsheet. He describes his career as a short, strange trip though the transformation of the industry.

“We were still largely thinking about our college newspaper as a newspaper” when he was at UCLA, Falcone says. “We even had someone who would paste together pages and take them to a printer the old-fashioned

way. We quickly started focusing on building a Web site, and that was sort of the end of the era of really traditional newspapers. Right after that, there was no going back.

“I remember the angst I felt taking a job with the word ‘blogger’ attached, even at *The New York Times*. What was a blogger? What do they do? There were still so many questions, and the big one was where it fit with the definition of a journalist.”

Now, says Falcone—and many of his peers agree—the answers are making themselves clear. Traditional venues are finding space on their sites for blogs, user-generated content, and social media to coexist with more conventional, and deeply reported, coverage by newsroom pros. Nonprofit enterprises such as *propublica.com*, *texas-tribune.com*, and *voiceofsanfrancisco.org* are beginning to fill the quality and local-coverage gaps left by the financial maelstrom of the past few years.

Says Falcone: “At the Kennedy School, there were lots and lots of very worried people asking, ‘Is this the end of the news business as we know it?’ They were important to have, but from where I stand now, some of those questions have begun to sort themselves out naturally. We’re beginning to see a world where traditional media really don’t think of themselves as traditional media anymore, and there’s really a healthy convergence between some of the traditional outlets and some of the start-up sites.”

Amid this mix of worry and hope, the Shorenstein Center is out to help alumni, and the industry as a whole, preserve what director Jones describes as the “iron core” of the fact-based, balanced, deeply reported journalism on which a healthy democracy depends. It’s clear he’s fighting to preserve another iron core, too—a philosophical one, the kind of mentality that was always summed up in the best newsrooms as “Get it first, but first get it right.”

“The Web is by its nature in confrontation with some of the traditional values that I believe in—values like accuracy,” says Jones, whose 2009 book *Losing the News* has been praised for its clear definition of the issues threatening quality journalism in the digital age. “The Web values speed. Accuracy is second. The Web values voice and sort

of edgy entertainment value as opposed to fairness and balance. How do you keep those values alive in a Web culture? That’s some of what we’re focusing on.”

The center is building part of its response on the Web itself. Journalist’s Resource, conceived in large part by Bradlee Professor of Government and the Press Thomas Patterson and nurtured by “everyone here at the center,” seeks to “marry journalism to the most authoritative knowledge base,” says Jones. “We are at the intersection of where the academy and journalism come together.”

The site provides access to reliable, timely research on topics from climate change to age discrimination. And it contains robust support for instructors at journalism schools to foster an awareness in young reporters of the best way to do their legwork digitally, “to inform themselves using the best kind of information rather than just going online and seeing what turns up, which may well come from advocacy groups or interested parties,” Jones says.

Shorenstein Center Web journalist Leighton Klein, who organizes the center’s online research content, thinks Journalist’s Resource will grow into a beacon of facts in the sea of opinion now presenting itself as news. “We want to say, to young reporters especially, no, that is not the news,” Klein says. “Opinion is entertaining, but the news is facts.”

Patterson makes clear that Journalist’s Resource is not so much about building a Web site as pursuing a strategy.

“What we’re trying to do is adjust the way journalists-in-training internalize that in addition to their primary methods—the interview and basic fact checks—they can and should be seeking out expert knowledge, reliable information that they bring to their stories,” he says. “It’s not only about training in new platforms. We need to show journalists-in-training how to do more than ‘he-said-she-said’ examination of issues.”

Structure for the effort is provided by the Kennedy School’s involvement in the Carnegie-Knight Initiative, which links Shorenstein to 11 journalism schools nationwide. “The idea is to connect journalism education more closely to the academy, to look at journalism as a knowledge profes-

sion,” Patterson says. “Unlike law, journalism lacks its own knowledge base.” The time has come, he says, to create one.

Says Jones: “We’re trying to shape the future of the media in a very positive and responsible way, but also one that recognizes we’re in the middle of a revolution.”

From ground zero of that revolution, Nick Grudin MPP 2006 of Facebook says the old authorities are actually more vital than ever in a world of new and social media—and that the new forms can and will be the salvation of the old institutions.

Grudin says he’s linked in, so to speak, to a constellation of alumni sharing the energy of a new era as they create it: from Connolly at the BBC to Crabtree at the *Financial Times* to Grove (who gave the “best man speech” at Grudin’s wedding). Back in Cambridge, Jones (who was Grudin’s Policy Analysis Exercise advisor), will continue leading the effort to preserve the best of the old ways amid the best of the new.

Grudin’s hopeful. “If we were moving to a world where it was all user-generated content, I’d be very concerned,” he says. “But I don’t see that happening. No one’s seriously saying we don’t need the editors of *The New York Times*. In fact, I think the journalistic and editorial expertise of *The New York Times* or *The Wall Street Journal* is more important than ever because there’s more information to filter. And news producers and users have never had better opportunity to both produce and share and contribute to content.

“Quality news producers will always exist, and in the mid- to long-term, business models that support quality news productions will prevail. I wouldn’t say I’m sure about it, but I’m optimistic.”

*Craig Sandler MC/MPA 2000 is the owner of Affiliated News Services, which operates online news ventures covering state government in Massachusetts and Florida. He is the managing editor of the Almanac of Massachusetts Politics. His first book, The Illustrated Timeline of Inventions, was published by Sterling Press in 2007.*



Get it first, but first get it right.



## Home to a Place Never Been

FORUM | Hard-nosed national interest aside, the United States' connection with Africa helps the country come to terms with its own history, former Secretary of State Condoleezza Rice told the John F. Kennedy Jr. Forum in November.

The event was part of the annual W.E.B. DuBois lecture series, organized by Harvard's W.E.B. DuBois Institute for African and African American Research.

"I was in Africa several times and each time, when I went to some place where perhaps my ancestors might have been, I found myself feeling that I was going home to a place I'd never been," said Rice,

who is currently a professor at Stanford University's Graduate School of Business and a senior fellow at the Hoover Institution.

With the growing recognition that "the stolen sons and daughters of Africa had been fundamental in the building of this country," Rice said, America's vision of the continent had begun to change in recent years.

"After all, ironically, the founding documents of the United States that promised equality for all, the founding documents that said "We the People," of course didn't mean me when that was said. And it was

the descendants of those very stolen sons and daughters of Africa that would redeem America in the civil rights movement, and would redeem America in making those words true, and would redeem America in making it finally a union in which we could finally say "We The People" and mean all the people.

"That's why I hope, despite all of our problems, that Africa will not once again fall from the radar screens. It is important not just to the diaspora here, but it is important to the American idea that that redemption continue."

LEFT AND BOTTOM RIGHT: MARTHA STEWART

## THE BUZZ

"Who would want to run in this environment?"

:: Republican political advisor and president of Maverick Media **Mark McKinnon**, about the realities of politics, noting that 75 percent of political advertising is harshly negative, at a seminar in October sponsored by the Shorenstein Center for the Press, Politics and Public Policy.

"We have also made a market in electioneering that has nothing to do with taking office. We have decoupled the process from the responsibility and we are

**making a killing doing it."**



Rachel Maddow

:: **Rachel Maddow**, host of MSNBC's *The Rachel Maddow Show*, describing how today's opinion-driven media

operate, at the 2010 T.H. White Lecture on Press and Politics, sponsored by the Shorenstein Center for the Press, Politics and Public Policy in November.

"Drugs are a little like global warming in that countries are **not taking responsibility** for what they are doing to other countries."

:: **Sir Ian Blair**, former commissioner of London's Scotland Yard, about a critical issue he believes is not getting the attention it deserves from law enforcement around the world, at a talk in October that included former Philadelphia and Miami Police Chief John Timony IOP 2010, sponsored by the Program in Criminal Justice Policy and Management.

"There is a way out of this, but we have to make some sacrifices and we have to continue to invest in job skill development and training and making sure that **everyone feels a part of this.**"

:: U.S. Secretary of Labor **Hilda Solis**, about the importance of restoring the country's manufacturing base, at an event sponsored by the Institute of Politics in October.



Sheila Bair

"The standards are not as high as many of us would have liked, but there should be no doubt that they are a **big, big improvement** over the current requirements."

:: **Sheila Bair**, chair of the Federal Deposit Insurance Corporation, about the historic scope of the changes authorized by the Dodd-Frank Act, at an event in October co-sponsored by the Institute of Politics and the Mossavar-Rahmani Center for Business and Government.

"You have to think **creatively** and you have to think like a CEO."

:: **Barry Bluestone**, dean of Northeastern University's School of Public Policy and Urban Affairs and director of the Dukakis Center for Urban and Regional Policy, about the need for leaders in economic development to act like corporate CEOs at a debate in November about the future of the Rust Belt cities, sponsored by the Taubman Center for State and Local Government.

**FORUM | Strategic Interplay** Speaking in the Forum in November, Chairman of the Joint Chiefs of Staff Admiral **Mike Mullen** said military force should be in line with political action. Now in his second term as chairman, Mullen said that the interplay of strategy and policy in war requires the United States to be flexible in response to new facts and conditions—to “sense and adjust” along the way. Mullen praised President Obama for “his understanding of the changing nature of war.” He added that the emphasis in Afghanistan and Iraq has shifted from defeating Al Qaeda to training police and armed forces as combat strategies make way for policies that encourage development and good governance. But any advances, said Mullen, remain “fragile and reversible.”



Mike Mullen



Gordon Brown

**FORUM | Worldwide Approach** Former UK Prime Minister **Gordon Brown** advocated a coordinated worldwide approach to economic policy. Brown spoke about the problems caused by the recent recession, offering two major suggestions for improving international finance: global coordination of economic policies and a worldwide financial constitution that sets standards across the board. “These are global problems that can only be dealt with by global coordinated solutions,” he said. “People may say... this is to dream something that is impossible,” said Brown, referring to his suggestion for a global constitution. “But things that I thought impossible have actually happened.... We never thought that the Cold War would be brought to a sudden end in 1990 with the fall of the Berlin Wall, the reunification of Germany, the unification of Europe.”

**FORUM | Changing Pakistan-U.S. Relations** A recent survey of Pakistani citizens showed overwhelmingly that the Pakistani people consider the United States not a friend, but an enemy said Pakistan’s Foreign Minister **Makhdoom Shah Mahmood Qureshi**. “This is the reality we are working in. This is the mindset we have to reverse.” One of the most significant developments in creating a new era in Pakistan-U.S. relations, he said, has been the passage of the Kerry-Lugar-Berman bill, which triples civilian aid to Pakistan to \$7.5 billion over the next five years. “What we are trying to create,” he said, “is a long-term, mature, and mutually beneficial partnership. We are an ally, not a satellite.”



Makhdoom Shah Mahmood Qureshi



Heinz Fischer

**FORUM | Historical First** Austrian President **Heinz Fischer** described the formation of the European Union as the first time in history when countries joined together as the result of peaceful negotiations rather than war. The past two years have been challenging for the European Union, he said, referring to both the ongoing discussion of reforms enacted in the Lisbon Treaty of 2009, and the economic crisis. The new system needs some time to work smoothly and to “prove its capacity to solve problems,” he said and that the EU now has 500 million inhabitants and a GNP of \$40.8 billion.

TOP: MARTHA STEWART; BOTTOM LEFT: TOM FITZSIMMONS

**The Politics of Happiness  
What Government Can Learn from  
the New Research on Well-Being**

•• Derek Bok



As stated in the U.S. Declaration of Independence, one of the unalienable rights that citizens should be guaranteed is the pursuit of happiness. Eleven score and fourteen years later, one might reasonably ask how well the United States is doing in terms of this pursuit and whether it ought to be doing more. This question lies at the heart of Derek Bok’s new book, *The Politics of Happiness: What Government Can Learn from the New Research on Well-Being*.

While it may seem ludicrous for a government to take on happiness as one of its issues, alongside national defense, the economy, and other matters, Bok points out that one small nation, Bhutan, has made it a preminent concern. In 1972, the newly anointed King Jigme Singye Wanchuk announced that the country’s progress would be measured by its “gross national happiness” rather than its gross national product. On that score, “the record of Bhutan remains impressive,” writes Bok. “The sheer utopian audacity of a country that commits itself to making happiness the centerpiece of national policy is enough to compel a respectful interest.”

ASSESSING HAPPINESS Derek Bok

Bhutan is not alone in this endeavor: as French President Nicolas Sarkozy has started an initiative to assess the well-being of his country’s people. It makes sense to consider the well-being of the American people, too, argues Bok, and policies might even be crafted with that goal in mind. Today’s politicians could take advantage of 35 years of psychological research into what makes people content, tapping into a database that neither Thomas Jefferson nor King Wanchuk had access to.

The burgeoning field of happiness research has yielded a number of counterintuitive results, writes Bok. For example, it is commonly supposed that happiness correlates with individual, as well as collective, prosperity. This supposition is untrue, Bok contends: “Average levels of happiness in the United States have risen very little if at all over the past 50 years despite substantial growth in per capita incomes.... The percentages of Americans who declare themselves “very happy,” “pretty happy,” or “not too happy” are almost exactly the same as they were half a century ago.”

People also expect the happiness stemming from a recent acquisition, a change of scenery, or career advancement to last longer than it

JUSTIN IDE/HARVARD NEWS OFFICE

does, because they quickly habituate to a situation they once found exciting. “Thus, they move to California for the weather only to find themselves no happier than they were before.”

So what does make people happy, and how can government significantly improve the quality of life? For starters, Bok suggests we should no longer make economic growth our primary goal. Once the basic necessities of life are provided for, further expansion of the economy appears to have little effect on overall happiness. “The happiest people tend to do more for others and... gain satisfaction by doing so,” he writes, underlining that there’s more to life than just accumulating wealth.



Perhaps we, as a society, should give greater attention to issues that have a more direct influence on people’s well-being—such as the quality of their education and health and whether, in particular, they suffer from chronic pain, mental illness, or sleep deprivation, which are all areas in which the American national health system comes up short. The United States should not just forget about the economy, Bok says, but if the country broadened its horizons, we might all be the happier for it. ••• SN

## Public Sentinel

### News Media & Governance Reform

•• Pippa Norris, editor

It's held as an almost inarguable truth that free and independent news media are essential for maintaining a democratic society. But the issues are rarely so cut-and-dried, given that "free and independent" media is an ideal that is rarely achieved in practice. Nor do journalists always uphold the highest standards of accuracy, objectivity, and honesty. There are also uncertainties in the realm of international development, where it may not be obvious how a strengthened media will affect the quality of governance. These issues and others are tackled in *Public Sentinel: News Media & Governance Reform*, edited by Pippa Norris, the Paul F. McGuire Lecturer in Comparative Politics.

Three questions lie at the core of this book: The first concerns the function that the media should play in bolstering democratic governance and thereby advancing human development. The authors identify several critical roles: to serve as watchdogs over powerful interests, agenda setters that call attention to urgent events and issues, and gatekeepers entrusted with the task of representing a diverse set of political perspectives and societal voices.

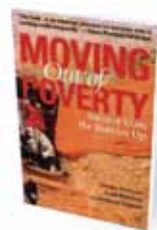
The second question relates to the conditions under which the media succeed or fail at fulfilling those roles. To answer that question, media systems in various countries—including Kenya, Mexico, Korea, and Qatar—are examined.

Third, the authors ask: What are the most effective policy interventions for closing the gap between the democratic promise of the news media and its actual performance? A broad range of recommendations are issued that "not only will strengthen the news media in a durable way, they also will contribute to the overarching objectives of the democratic governance reform agenda: making states that are effective, responsive, inclusive, and accountable."

## Moving Out of Poverty, Volume 2

### Success from the Bottom Up

•• Deepa Narayan, Lant Pritchett, and Soumya Kapoor



The result of an exhaustive research effort, *Moving Out of Poverty: Success from the Bottom Up* draws interviews of more than 60,000 people from 15 poor countries in Africa, East Asia, Latin America, and South Asia. It tells the stories of poor people who have moved upward or downward on the socioeconomic scale, with the main focus on mobility out of poverty rather than on poverty

itself. Why do some people manage to escape its clutches, the authors ask, while others remain destitute?

The book—written by Lant Pritchett, Professor of the Practice of Economic Development, and his colleagues Deepa Narayan and Soumya Kapoor—provides a "bottom up" perspective by concentrating on actions at the local level that can help free people from poverty's grip. It offers a guide to achieving equity in an increasingly

unequal world. Former President Bill Clinton calls the book "an important resource for everyone who's working to alleviate poverty."

Several key findings have emerged from this research. One is that, by and large, poor people are not stuck in a "culture of poverty," pathetic and lacking the will to succeed. "Instead, they take initiatives, often pursuing many small ventures simultaneously to survive and get ahead," the authors write. Poverty is a condition, they say, something people experience, rather than a defining feature of who they are. Local governments have an important role to play by creating opportunities that can enable their citizens to move out of poverty.

In devising programs to reduce poverty, the authors submit, these governments should be guided by the experiences of poor people themselves. In other words, government officials and policy-makers—as well as other interested citizens—would be well advised to read this book.

## Going Local

### Decentralization, Democratization, and the Promise of Good Governance

•• Merilee S. Grindle



Since the late 1980s, a large number of governments that were once quite centralized have been moving toward decentralization as a way of enhancing democracy and raising the quality of services delivered. But has that shift led to an improvement in local governance? In some cases yes, and in some cases no, as Merilee S. Grindle shows in *Going Local: Decentralization, Democratization, and the Promise of Good Governance*.

Her book goes well beyond that, of course, showing why decentralization works in some cases—delivering on the promise of better local governments—while failing in others.

In a random sample of 30 Mexican municipalities, Grindle takes readers inside town halls and reports on the activities of public officials who are trying to meet their obligations amid conflicting pressures. Mexico makes for an interesting case study because it was a "reluctant decentralizer" whose shift to power sharing at the local level was "protracted and halting." Nevertheless, she writes, "by the mid-2000s, state and municipal governments in Mexico clearly had more authority and resources to deal with regional and local issues than at any other time in the country's history."

Decentralization is a double-edged sword, Grindle concludes. While local leaders can often implement changes quickly, these reforms may not last over the long run owing to underlying institutional weaknesses. She found that citizen groups were more adept at extracting resources and benefits from local officials than they were at holding their governments accountable.

Although Mexico's political system and decentralization policies are unique, the lessons gleaned from this example are relevant elsewhere, Grindle insists. "Local governments everywhere need additional help to avoid dependence, to encourage accountability, and to increase the extent to which they can promote economic development."

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## What's On Your Mind?

- **HELP US MAKE THIS MAGAZINE BETTER**
- In the coming weeks, we'll be sending a random sampling of HKS alumni an **ONLINE SURVEY** so we can better understand what you like about the magazine and how we can improve. Please help us by taking a few moments to complete it.

—Thanks from the HKS Magazine staff

To submit a classnote, e-mail [hksalum@hks.harvard.edu](mailto:hksalum@hks.harvard.edu). The subject line should be “classnotes.”

**ON THE WEB**

Find alumni contact information in the online directory at [hks.harvard.edu/about/alumni/online-community](http://hks.harvard.edu/about/alumni/online-community)

**1961**

**Capt. Joseph Daigneault Jr.** MPA was in the initial group of U.S. Navy officers selected for a master’s degree. After graduating he returned to the submarine force, where he commanded a fast-attack submarine from 1969 to 1970. A tour in the Pentagon was followed by a year at the National War College. In 1977 he took command of Schools Command at Great Lakes, Illinois, and in 1980 he participated in the establishment of U.S. Central Command. He retired in 1984 and lives in Trinity, Florida.

**1963**

**Steve Sloane** MPA is pursuing a second career as a professor of political science at Saint Mary’s College of California. He retired from the Navy in 1983 and completed his PhD studies at Berkeley in 1987. He has published extensively on the subject of organization theory and behavior and more recently a novel, *Cohen’s Law*. He serves as the chief executive at Rancho Luna Azul, a nonprofit that provides animal therapy to ill and disabled people.

**1968**

**Frank Popper** MPA, PhD 1972 spent the academic year 2008 to 2009 at Princeton and has now returned to teaching at Rutgers and Princeton. He continues working with his wife, Deborah Popper, on the Buffalo Commons, his vision of the Great Plains’ land-use future. In November 2009 Kansas’s two largest papers, the *Kansas City Star* and the *Wichita Eagle*, editorially endorsed the idea. Rutgers historian William O’Neill had a nice chapter on it in his recent book about the 1990s, *A Bubble in Time*. The Poppers appear in a High Plains Films documentary, *Facing the Storm: Story of the American Bison*, that came out in 2010, the fifth such film they have been in.

**Otoniel Velasco** MPA is currently teaching at the Instituto de Gobierno/Universidad San Martin de Porres and

is a member of the Advisory Committee of CEPLAN (Centro Nacional de Planeamiento Estratégico).

**1969**

**Jack Underhill** MPA is retired after 42 years of federal service, 33 of which were in the U.S. Department of Housing and Urban Development. He has been an officer in the Poetry Society of Virginia and the Osher Life Long Learning Institute at George Mason University. In April of this year he gave a paper titled “An Integrated Approach to Reducing Poverty and Equality in America” at the conference of the American Society of Public Administration in San Jose, California.

**1971**

**William (Bill) Myers** MPA is retired from the UN (UNICEF and ILO) and is an associate in the department of human and community development at the University of California, Davis. He is coauthor of a new book challenging international child labor policies and proposing an approach more beneficial to children. Based on an exhaustive interdisciplinary review of research and experience, *Rights and Wrongs of Children’s Work* was published in December by Rutgers University Press.

**O. Ralph Raymond** PhD has retired to Fort Lauderdale, Florida, after 35 years as professor of political science and director of Russian studies at DePauw University in Indiana. Previously, Ralph had taught at both Harvard and Brandeis Universities. Besides his doctorate, Ralph is a member of the Harvard class of 1961 and has a Harvard MA (1964, Soviet Studies) and a degree from Oxford, where he was a Rhodes Scholar.

**1972**

**Karen Arenson** MPP took a buyout from *The New York Times* in 2008. She is a Woodrow Wilson Visiting Fellow and is conducting interviews for an oral history project at MIT. She is on the board of the International Institute in Spain and worked on a strategic plan for the City University of New York Honors College. She chaired her 40th reunion at MIT and led the closing session at a conference of flagship public universities in November.

**Michael Eliastam** MC/MPA, MPP 1973 abandoned his plans to go to Mississippi to treat rural hypertension populations after graduation, instead “brashly” setting off to change Stanford’s view of emergency medicine, at that time a non-recognized specialty, today one of

the biggest and most sought after residencies at Stanford. He moved on to Boston City Hospital in 1990, where, as chief medical officer, he helped begin the merger of what would become Boston Medical Center. From there he went to work for Andersen Consulting, a private practice in the Boston area, became CEO of a teaching hospital in his native South Africa, and is now associate dean for clinical medicine for an offshore medical school from the Caribbean. Michael lives in Marlborough, Massachusetts.

**Henry Ryan** MPA spent the summer at Clare Hall, in Cambridge, United Kingdom, where he is a life member, something his wife, Patricia, and he have done for the past 16 years, with two exceptions. “I research and write, and, I admit, have a wonderful time. I am presently working on a book regarding Jewish settlement in Palestine, starting in 18th century Russia and ending in 1948 (Israel’s independence).”

**1973**

**Jack LeCuyer** MPA, a former White House Fellow, is the executive director of the White House Fellows Foundation and Association, headquartered in Washington, DC. He organized the annual meeting in DC of White House Fellows alumni, held last October.

**Melvin (Mel) Masuda** MPA is marking his 20th year of teaching business law at Hawaii Pacific University—the largest private independent university in the state of Hawaii, with students from all 50 states and 130 countries.

**Chris Palmer** MPA is an environmental and wildlife film producer who in 2009 received the Lifetime Achievement Award for Media at the International Wildlife Film Festival. His book, *Shooting in the Wild: An Insider’s Account of Making Movies in the Animal Kingdom*, was published in May by Sierra Club Books. He is president of the MacGillivray Freeman Films Educational Foundation, which produces and funds IMAX films, and he is also a full-time professor at American University, where he founded and directs the Center for Environmental Filmmaking at the School of Communication. He is married to **Gail Shearer** MPP 1974.

**1974**

**Les Garner** MPP, PhD 1985 recently accepted a position as president and CEO of The Greater Cedar Rapids Community Foundation, following 16 years as president of Cornell College. He

began service at the foundation on July 15, 2010.

**Mark Kleiman** MPP, PHD 1985 is professor of public policy at UCLA. His book *When Brute Force Fails: How to Have Less Crime and Less Punishment* was on *The Economist’s* Books of the Year list. Mark’s ideas about community corrections have finally received a real field trial, leading to dramatic reductions in drug use, crime, and incarceration. His latest research argues that counter-narcotics efforts have generally perverse effects on counter-insurgency efforts.

**Miguel Lahura** MPA is president of Pentagrama Group in Lima, Peru. Companies of the group are: Viajes Pentagrama S.A., managing the inbound tourism to Peru; Educa Online, dedicated to e-learning services; Tours 4 all S.A.C., managing the promotion of South American destinations to global travel agencies; and the Center for Tourism Research, involved in the creation of new ways to promote tourism to the world. Previously, Miguel was vice minister of trade, and a board member of several companies involved with trade, finance, and development.

**Mike McCauley** MPA is an attorney and partner with the Quarles & Brady law firm in Milwaukee, Wisconsin. He counsels corporate clients in all aspects of environmental management and dispute resolution. Mike’s practice includes special emphasis on the Clean Air Act and clean energy issues and providing advice on environmental compliance issues. He served as chair of Quarles & Brady’s National Environmental Law Practice Group from 1986 to 2007.

**1975**

**Jeffrey Simon** MCP oversees the stimulus program in Massachusetts for Governor Deval Patrick. He was appointed to the position on the day after the stimulus bill passed. Previously, Jeffrey was the president and executive chairman of Actus Lend Lease, a masterplanned community developer that owns 46,000 homes in the United States. He also teaches a course on great speeches and speechwriters at Tufts University.

**1976**

**Susan Sears** MPA reports that after years in the public sector and time out being a mom, her career has taken a new and unexpected turn: “I have an online retail store, QuelObjet.com, where I sell French linens, deck chairs, espadrilles, gourmet foods, and much

more. It’s fun, interesting, challenging, but light years from HKS. I’d love to hear from old classmates.”

**Cathie Witty** MPA is director of the master’s program in conflict studies and dispute resolution at the University of North Carolina at Greensboro and also teaches nonprofit administration at Capella University for master’s and PhD students. She fondly remembers Friday afternoon volleyball games behind the old Littauer Center the last year the program was in that building.

**1977**

**Charles Billo** MPA is an adjunct professor of languages at Lebanon College in New Hampshire. Previously, he was senior researcher at Dartmouth College’s Institute for Security Technology Studies.

**Jim Moran** HKS is currently director for Asia at the EU Commission in Brussels, having spent the past 26 years working for the European Union at home and at its diplomatic missions abroad, in the Middle East, Africa, and the Caribbean. “Happy to hear from contemporaries and other Harvard people who have shared interests.”

**Flint Nelson** MPA shifted his career to the golf industry in 1996, after more than 20 years working in the U.S. Congress, the U.S. Department of Energy, and the City & County of San Francisco. After obtaining an AAB in golf facilities management, he ran an international golf travel company, negotiated several golf course acquisitions, and managed two country clubs. Currently, Flint is general manager of the Champions Club at The Retreat in Southern California and lives in Vista, California.

**1978**

**Richard Philip Broinowski** MPA (and class marshal) was Australian ambassador to Vietnam (1983–85), the Republic of Korea (1987–89) and to Mexico, the Central American Republics and Cuba (1994–97). He was also general manager of Radio Australia from 1990–1992. After retiring from the Australian Foreign Service in 1997, he is now an adjunct professor in media and communications at the University of Sydney. Richard has published three books: *A Witness to History* (Melbourne University Press, 2000), *Fact or Fission: The Truth About Australia’s Nuclear Ambitions* (Scribe, 2003), and *Driven: A Diplomat’s Auto Biography* (ABC/HarperCollins, 2009).

**Russ Feldman** MPP is president of TBA Architects, Inc. of Waltham and San Francisco and is active in a variety

of public service roles. Russ is chair of the board of trustees of the Boston Architectural College, a trustee of Historic Newton, and a director of the Massachusetts American Institute of Architects where he is active in the government affairs committee. Russ and his wife, Anne Kane, live in Newton Centre, Massachusetts.

**Skip McKoy** MPA is director of programmatic initiatives for Fight for Children, which recognizes, promotes, and cultivates quality education for low-income children in Washington, DC.

**Jean Van den Eynde** MPA is a managing director with Russell Reynolds Associates in Brussels, enjoying the executive search and assessment profession with a focus on searches in the legal area for federations and associations and for public affairs positions. Previously, Jean was with the International Finance Corporation of the World Bank Group in Washington, DC. He is a past chair of the Harvard Club of Belgium. His oldest daughter, Laura, is at Stanford for a postgraduate degree.

**1979**

**Judith Gross** MCRP currently runs her own consulting business, JG Advisory Services, providing outsource compliance solutions to hedge funds. Since the passage of the Dodd-Frank bill, she has been very busy! The firm is based in New York City.

**Deborah Loeb Bohren** MPA is vice president for communications and public affairs at NYU Langone Medical Center in New York. In this role she is responsible for internal and external communications including public relations, branding/advertising, publications, employee and faculty communications, and public affairs for the medical center’s three hospitals and the NYU School of Medicine.

**Maria Grazia Quietì** MPA is the executive director of the U.S.-Italy Fulbright Commission, fostering educational exchanges between Italy and the United States. She obtained a PhD at Cardiff University in the UK. Before joining the commission, she was senior policy officer at the Food and Agriculture Organization of the United Nations, based in Rome.

**M. Elizabeth Swope** MPA retired from the Foreign Service and now serves as senior advisor to the assistant secretary of state for consular affairs on a part-time basis. She and her husband, Patrick Kennedy, under secretary of state for management, enjoy periodic visits to their farm in Cumberland County, Virginia. Betty sees classmates periodically

at lunches. Regular attendees include **Andy Pettis** MC/MPA, Congressman **Gerald Connolly** MC/MPA, **Anne Reed** MC/MPA 1981 (former Kennedy School registrar), **Steve Allbee** MC/MPA, **Danielle Beauchamp** MC/MPA, and Phyllis Daen, wife of the late **Jerry Daen** MC/MPA, also class of 1979.

**Maria Alicia Vazquez Seijas** MPA teaches at Tecnológico de Monterrey Campus Morelia in Mexico, where she has designed and imparted Panorama of the Global Economy in the Early 21st Century, Global Governance and Human Development, and Mexico’s Economic and Social Outlook. Alicia is an avid reader of literature, and her favorites include William Faulkner and Jose Donoso. She practices Buddhism. Her daughter, Ana, graduated magna cum laude from Harvard University (BA ’90), completed her doctorate at Cornell University, and currently does environmental policy research.

**1980**

**Ed Brannon** MC/MPA retired from the U.S. Forest Service. He and his wife, Kathe, settled along the Delaware River in Milford, Pennsylvania. Ed stays involved in forest conservation work as a senior fellow of the Pinchot Institute for Conservation and Forest History Society. He has two children, in their 30s, both artists, who work in NYC and Denver. Both Ed and Kathe are active, compulsive community volunteers and annoying do-gooders who continue to think that most Americans are “progressive at heart.” Trying to keep a positive attitude. He still has not lost his Philadelphia bias to think of beer and pretzels as health food.

**Eric Cody** MCRP is cofounder and current president of a 501(c)(3) nonprofit corporation committed to restoring a 71-acre salt marsh in Plymouth, Massachusetts. He reports that 30 years of electric utility experience, including complex regulatory work, failed to fully prepare him to deal with the ins and outs of environmental permitting to restore tidal flows to a damaged coastal marsh in Massachusetts. His group now has all required state and local permits in hand and is about to obtain its final, federal permit. Anyone interested in his wetlands restoration project can visit his web site at [www.EllisvilleMarsh.org](http://www.EllisvilleMarsh.org).

**Sergio Levin** MPA is a full-time professor and researcher with the faculty of accounting, management, and informatics at the Autonomous University of the State of Morelos, in Cuernavaca, Mexico. After many years of experience in the private and public sectors, Sergio has spent the past two decades in aca-

demia. He got his PhD in management in 1996 as a joint degree from the University of Texas at Austin and the ITESM in Mexico. His current interest is measuring and changing organizational cultures.

**Amy Porges** MPP opened a boutique law firm last fall, advising clients and litigating cases in WTO and international trade law, after nine years practicing trade law in big firms (most recently Sidley Austin). Earlier, she litigated WTO cases as senior counsel for dispute settlement at the Office of the U.S. Trade Representative, and advised on trade negotiations and disputes as a senior legal officer at the GATT Secretariat in Geneva.

**1981 | reunion**

**George Atta** MCRP is principal and chief community planner at Group 70 International Inc. in Honolulu. Specializations include master planning, environmental and indigenous planning, cultural resource management, disaster mitigation, and community development. He is active in many professional and nonprofit organizations including the American Planning Association, U.S. Green Building Council, UHM Sea Grant, Pacific Marine Life Foundation, and the East West Center. He loves art and nature and is an avid hiker.

**Joe Leitmann** MPP has been named manager of the Haiti Reconstruction Fund to help rebuild the country after the devastating January 12, 2010, earthquake. The fund is on track to raise a minimum of \$300 million and has already allocated nearly \$50 million to help the government provide critical services, finance private sector development, and help clear the massive amount of debris generated by the disaster. Joe is based in Port-au-Prince and can be reached at [jleitmann@worldbank.org](mailto:jleitmann@worldbank.org). (For more about his work see the summer 2010 issue.)

**Richard Paton** MPA left the federal government in Canada as a deputy secretary of the Treasury Board and has now been president of the Chemistry Industry Association of Canada for 14 years. Richard and his wife, **Zoraida Carballeira** MPA, have two children, Michael, 24, and Jasmine, 21. They live in Ottawa. Richard has benefited enormously from his HKS education, both as an executive and as a lecturer for the past 25 years in the MPA program at Carleton University. His management course, The Politics of Management, is modeled on HKS case courses and is unique in Canada.

**Hari Rao** MPA is based in Toronto. He is a consultant to start-ups in energy and

communications areas in North America and Europe. He teaches at Humber College School of Business in Toronto. Hari has been a panelist on the National Science Foundation of the USA, a civil servant in the Ontario Ministry of Health, CEO of a finance and leasing company and a software company, and advisor to an Indian consulting company. He has recently launched ElectricConnect International Ltd., a company dealing in broadband over power line (BPL), with the objective of bringing internet access to the people of the developing world. He is currently raising capital for this Toronto-based company.

## 1982

**Ahmad Raza Chowdhury** MPA was a Mason Fellow. On returning to Bangladesh from Harvard, he continued to work with government. “Now I am having a comparatively relaxed time, working as an advisor to a group of companies. Ours is a manufacturing concern having spinning mills, knitting, dyeing, finishing, and making knit apparels. It is a 100% export-oriented industry, and the main destinations of our knit apparel exports are Europe and the United States. Would love to communicate with my classmates, Mason Fellows, and Harvard alumni.”

**Frank De Rosa** MPP recently joined First Solar, the largest solar photovoltaic panel manufacturer in the world, as senior vice president for North America project development. First Solar bought the company Frank founded in 2008, NextLight Renewable Power, a developer of utility-scale solar power plants. Frank and **Janice Roudebush** MPP 1983 live in San Francisco. They have a son, Louis.

**John (Jack) Donahue** MPP, PHD 1987 has been named faculty chair of the Kennedy School’s MPP program.

**Mohan Guruswamy** MPA is the chair of the Centre for Policy Alternatives, a New Delhi-based think tank focusing on economic and security policy issues. Mohan is also a senior non-resident fellow with the Atlantic Council in Washington, DC. He has authored several books in recent years, the latest being *Chasing the Dragon: Will India Catch-up with China?*

**Evelyn Martinez** HKS has served as the CEO of First 5 LA since February 2000. California voters approved Proposition 10 in 1998, which levied a 50-cent-per-pack tax on all tobacco products. The revenues were earmarked within each of the 58 counties in California to enhance the early growth experience of children, enabling them

to be more successful in school. First 5 LA was formed as a public entity to develop and oversee various early childhood initiatives to achieve four long-term goals: ensuring that children are born healthy, maintain a healthy weight, are safe from abuse and neglect, and are ready for kindergarten. First 5 LA’s place-based efforts to achieve these goals will be implemented in 14 target communities in Los Angeles County.

**Marianne Myles** MPA completed her assignment as U.S. ambassador to the Republic of Cape Verde on August 1. She has been reassigned as a senior inspector and team leader in the State Department’s Office of the Inspector General in Washington, DC. In this capacity Marianne will lead a team of inspectors to examine the operations of State Department offices as well as U.S. embassies and consulates abroad to review their effectiveness and to ensure their compliance with law and regulation. Marianne joined the Foreign Service in 1975 and during her 30-plus year career has served in a wide variety of positions both overseas and in Washington.

**Sharon Stanton Russell** MC/MPA went on to obtain a PHD at MIT in political science, concentrating on international migration and development. She has been a research affiliate at MIT’s Center for International Studies since 1987 and is on the steering group of the Boston area’s Inter-University Committee on International Migration. The University of Oxford International Migration Institute invited her to be a stakeholder on its Global Migration Futures Project and to participate in the Stakeholders’ Workshop in The Hague in June 2010.

**Worth Thomas** MPA is the principal member of Worth Thomas Consulting in Jackson, Mississippi, a governmental affairs consulting service. Worth was recently presented with the Leadership Award for outstanding civic contributions by the American Red Cross. The award recognizes distinguished volunteer service performed for several years on the local or regional level. He is the volunteer chair for disaster relief for the South, which includes Texas, Georgia, Mississippi, Alabama, Louisiana, Florida, and Tennessee.

**Jorge Luis Urruela** MPA is general manager for Localizacion Electronica S.A in Guatemala, which provides GPS services, including real-time vehicle location and tracking vehicle solutions in Guatemala, El Salvador, Honduras, and Nicaragua. “The essence of my Harvard education was not in the transmission of information and techniques,

but rather in the development of judgment, the ability to analyze problems, and the skill at making decisions on the basis many times of incomplete data,” he writes.

**David Weisel** MCRP is president of the consulting division at Delta Associates, a real estate and economics consulting firm in the Washington, DC, area. The firm specializes in feasibility studies, highest and best use analysis, and market research for private sector and government clients throughout the United States. David and **Barbara Weisel** MPP 1983, an assistant U.S. Trade Representative, are the proud parents of Gabriel, Ezra, and Jonah.

**Nancy Wynne Neville** MPP runs the charity that raises funds for Milton’s Cottage, Chalfont St Giles, Buckinghamshire, UK, a museum of poet John Milton located in the only one of his houses still in existence. She is also an honorary trustee of the Milton Cottage Trust. “Over the five years that I have run this charity, all external walls and the roof have now been rebuilt; no mean feat given that the building dates in part from the late 15th century and is grade 1 listed,” she writes.

## 1983

**Kathleen Andersen** MC/MPA, **Kate Kramer** MC/MPA, **Sally Ford (Schwartz)** MC/MPA, and **Ann Umemoto** MC/MPA organized a special weekend meeting of their Kennedy School study group on the hiking trails of Estes Park, Colorado. They talked about their lives, their work, and the state of the world. They did not worry about studying for any tests. They send greetings to their classmates around the world.

**Ferdous Ara Begum** MPA is a member of the UN CEDAW Committee and chair of the working group of the General Recommendation on Older Women. Recently, the Wellesley Center for Women published her article on the human rights of older women in its new publication, “Women Leading Change.” The Wellesley Center organized a roundtable discussion on this publication in February 2011 in Cairo. She was one of the panelists there.

**Ned Daly** MCRP achieved two goals in 2010. The first was the completion of The Intermodal. He managed to leave his home in daylight, swim at three ocean beaches in three different states, and, using no private or aerial transport, return to the same location before nightfall. The other was the completion of The Quick Six. The Q6 requires a

swim in the ocean in six states in one day, using any mode of transport.

**Kate Kramer** MPA is the executive director of the not-for-profit Sand Creek Regional Greenway Partnership (SCRGP). The Sand Creek Regional Greenway is a 14-mile urban greenway in Colorado that connects Commerce City, Denver, and Aurora. Kate is on the board of directors of the Boulder County Parks and Open Space Foundation and formerly volunteered with the YWCA and the Center for Resource Conservation.

**Verna McDaniel** MPA was named county administrator for Washtenaw County by the Washtenaw County Board of Commissioners. Ann Arbor, Michigan, is the county seat. As county administrator, she serves as chief executive officer and controller. She directs the operations of all county departments to ensure efficient and effective service delivery throughout county government with 1,400 employees and a \$200 million annual budget serving 340,000 residents.

**Ann Umemoto** MCA/MPA has enjoyed her 15 years at the national office of the March of Dimes, based in White Plains, New York. Franklin Delano Roosevelt founded the March of Dimes to find a cure for polio. When the vaccine was discovered (with March of Dimes support), the organization changed its mission and is now dedicated to the health of babies by preventing birth defects, premature birth, and infant mortality. Ann works on public health issues for the medical director.

## 1984

**Stephanie Bell-Rose** MPA serves as TIAA-CREF managing director and head of the TIAA-CREF Institute, a division of Teachers Insurance Annuity Association. Her focus is to work with higher education, policy research, and charitable leaders to broaden and deepen the institute’s agenda, which includes advancing lifelong financial security and the business of higher education.

**Margaret Carvan** MPA and **Todd Rasziger** MPP 1998, although years apart in graduation dates, share a passion for supporting people living with cancer. This past June, Maggie and Todd were recognized for their volunteer work by Mass General Hospital’s Cancer Center at its gala event in Boston. Strike Out Cancer is a nonprofit created by Todd in 2000 that provides important patient aid (for more information visit [www.strikeoutcancer.org](http://www.strikeoutcancer.org)). Maggie helps to organize educational conferences for cancer patients and their families. Mag-

RALPH ALSWANG

## FROM THE FIELD

Nathaniel Fick MPA/MBA 2008

# New Venture for Marine Veteran

Nathaniel Fick



As a Marine Corps infantry officer, Nathaniel Fick MPA/MBA 2008 had a clear-cut standard for making decisions that would affect the safety of his men: “If anyone was killed, after the war I had to be able to go to that person’s hometown, sit down in the living room with his parents, and explain to them honestly why their son was killed working for me—and why I had thought it was worth it,” Fick said in a video interview for *One Bullet Away*, a best-selling account of his tours of duty in Afghanistan and Iraq in the earliest, bloodiest months of those conflicts. (After five years of service, he left the Marines as a captain in the elite First Recon Battalion.)

A similar sense of duty and mission motivate Fick today, as CEO of the Center for a New American Security (CNAS), a think tank founded in 2007 by former Harvard Kennedy School faculty member Kurt Campbell and Michèle Flournoy, the current under secretary of defense for policy. “CNAS is unique right now in that it’s the only top-tier national security think tank in the country that’s run by veterans of the current wars in Iraq and Afghanistan,” says Fick. “We have a visceral, emotional appreciation for the fact that real human beings are executing the decisions being made in Washington.”

With that said, Fick emphasizes that CNAS is not solely focused on military-related topics. “National security is a much more holistic issue,” he says. “Diplomatic, political, and economic components are equally, if not more, important.”

Three broad trends drive CNAS’s research and outreach: the changing face of warfare; the growing global influence of Asia; and recognition that energy and resource competition will become an increasingly influential factor in diplomatic relations.

Fick notes that this last trend, described as “natural security” on CNAS’s website, offers a number of opportunities for action in the here-and-now of Iraq and Afghanistan; for example, moving to portable, renewable energy sources such as wind and solar power units will deny insurgents an easy, fixed target for attack while decreasing the military’s dependence on fuel, the full cost of which can reach about \$400 per gallon in remote areas.

“That’s simply not sustainable,” Fick says. “The military as a whole trades in risk and is slow to change.

One function that an organization like CNAS can serve is to help accelerate shifts in the national conversation. We can have a real impact on this particular issue—people are looking for information and are willing to think differently, but it has to come from folks with national security credibility.”

In his newest leadership role, Fick hopes to build CNAS into an enduring institution without changing its size or entrepreneurial culture. “I want to keep it small, agile, and intellectually egalitarian,” he says, noting that the organization’s interns have the same seat at the discussion table as its senior fellows. “A collateral mission of ours is to train the next generation of national security leaders,” he adds. With Fick as a model, that goal seems well within reach. ❖ JH

gie and Todd are board members of the HKS New England Alumni Association.

**Heather Flynn** HKSEE received the Athena Award from the Anchorage Chamber of Commerce for outstanding and lifelong public service and for providing a role model for young women in business. In addition to a large trophy, she received a 2010 Audi A5 sport coupe (red!). The award, given on April 5, 2010, coincided with the birth of her second grandson.

**Peter Fuchs** HKS, after working with Professor Ezra Vogel at the U.S.-Japan Program, went to Tokyo as a journalist in 1987 and five years later moved into investment banking at Morgan Stanley. He was part of the team that resuscitated Shinsei Bank, and today is an advisor to a Japanese investment fund. Peter has been active in nonprofit activity with the American Chamber and is an expert on governance and corporate social responsibility in Japan.

**Peter Henderson** MPP is staff director at the National Research Council for a report on the future of U.S. research universities. The study committee for this report includes Harvard School of Engineering and Applied Sciences Dean Cherry Murray. Peter also directs a forthcoming study on increasing the participation and success of under-represented minorities in science and engineering. Harvard College Dean Evelynne Hammonds serves on the study committee for that report. Peter lives in Kensington, Maryland, with his wife, Laura, and daughter, Julia. Their twin sons are in college at Haverford and Colby. Laura works with the World Wildlife Fund.

**John King** MC/MPA has been elected to a second three-year term on the Public Broadcasting Service Board of Directors. PBS is based in Arlington, Virginia. John is the president & CEO of Vermont Public Television, the state-wide public broadcasting service in Vermont. He has also been elected by his peers as chair of the Organization of State Broadcasting Executives, the affinity group of all Public Broadcasting State Networks.

**Mary Lambeth Moore** MPP saw her first novel, *Sleeping With Patty Hearst*, published last fall. Mary continues to manage communications related to predatory mortgage lending and foreclosure prevention, and is now in her seventh year with the Center for Responsible Lending, a research and advocacy group focused on protecting homeownership and family wealth.

**Effie Malley** MPA is director of the new National Center for the Study and

Prevention of Youth Suicide at the American Association of Suicidology. Effie will be responsible for developing and leading the center, which will provide national leadership in advancing scientific and programmatic efforts in youth suicide prevention. She lives with her husband and son in Portsmouth, New Hampshire, where she also keeps bees.

**Freeman Marvin** MPP is the executive vice president of Innovative Decisions, Inc. in Vienna, Virginia, providing decision and risk analysis consulting to the federal government.

**Tom Shuster** HKSEE was installed as president of the Maryland Recreation & Parks Association (MRPA) at its annual conference in Ocean City in April.

**Hilary Wolpert Silver** MPP writes: “After 15 years working for CT Medicaid I switched to working for an insurance company, which lasted only 22 months. In August I started working as a quality analyst at Wheeler Clinic, a nonprofit behavioral health provider. With health care reform and electronic medical records, it is an exciting time to be in the health care data field. I have a daughter who is a senior in college as well as an 11-year-old. Time flies.”

## 1985

**Rick Counihan** MPP, **Jack Gardner** MPP, and **Joe Marty** MPP traveled to Tanzania in March and climbed Mt. Kilimanjaro. The three enjoyed good weather and great guide support all the way to the 19,300-foot peak. The last day of climbing was arduous, but the view at the top over glaciers into Kenya and out to the sea was spectacular.

**Charles Huettner** MPA is an aviation consultant and the executive director of the Aerospace States Association (ASA). ASA is composed of lieutenant governors and delegates from every state focusing on aviation/aerospace-related education and economic development issues. ASA sponsors the “Real World Design Challenge” STEM initiative. This effort provides free software, mentors, and a national challenge to teams of high school students to encourage them to pursue engineering degrees. Twenty-five states participated this past year.

**Dan Levine** MPP is still busy with MetroCompare LLC, a management consulting company specializing in corporate relocation and economic development projects. He has also been teaching a bit at Rutgers University’s School of Public Policy (economic development), which has been a fun diversion. Always enjoys hearing from classmates and friends.

**Michael Pocalyko** MC/MPA has been named by the International Association of University Presidents to the United Nations Commission on Disarmament Education, Conflict Resolution and Peace. He is CEO of Monticello Capital in Chantilly, Virginia.

**Edith Pripas Dorsen** MPA is a managing director of The Women’s Venture Capital Fund, which seeks to capitalize on the growing power of female consumers and the expanding pipeline of high-potential but undercapitalized women entrepreneurs. Going forward, the fund will invest in early-stage and capital-efficient companies on the West Coast that are women-founded or women-led within digital media or consumer products focused on women and families.

**Jim Shultz** MPA is the executive director of the Democracy Center, based in San Francisco and Bolivia. In 2009, Jim and his team undertook a 14-city U.S. tour for their new book, *Dignity and Defiance, Stories from Bolivia’s Challenge to Globalization* (UC Press). Jim’s other recent international work includes a series of advocacy training programs in the Balkans, the Republic of Georgia, and East Asia. Jim lives in the small rural village of Tiquipaya, Bolivia, with his wife, Lynn, their seven-year-old daughter, and two crazy black dogs. His neighbors are mostly cows.

**Peter Swiderski** MPP is finishing his first term as mayor of Hastings-on-Hudson, New York. “We will be rolling out a green version of the International Construction Code this fall, making us (hopefully!) the first nationally to do so,” he writes. “We are pursuing several other initiatives (from deer control via immunocontraception to consolidation of municipal services with other communities) that will put us at the forefront of national trends. I remain a proud graduate and sorry I missed this year’s reunion.”

**M. Ann Tutwiler** MPP was named coordinator for global food security at USDA. In that capacity she works to ensure that USDA’s technical expertise, research capacity, and food assistance resources are marshaled to tackle the problems of global hunger. She is responsible for outreach to USDA’s stakeholders in the commodity and agribusiness community on global hunger issues. And she works with USAID, the State Department, and the U.S. Treasury to implement a “whole of government” approach to development assistance. “Every day is like a Kennedy School case! In the years since leaving the Kennedy School, I have founded a think tank in agriculture and trade pol-

icy, worked as a lobbyist for an international agribusiness firm, and led the Hewlett Foundation’s agricultural markets program. **Bob Samors** MPP and I are still married after 26 years, and have two boys, 21 and 17.”

**Karen Walz** MCRP/MPP continues to live in Dallas and remains the principal in the planning consulting firm of Strategic Community Solutions. She provides strategic planning, visioning, long-range planning, and public engagement services to public and non-profit clients. She is the project manager for Vision North Texas, a private-public-academic partnership that released “North Texas 2050” in March of this year. This document establishes a vision and action package to address the growth of the fourth largest metropolitan region in the nation, Dallas-Fort Worth, which is expected to nearly double its population to almost 12 million by 2050. Karen is a member of the College of Fellows of the American Institute of Certified Planners, the highest level of professional recognition for this field. In August, Karen was married to her ‘significant other’, Terry Morgan. Their wedding at the Stanford Memorial Church was a wonderful celebration of their relationship (over the past 22 years and into the future) as well as an opportunity to reconnect with friends and family from many places. The guests included **Steve Weissman** MC/MPA 1984 and **Lynn Wolfsfeld** MPP. “It was great to catch up with them and celebrate together.”

## 1986 | reunion

**Janet Beardsley** MPA received a Pacesetter Award for community service in 2010 at the Millennium Harvest House in Boulder, Colorado. Each year, the Pacesetter Awards are given to those who work to improve lives in Boulder County. Honorees are nominated by community members and are selected by the previous year’s award winners. Beardsley was selected on the basis of her 23 years as executive director of the YWCA of Boulder County and carrying out the organization’s mission to protect children, empower women and girls, and eliminate racism. Under her leadership, the organization serves more than 2,500 individuals annually through programs ranging from drop-in child care to low-cost career counseling. In addition, Beardsley led the agency’s \$2.5 million capital campaign project, which included adding a second story to its facility at 2222 14th Street in Boulder. She is also a past recipient of a Be Bold Award from the Women’s Foundation of Colorado, and

she received a “Woman Who Lights Up the Community” Award from the Boulder Chamber of Commerce.

**James Doane** MPA, who retired from the Department of State in 2000, has been consulting with State’s Bureau of Near Eastern Affairs/Iraq. He traveled to Baghdad to conduct a survey on U.S. Mission Life Support Service needs once the U.S. military pulls out of Iraq on December 31, 2012. He is also a consultant to Scientific Applications International Corporation, and assisted on SAIC’s submission for the \$6 billion contract known as Criminal Justice Program Support.

**James Michael Faier** MPP sends greetings to fellow MPP ‘86ers! “I am husbanding (heading to my 10th anniversary) to Debbie Schwartz and daddying to my three sons Aaron, seven, Zev, five, and Isaac, nearly two. I am putting bread on the table by helping companies write patents, register trademarks, and litigating both. Please say ‘hey’ if you have a moment.”

**Deb Gallagher** MPP is a professor at the Nicholas School of the Environment at Duke University. She teaches environmental policy and conducts research on business environmental stewardship in partnership with colleagues from the United Nations Global Compact. She and her husband, John, live in their empty nest in Carrboro, North Carolina, as Siobhan is now a freshman at Skidmore and Laird is a senior at Wesleyan.

**Mark Hartinger** MPP is a senior business program manager with Aetna Inc. His multi-disciplinary team provides claim operations analytics and leads workflow process improvements. In his 24-year career with Aetna he has led numerous quality and process improvement projects and has completed Six Sigma Black Belt training. He has also led medical provider contracting teams in several Midwest states. He is married (22 years) with three children and lives near Cincinnati.

**Joaquin Perez** MPA is a political consultant with the Campol Group in Miramar, Florida, and was part of Hillary Clinton’s Presidential Primary Campaign for Latinos. He is also an advisor for the PAN (Partido Accion Nacional) in Mexico, managing gubernatorial and mayoral electoral campaigns. Since graduation he has been involved in many electoral campaigns in Central and South America.

## 1987

**Bill Aliski** MC/MPA has been working in the biotechnology industry since graduation, with a particular emphasis on market access and commercialization of orphan drugs for rare diseases. The commercial product issues range from product pricing and reimbursement to early access initiatives for patients to the launch of high-value products post approval. The focus on orphan product approvals has provided exposure to international health care financing schemes and patient access programs in various health systems for patients with these diseases. Currently Bill is the chief commercial officer of FoldRx Pharmaceuticals, Inc., a small biopharmaceutical company with a technology focus on protein misfolding diseases. The first product to market will be tafamidis meglumine, an oral medication for the treatment of a rare and fatal disease known as transthyretin amyloidosis.

**Pia Bungarten** MPA and family moved to Washington, DC, in July 2009 after 10 years in the headquarters of the Friedrich Ebert Foundation in Berlin. She is the director of the Ebert Foundation’s Washington office which focuses on German/European-American cooperation. These days, this includes not just traditional transatlantic affairs, but also global issues, ranging from climate negotiations to conflict resolution. “My husband, Thomas Baker, works on ‘linked data’ and international standards for the use of the internet as digital library and our son, Anton, will be a sophomore at Washington International School,” she writes. “We are still in contact with many old friends from HKS-days and enjoy renewing relationships.”

**Luise Druke** MPA is the founder and copresident of the Harvard Club in Hanover, after having founded such clubs in Kazakhstan and Bulgaria during her 30 years with the UN. She still teaches UN seminars and remains on several boards for research and teaching. Work in progress is on mobilizing for refugee protection and international standards and national practices for UNHCR’s 60th anniversary of the 1951 Refugee Convention.

**Nadine Hack** MPA, president of beCause Global Consulting, will spend two years as executive-in-residence at IMD, ranked among top three business schools globally by the *Financial Times*, *The Economist*, and *Forbes*. Focusing on responsible leadership (good governance, transparency, diversity, sustainability, corporate social responsibility,

etc.), she’ll interact with international corporate executives participating in IMD programs. Nadine intends to expand her framing of substantive data so more business leaders know these practices accrue to their bottom line.

**Hilary Hamlin** MPA is a senior management consultant with Healthcare Perspective LLC, currently managing the implementation of electronic medical records for two of Texas’s largest Mental Health and Mental Retardation Centers, in Houston and Fort Worth. Previously, Hilary managed a system implementation for the State of Alabama Department of Mental Health. She is on the executive committee for Dialogues on Behavioral Healthcare and on the endowment board for the Mountain Retreat and Learning Center.

**Frank Hicks** MPP is a consultant with Forest Trends in Washington, DC, and Bio-Logical Capital of Denver, and is on the board of Root Capital in Cambridge, Massachusetts. Previously, Frank was with the Rainforest Alliance and Organic Commodity Products in Costa Rica, TechnoServe in Ghana, The Biodiversity Conservation Network in the Philippines, and the Ford Foundation in Nigeria and New York City. He and his family live in Costa Rica.

**Patrice Keegan** MPA is executive director of Boston Cares, which annually mobilizes 70,000 volunteers to support 300 nonprofits and schools in eastern Massachusetts. Patrice participated in the 2007 merger between the national Hands On Network and Points of Light Foundation, and serves on the board of directors of the Points of Light Institute, along with **Michelle Nunn** MPA 2001.

**Rhea Kemble Dignam** HKSEE returned to government service in March 2010 when she was sworn in as the regional director of the Atlanta regional office of the U.S. Securities & Exchange Commission. She had retired from Ernst & Young LLP as a principal and leader of its Americas Law Firm Services practice in July 2009. Prior to joining E&Y in 2001, Rhea was deputy general counsel at New York Life Insurance Company. When she attended the State & Local Executives program, she was executive deputy comptroller of New York City, and previously had been chief assistant district attorney in Kings County (Brooklyn), New York, and executive assistant U.S. attorney in the Southern District of New York.

**Richard Klumpp** MPP was selected for promotion to brigadier general in the U.S. Air Force and assumed his new rank in September. He is currently the inspector general for the Air Force’s Air

# What’s On Your Mind?

- HELP US MAKE THIS MAGAZINE BETTER
- In the coming weeks, we’ll be sending a random sampling of HKS alumni an **ONLINE SURVEY** so we can better understand what you like about the magazine and how we can improve. Please help us by taking a few moments to complete it.

—Thanks from the HKS Magazine staff

Mobility Command and has previously served in a variety of command positions. He has also served as the military aide to Vice President Al Gore and Vice President Dick Cheney and at the United Nations as chief of aviation contract management in the Department of Peacekeeping Operations.

**John Meakem** MPP works on international trade issues for the U.S. Department of Commerce in Washington. He previously led the National Electrical Manufacturers Association’s global international programs and earlier served as a Foreign Service officer with the State Department.

**Keith Rowley** MPP, William S. Boyd Professor of Law at UNLV, is chair-elect of the Association of American Law Schools Contracts Section, immediate past chair of its Commercial and Related Consumer Law Section, and developments reporter for the ABA Business Law Section’s Uniform Commercial Code Committee. He frequently consults with state legislators and uniform law commissioners about proposed or pending statutes and keeps the academic and practicing bars informed about pending and recently enacted legislation.

## 1988

**Norman Foster** MPP has moved to New Orleans, where his wife, Sally Kenney, has become the executive director of the H. Sophie Newcomb Memorial College Institute at Tulane University. Norman is the CFO for the City of New Orleans, working for the newly elected mayor, Mitch Landrieu, and is busy with budget challenges, following the Saints, and looking forward to Mardi Gras. Last summer he and his wife traveled to South Africa for World Cup 2010.

**Robert Frisbee** MPA writes: “Dear classmates, It’s been quite a ride. I’ve been a ‘serial entrepreneur’, starting technology companies in Oregon. Denise and I had

a great time with our two wonderful children. Our daughter, Tyler, is working for Congressman Blumenauer. She's intent on changing the world—and she just might. Our son, Ben, just moved to New York City—employed by an investment bank and living the city life. I recently became the development director for the world's first major triple net zero office building. I'm delighted to be back in the energy space and the public sector. Denise and I just got off the Salmon River in Idaho, which we boated in a tandem canoe. Life is good—it's not that there aren't hard times, but there are good ones too. I hope you're doing well, please be in touch."

**Edward Goldstein** MPP and his wife, Melanie, have a baby boy, Brooks Samuel Goldstein, who was born on June 24.

**Julio Gomez Pomar** MC/MPA served in the Spanish government as secretary of state for public administration and is currently director of the PriceWaterhouseCoopers & IE Research Center for the Public Sector and academic director of an executive master's in public administration program at the IE Business School in Madrid, where he also teaches negotiation analysis.

**Takeo Hirata** MC/MPA is a professor of sports business in the Graduate School of Sport Sciences at Waseda University in Tokyo, where he is trying to establish an academic discipline and an industry on the basis of previous experience as general secretary of the Japan Football Association. Takeo changed his career to the sports world after 20 years as an international energy negotiator and director of the Oil and Gas in Energy Agency in Japan's Ministry of Economy, Trade, and Industry.

**Dave Jones** JD/MPP won the California Democratic primary in June in his campaign to become California's next insurance commissioner, winning 63% of the vote and 57 of California's 58 counties. The insurance commissioner is a state-wide constitutional office charged with regulating the insurance industry in California. Jones represents Sacramento in the California State Assembly, where he has chaired the Health and Judiciary Committees. Previously, he served as a special assistant and counsel to U.S. Attorney General Janet Reno and as a city council member and legal aid attorney. Dave and his wife, **Kim Flores** MPP, live with their two children in Sacramento.

**Jesper Kongstad** MPA has been elected chair of the board of the European Patent Organization, a 7,500-staff and €1.3 billion (\$1.8 billion) turnover, not-for-profit intergovernmental organization that is dealing with the issuance

of patents and with policy issues related to immaterial rights and their protection in Europe. Jesper is still the CEO and director general for the Danish Patent and Trademark Office.

**Robin Lois Kropf** MPA is a senior policy advisor with AARP. This decade, she has waded through Medicare prescription drug enactment, Social Security privatization prevention, and health care reform's bare installation—as well as bicycling Florence to Rome, Prague to Vienna, and Seville to Granada. She often enjoys Washington's thick cultural offerings, if not its nation-threatening partisanship. Her son, Matt, who may in the class of '88 knew (as a high school junior at Cambridge Rindge and Latin) is now a professor at Harvard Business School.

**Charles O'Hara** MC/MPA is the planning director for the Swinomish Indian Tribal Community in La Conner, Washington. His duties include direction of tribal planning and community development activities, environmental programs, cultural resource protection, realty, and land mapping services. He received a Partners in Conservation award from the Secretary of Interior for Coast Salish environmental advocacy last year and will share in an Honoring Nations award to the Coast Salish Gathering from the Harvard Project. He is currently a commissioner on the Northwest Straits Commission.

**Bonnie Politz** MC/MPA is closing in on 18 years at the Academy for Educational Development (AED) in Washington, DC, and now serves as vice president and senior technical expert in the Social Change group, focused on domestic and international youth development policy and practice.

**Steve Shender** MPA is comfortably retired on a couple of inheritances in Aptos, California. Previously, Steve worked as a journalist, a political and corporate speechwriter, and finally a high-tech marketing-communications writer before being laid off in 2001 at age 56. Now 65, he has decided that all his professional striving wasn't worth a hill of beans. He is currently working on a historical novel that he hopes to finish and publish someday.

## 1989

**Adam Diamant** MPP is a senior project manager at the nonprofit Electric Power Research Institute (EPRI), where he is responsible for analysis of international greenhouse gas (GHG) emissions trading programs and programs designed to create domestic and international GHG emissions offsets. Currently, Adam

lives in the San Francisco Bay Area with his wife and daughter.

**Emiliano Duch** MC/MPA has moved with his wife, Stefania, and four kids (Giulia, 14, Leo, 12, Frederic, 8, and Benet, 4) from Barcelona to Chevy Chase, Maryland. The move is both professional, to develop the practice of his economic development consulting firm Competitiveness among Washington-based international institutions, and personal, to give the children an enriching experience. So if any classmates are living in the area and have children those ages, please get in touch.

**David Grazman** MPP was appointed executive director of Heartland Health Outreach, Inc. (ННО), a subsidiary of the Heartland Alliance for Human Needs and Human Rights in Chicago. Through service provision and advocacy, ННО works to ensure that comprehensive health care—medical, dental, mental health, and substance use treatment—is fully available to people experiencing poverty or trauma, particularly those experiencing homelessness, those living with HIV/AIDS, and immigrant and refugee populations.

**Russell Hawkins** MPA is currently program counselor with the Korea Trade and Investment Promotion Agency of the Economic Section of the Korean Embassy in South Africa. He is responsible for identifying business development opportunities for Korean firms in Southern Africa. He recently visited Namibia in search of business partners for a Korean multinational firm. Previously, Russell was cofounder and CEO of IDI InvesTrade, freelance writer for the *South African Trade Journal*, program director for Africare, and municipal finance advisor for USAID. He has lived in South Africa for 16 years and would welcome HKS grads. "A highlight of this year was attending a luncheon for Harvard President Faust in Johannesburg," he writes.

**Shrawan Nigam** MPA is a senior consultant with the Indian Council for Research on International Economic Relations, a policy think tank in New Delhi. He leads the work on environment, energy, and climate change and also writes on macroeconomic and global governance issues. Previously, he was a senior economic advisor with the government of India, in the Planning Commission, the Ministry of Commerce & Industry, the Ministry of Petroleum & Natural Gas, and the Ministry of Finance.

**Gerald (Jerry) P. Regier** MPA and his wife, Sharyn, recently moved to Atlanta (Dunwoody), Georgia, where he is the

COO at a philanthropic consulting firm, Calvin Edwards & Company. The company provides research, due diligence, and evaluation for donors and foundations to assist in "maximizing the good of giving." Jerry completed an evaluation of a humanitarian project in Nigeria in the spring, spoke at a public policy conference in Geneva for an international humanitarian group in the summer, and headed to South Africa in the fall.

**Yvonne Thayer** MPA has retired from the Foreign Service and continues to work on refugee issues on contract and for the Department of State. She ran the refugee admissions program in Havana in 2009 and in Baghdad in 2008. She monitors refugee resettlement around the United States. An avid diver, biker, and kayaker, she spent the winter of 2010 on a sailboat in the Virgin Islands.

**Marcel van Opstal** MPA is ambassador of the European Union in Brazzaville (Republic of Congo), where he is representing the European Union High Representative for Foreign Affairs and Security Policy. In this capacity Marcel is chairing the local presidency of the European Union and conducting the policy dialogue with the Congolese government, whilst also leading the management of EU-Congo development cooperation in various areas such as good governance, health, transport, environment protection, water and sanitation, and private sector and economic regional integration.

**Ron Waldron** MC/MPA retired in 2002 from the U.S. Department of Justice, where he served in the Senior Executive Service for 18 years, and subsequently retired from Texas A&M University in 2007. In 2009, with his daughter, Michelle Waldron, and his son-in-law, David Milstein, as coauthors, he completed the fifth edition of *The Criminal Justice System*, a textbook available from CRC publishers. Ron now lives in Bonita Springs, Florida.

## 1990

**John Austin** MPA was reelected to statewide political office in Michigan in 2008, when voters gave him a second eight-year term on the State Board of Education, where he is vice president. As a non-resident senior fellow with the Brookings Institution, John manages the Brookings Great Lakes Economic Initiative, which he initiated in 2005, focused on developing and promoting federal, state, and local policy agendas that advance economic transformation in the Great Lakes-Midwest region, including his home state of Michigan. John coordinates this work from the University of Michigan, where he is on

the faculty. He and his wife of 23 years, Terese, and three teenage children enjoy Ann Arbor and Michigan immensely.

**Karl Bostic** MPA is a producer in the London bureau for NBC News. He works as a field producer with coverage in the Middle East, mostly in Iraq, Israel, the West Bank, and Gaza, for all NBC News broadcasts, including the *Nightly News*, *Today*, and MSNBC. He has also reported from Haiti for coverage of the earthquake in the beginning of 2010. After covering conflict and wars in the Middle East, the experience in Haiti was actually the most rewarding and sobering of any of his experiences in journalism. He would love to hear from any classmates or others with interests in development and conflict issues.

**Dan Chenok** MPP recently accepted a position as vice president for technology strategy with IBM Global Business Services, where he works with clients at all levels of government, health care, and higher education on how best to leverage IT strategy and innovation to meet their goals and objectives. Dan is also chair of the Federal Security and Privacy Advisory Board, which works with federal agencies and Congress on addressing security and privacy in their activities. He lives in Bethesda, Maryland, with his wife, Jill, and three great daughters, ages 13, 10, and 5.

**Rodney Keith Ferguson** MPP has joined the Brunswick Group, a leading strategic communications consultancy with offices in major financial and regulatory centers around the globe, as a partner in the firm's Washington, DC, office. Rodney joins Brunswick after 11 years at the marketing and communications firm Lipman Hearne, where he was also a partner and founder of the firm's DC-based public affairs practice. Rodney also serves on the board of the National Education Writers Association and of a new organization formed to provide financial, communications, and leadership training to charter school board members.

**William Florida** MPP returned to Chicago in 2006 with his wife, Tomoko, and their sons, Karl, eight, and Louis, six. William is grateful to **Rodney Ferguson** MPP for organizing the annual Men's Health and Wellness Retreat for the Benefit of Our Families for HKS 1990 graduates. "It has been a lot of fun to catch up with classmates for the benefit of our families!" he writes.

**Chris Granda** MPP is still designing and implementing residential energy efficiency programs and is enjoying the renewed popularity of clean energy. Last year, after eight years at the Ver-

mont Energy Investment Corporation, he founded Grasteu Associates and is working for clients around North America. He is currently serving in his first elected position as a member of the select board for Richmond, Vermont.

**Merritt Randolph Helfferich** MPA is CEO of an education and grant management consulting organization in Fairbanks, Alaska. They evaluate projects, review and analyze nonprofit organization operations and structure, write proposals, and advise officers and boards on the creation of other educational activities. He is a board member and officer of several nonprofits, a volunteer for public service groups, a member of a number of professional organizations, and goes hiking, biking, and sailing whenever he can.

**Steve Ladd** HKSEE is founder and managing member of Stockdale Investment Group LLC, a private venture capital firm. Steve retired in 2007 as founding executive director of the Kern County Children and Families Commission, where he oversaw the allocation of more than \$100 million, demonstrably benefiting more than 52,000 children in California. Steve received the prestigious American Society for Public Administration, Bakersfield Chapter, Public Service Award "For a Lifetime of Excellence in Public Service" in May 2007.

**Shaun McNally** MPA is currently deputy chief of party for Local Governance Program for Iraq, a USAID-funded program designed to enhance provincial public administration capacity. Previously, Shaun was chief of party for the National Democratic Institute/Albania, USAID food security advisor/Iraq, and a three-term legislator from Connecticut. Shaun also served as a Peace Corps volunteer in Liberia.

**Rene Marlene Rambo-Rodgers** MC/MPA was sworn in to the California Bar on December 5, 2009—32 years after graduating from UC Berkeley, Boalt Hall School of Law in 1977. Fifty family members and friends attended the private ceremony at the Claremont Resort Hotel, Oakland, California, as Rene was sworn in by Judge Henry Ramsey (retired). Rene took four months in secret to prepare for the February 2009 three-day exam. Needless to say, she was totally thrilled to get the results in May 2009 and find out that she was part of the 33.5 percent that passed! Rene is the human resources assistant manager for the 340,000-member California Teachers Association. She's been there almost 13 years. All her colleagues, including her boss, along with many friends, thought she was job hunting. "No, not job hunting, just

closing a chapter," she writes. She doesn't plan to practice, but rather provide legal advice to nonprofit boards.

**Pierre Spaninks** HKSEE was recently appointed commanding officer of the Levee Guard at the Groot Salland Water Control Board in the Netherlands. "I am very proud to be working with 500-plus volunteers and professionals to guarantee the safety of 500,000 people, their homes, and their enterprises by controlling the integrity of the water defences in the jurisdiction of the board. This jurisdiction comprises the delta of the IJssel river and its tributaries, flowing into the IJsselmeer. It includes the cities of Kampen, Zwolle, and Deventer, and the rural areas in between. The Levee Guard is responsible for more than 100 kilometers of dykes that all need to be patrolled in times of high water and adverse weather conditions. The regional water control boards in the Netherlands date from the Middle Ages and are generally considered to be the eldest democratic institutions that still exist in Western Europe. As a Kennedy School alum in the Netherlands, there is no other place where I could feel more at home."

**Virginia Sparks Volker** MC/MPA returned to her former position as a faculty member at the University of Alabama at Birmingham following graduation. Additionally, she was appointed administrator for a university-community development partnership for six years, utilizing university resources to address urban blight, crime, joblessness, and inadequate health care. Currently, she is serving her third term as an elected board member of the Birmingham City Schools.

**Scott Stucky** HKSEE of the U.S. Court of Appeals for the Armed Forces was a judge in the final rounds of the moot court competitions at Vanderbilt Law School (with Judge Alex Kozinski of the Ninth Circuit and Judge Duane Benton of the Eighth Circuit) and UCLA Law School (with Judge Barrington Parker of the Second Circuit and Judge Sandra Ikuta of the Ninth Circuit).

## 1991 | reunion

**Gabriela Alurralde Smith** MPA is director and cofounder of Amanter Philanthropy, a high-engagement philanthropic platform focusing on children and education. Gabriela has launched several scholarship and educational programs, on topics ranging from health education to empowerment and international leadership training. She is a member of the Harvard Kennedy School Dean's Council

and a founding investor and board member of Venture Philanthropy Partners. Previously, she supervised education projects for the World Bank.

**Michael Jacoby Brown** MC/MPA is still working as a community organizer, now with MICAH in Framingham, Massachusetts. His book, *Building Powerful Community Organizations*, is being used in college classes. He lives in Arlington, Massachusetts, with his wife, Jessica Goldhirsch, and his 10-year-old daughter, Nessa. "I still miss Sue Williamson, and would love to hear from classmates."

**Margaret (Margot) Daniels Tyler** MPA, a senior program officer at the Bill & Melinda Gates Foundation, has been selected as a 2010 Distinguished Woman by Northwood University in Dallas. This annual award recognizes enormous contributions women make to communities, businesses, volunteer agencies, and public and private sector services worldwide. Each Distinguished Woman receives a medal that was originally designed by the late sculptor Giulio Tamassy.

**George Deikun** MPA is a senior policy and programming adviser for UN-HABITAT in Geneva, focusing on improving humanitarian responses of the international community to natural disasters and complex emergencies in urban areas through policy and improved program development. George retired from the U.S. Senior Foreign Service of the U.S. Agency for International Development in January 2009 and joined UN-HABITAT shortly thereafter. His last posting with USAID was as its mission director in India.

**Muliaman Hadad** MPA has been a deputy governor of the Central Bank of the Republic of Indonesia. His responsibility is mainly in the area of financial stability. After Harvard, he received a PhD from Monash University of Melbourne, Australia, in 1996. He is also lecturing in local universities in Jakarta.

**Jim Jordan** MC/MPA reports that his 20-year-old, whom he used to wheel around campus in a stroller, is now a junior in college. Jim left the Boston Police Department to create professional development programs at Northeastern University and now has his own little business, Strategic Resources for Criminal Justice Organizations. "Life is very good," he writes. "Still grateful for experiences at HKS. I hope all is well with my friends and classmates."

**Karen Krebsbach** MC/MPA, a reporter and editor who covered banking, investment, and international business and managed a number of publications that won awards for editorial and

**Shooting in the Wild**

**An Insider's Account of Making Movies in the Animal Kingdom**  
Chris Palmer MC/MPA 1973

Palmer, veteran wildlife filmmaker and director of American University's Center for Environmental Filmmaking, shines a light on the dark side of a wildlife filmmaking industry which, in the rush for ratings, sometimes engages in questionable behavior, including sensationalism, extreme risk taking, and even the abuse and harassment of animal subjects.



**Quiches, Kugels, and Couscous**

**My Search for Jewish Cooking in France**  
Joan Nathan MC/MPA 1976

From Paris to Alsace, from traditional dishes with a touch of French finesse to the exotic flavors used by Jewish immigrants from North Africa, Nathan, the author of 10 cookbooks, went looking for Jewish cooking in France and found a treasure trove of recipes and the fascinating and moving stories behind them.



**Social Innovation, Inc.**

**Five Strategies to Drive Business Value through Social Change**  
Jason Saul MPP 1993

"Leading corporations like GE and Walmart are transforming social responsibility into "social innovation" and revolutionizing the role of business in society," writes Saul. After years of measuring the social strategies of America's leading corporations, Saul lays out strategies for social innovation and offers a practical road map for how to get started.



**Profit at the Bottom of the Ladder**

**Creating Value by Investing in Your Workforce**  
Jody Heymann MPP 1989

Heymann tells the stories of companies around the world that are linking successes at the top of the corporate ladder to those on all other rungs, and shows how businesses have profited by improving working conditions instead of slashing benefits and wages.



**Beyond Vengeance, Beyond Duality**

**A Call for a Compassionate Revolution**  
Sylvia Clute MC/MPA 2005

A former trial attorney, Clute focuses on legal horror stories to demonstrate her underlying thesis that the rot found in our institutions arises from a philosophy of dualism that pits us against one another and fails to recognize the unity of all life. The book offers a blueprint for transformative change that begins with a central pillar of our culture — how we define justice.



**Cutting the Fuse:**

**The Explosion of Global Terrorism and How to Stop It**  
Ken Feldman MPP 1981, Robert Pape

Analyzing the suicide campaigns by al Qaeda in Iraq, Afghanistan, Pakistan, Lebanon, Israel, Chechnya, and Sri Lanka, the authors argue that foreign military occupation is the root cause of these attacks, whereas religion motivates only a tiny minority, and call for new solutions that America and its allies can sustain for decades to come.



**Judge Sentences:**

**Tales from the Bench**  
Dermot Meagher MC/MPA 1983

With 17 years of experience as a judge in Boston's Municipal Trial Court, Meagher reaches down from the bench to offer a voice of justice rendered as kindness and humor rather than judgment and discipline. Populated by thieves, prostitutes, and murderers, his stories are about the art and craft of judging.



**Public Policymaking in India**

RV Ayyar MC/MPA 1983

The policymaker is no longer found just in government. "As the boundary between the government and the 'outside' has become more porous, the power of non-state policy actors outside the government has increased enormously," Ayyar writes in a book that helps policymakers cope with this brave new world.



design excellence, died at Calvary Hospital in New York City on July 11, 2010. She was 52. In lieu of flowers, donations may be made to the American Cancer Society. If donating online, please have the American Cancer Society direct the donation notice to Kim Krebsbach, 1101 Gator Lane, Winter Springs, Florida 32708.

**Matt Lorin** MPA is the program officer for the Harold K.L. Castle Foundation of Kailua, Hawaii, where he manages the foundation's public education reform work. His current focus is on principal leadership. Previously, he was director for grants and strategy at the Office of Hawaiian Affairs, the state's native advocacy agency. He continues to strive and thrive in Hawaii. And, most important, he has plans for marriage this summer.

**Steve Madey** MPA, besides providing Washington representation through Hague Associates, has completed the first year of operations at The Hague Winery, located on Buena Vista Farm (which dates back to circa 1840), on Virginia's Northern Neck. The Hague Winery's 2008 vintage wines recently won medals in the Virginia Wine Classic judging (one platinum, two gold, one silver). Steve and Cynthia's elder son, Tucker, recently graduated from the University of California, Davis, with a degree in viticulture and enology.

**Tom Moss** MPA is a government and cross-sector reinvention consultant with the Public Strategies Group. He helps city, county, state, and federal governments get better results for their constituents with the resources available. His wife, Susan, is an Episcopal priest in Latino ministry; his son-in-law, **Philip Schaffner** MPP 2009, is transportation planner for the state of Minnesota; his daughter Kate is in IT at Macalester College; his daughter Maggie is in social media marketing at Target Corp.; and his son, TJ, is in benefits consulting at Gallagher & Co.

**Dan Owen** MPA is at the World Bank in Washington, DC, now managing social development investment and research in Azerbaijan, Poland, and the Eastern Europe and Central Asia region.

**Hilary Perkin** MPA has launched a new career in bluegrass and country music. "I sing in my grandmother's name (Nell Robinson) and have just released my debut album, *Nell Robinson in Loango*. My old-time music duo (the Henriettas) was featured on *A Prairie Home Companion* this year, which was great fun. I'd love to hear from my old HKS buddies who are interested in music!"

**Rob Pisani** HKSEE is a partner with the law firm of Pisani & Roll LLP in

Washington, DC, representing clients in the area of customs and international trade law. He is a contributing author on customs enforcement issues published in the U.S. customs law edition of the ABA's International Practitioner's Deskbook series. Prior to private practice, Rob served as a senior attorney at U.S. Customs Headquarters for more than 20 years.

**Craig White** MPA has written *Iraq: The Moral Reckoning*, a book applying classic just war theory to the decision to go to war in Iraq in 2003. The book was published in April 2010. Craig joined the State Department after graduating, working as a U.S. diplomat in Yemen, Iceland, Zaire, Washington, Oman, Kenya, and Mauritius.

1992

**Geri Augusto** MPA was recently named a Watson Institute Fellow of International Studies at Brown University. She continues to teach at the Taubman Center for Public Policy, and is looking forward to the new post as a place for productive intersections between her own work, scholarship, and practice in Southern Africa, Jamaica, the United States, and, most recently, Brazil and those of many colleagues at Brown and beyond.

**Juliette Fay** MPP is writing fiction. Her first novel, *Shelter Me* (HarperCollins 2009), was named one of the 10 best works of fiction in 2009 by the Massachusetts Center for the Book, an affiliate of the Library of Congress. Her second novel, *Deep Down True* (Viking Penguin), is coming out in January 2011. She lives in Wayland, Massachusetts, with her husband and four children.

**John Godges** MPP has recently published *Oh, Beautiful: An American Family in the 20th Century*, a family memoir that explores what it means to be American. His author web site can be found at [johnpaulgodges.com](http://johnpaulgodges.com). He also continues to be editor in chief of *RAND Review*, the flagship magazine of the RAND Corporation, in Santa Monica, California.

**Richard Hyde** MC/MPA is setting up a consulting group to teach Americans about their own religious traditions and the religions of foreign places in order to make them more effective Foreign Service officers, development workers, businesspeople, journalists, and citizens of the world.

**Yoshio Matsuki** MPA is a professor in the Department of Mathematical Method for System Analysis at the National University of Ukraine Kiev Polytechnic Institute, currently teaching

microeconomics and public policy together with mathematical models. Previously, Yoshio worked at the International Atomic Energy Agency from 1994 through 2000, and was working in Ukraine as a consultant until he got the post at the university in Kiev in 2009.

**Pushpendra Rai** MC/MPA has headed the Asia-Pacific operations of the World Intellectual Property Organization (WIPO) in Singapore since 2009. His responsibilities include promoting innovation and creativity, implementing IP development projects, and conducting economic analysis in one of the most vibrant regions of the world. Pushy shifted from the Indian Administrative Service to WIPO in Geneva in 1999 and was responsible for the adoption of the WIPO Development Agenda in 2007, a paradigm shift in global IP management.

**Josef Antonius Rhotert** MPA was a senior consultant with Telekom Deutschland GmbH, Bonn/Germany and specialized in M&A and IT for telecommunications companies. Previously, Josef was a senior executive vice president international IT for Deutsche Telekom AG in Southeast Europe. Josef retired from DTAG at the end of October and has moved to Singapore for good to spend quality time with his wife who is a Singaporean and Iyengar Yoga teacher. Josef is a member of the Harvard Club of Singapore and the Information Technology Management Association (ITMA) of Singapore.

**Martha "Marti" Trudeau** MPA is the administrative director of the Department of Veterans Affairs Center for Health Equity Research and Promotion, which has the mission of promoting equity and quality in health and health-care among veterans. She recently self-published *Dmitri's Neighborhood*, a chemistry primer for kids aged 12 to 16 to read prior to taking a first chemistry class. Further information can be found at [dmitrisneighborhood.com](http://dmitrisneighborhood.com).

1993

**Lori Dando** MC/MPA will be serving as the deputy chief of mission at the U.S. Embassy in Micronesia until the summer of 2012. Her previous assignments with the U.S. Department of State include Kosovo, the Dominican Republic, India, Denmark, and South Africa.

**Joe Guirrerri** HKSEE is director of technology at PESystems. He is providing IT services for DOS, DOC/Census, DOJ/DEA, SBA, FDIC, CNCS, and Air Force Air Combat Command. Joe has been the federal appointee to the Information Security and Privacy Advisory Board (ISPAB) for the past four years. He served on a

Presidential Task Force that recommended cyber-security metrics reporting for all federal departments and agencies. Joe received the Appreciation Award-Dedicated Service from Tech-America for five years of successfully leading DHS Vision Team and annual presentations at Vision Conferences.

**Katia Hetter** MPP moved to Atlanta this last fall after her partner was transferred there for work. Katia is working as a freelance writer for RachaelRay.com and an analyst with the Cracium Research Group in Anchorage, Alaska focusing on Native issues, coal mining, fish and game, and other client-directed analysis. She previously worked as coeditor of Youth Communications' *New Youth Connections*, a magazine written by and for teens.

**Bob Holden** HKSEE, governor of Missouri from 2001 to 2005, is the founder and director of the Holden Public Policy Forum at Webster University, a nonpartisan speakers program. He also teaches politics at the university. Additionally, Bob serves as chair of the Midwest-U.S. China Association (MWCA), a nonprofit, nonpartisan organization that encourages commerce between 12 states in the midwestern United States and China.

**Laurel MacLaren** MPP has been based in Jakarta for the past decade. She is currently the deputy country representative of The Asia Foundation's Indonesia program, which assists good governance, economic growth, and the expansion of civil society. Previously, Laurel managed a large-scale USAID bilateral maternal and child health program, and led programming at Save the Children Indonesia. Her two children are now aged 10 and 8.

**Dennis Nickerson** MPA left a corporate career several years ago that included stints at McKinsey & Company and American Express to pursue entrepreneurial dreams. He founded a company that retrofits lighting with LED lighting for businesses, hospitals, governments, and schools. Dennis and his partner have performed more than 300 retrofits, and are able to reduce lighting wattage by 50 to 80 percent. He's intrigued by how these savings could also lead to significantly lower utility bills for lower-income and elderly communities, and would love to hear from HKS alums in these fields.

**Lee Ocran** HKSEE continued his job as chief executive of Pepsi Cola in Ghana after leaving HKS. However, in 1997 he was appointed deputy minister of environment, science, and technology. In this position he represented the Republic of Ghana at various international



conferences that discussed climate change, the Montreal Protocol on Ozone Depleting Substances, and desertification, among other things. In 2005 he entered Parliament and promoted development of his rural constituency by providing it with schools, electricity, and potable water. In 2009 he was appointed Ghana's high commissioner (ambassador) to South Africa, promoting good relationship between the Republic of South Africa and Ghana.

**John Reid** MPP continues as president of Conservation Strategy Fund (CSF), an organization he founded in 1998 to teach economics and policy analysis skills to nature conservation professionals. CSF has offices in California, where John lives, and in Brazil and Bolivia. He's been very involved in efforts to prevent tropical deforestation by avoiding inefficient development projects and by designing conservation strategies with greater awareness of economic realities. John is married to Carol Andrews, and their two kids are now big enough that John has time for mountain biking and nature photography.

**Kristen Sample** MPP is the Andean regional director for International IDEA, a Stockholm-based intergovernmental organization that supports democratic reform through policy development, training, and technical assistance. Kristen, her husband, and three children have been living in Lima, Peru, for the past seven years.

**Jason Saul** MPP has been back in graduate school mode, pulling a few too many all-nighters finishing two new books, *Social Innovation, Inc.: Five Strategies to Drive Business Value through Social Change* (Jossey-Bass, October 2010), and *The End of Fundraising: How to Raise More by Selling Your Impact* (Jossey-Bass, February 2011).

**Nikhil Srinivasan** HKSEE is in Singapore, where he is CEO and chief investment officer for Allianz Investment Management. He is responsible for managing the Asian assets of Allianz SE, the Munich-based financial conglomerate.

**Nasrin Sultana** MPA is working as a joint chief in the Economic Relations Division of Bangladesh's Ministry of Finance, looking after development programs of DPs like DFID, EC, The Royal Netherlands Government, the Federal Republic of Germany, Italy, France, Spain, Russia, and a few other EC countries.

**Carter Wall** MPP is currently working for the Massachusetts Clean Energy

Center, managing renewable energy generation programs for the Commonwealth.

**Gwen Young** MPP ended her work as a policy and advocacy officer with the Bill & Melinda Gates Foundation in spring 2010. She has worked as a strategic planning consultant to a university and a business start-up focusing on global health and development of technologies and partnerships to empower women in the developing world. Gwen continues to work with nonprofit organizations on strategy, policy, and advocacy with a focus on humanitarian and gender issues.

## 1994

**Loren Blackford** MPP is chair of The Sierra Club Foundation Board of Directors. Through the Sierra Club and as a private consultant with other entities, Loren focuses on developing energy efficiency for buildings in New York City and nationwide. She is married with two children, aged 9 and 11, and resides in New York.

**Peter Boynton** MPA was recently sworn in at the state capitol by Connecticut Governor M. Jodi Rell as commissioner of the Department of Emergency Management and Homeland Security. Peter's swearing-in ceremony was held May 3, 2010, following his appointment by the governor in 2009 and his confirmation earlier in 2010 year by the Connecticut General Assembly. The ceremony included Peter's wife, Susan, his daughter Adria, and his son, Paul. Their oldest daughter, Christine, was not present for the ceremony. The Department of Emergency Management and Homeland Security is responsible for running the state's Emergency Operations Center, managing federal grants and training for both emergency management and homeland security, and oversight of the state intelligence fusion center for homeland security. The department was created by the governor and the general assembly in 2004.

**Brian Brooke** MPP is manager of research, policy, and business development at the Central Puget Sound Regional Transit Authority (Sound Transit) in Seattle. Brian is starting up a microbrewery—with expansion plans to build an artisan microdistillery—using local Pacific Northwest ingredients.

**Joseph Garcia** HKSEE completed his fourth year as president of Colorado State University-Pueblo, Colorado's premier Hispanic-serving institution and a wonderful place to work, before being asked to join Denver Mayor John Hicken-

looper's campaign for governor of Colorado. He was elected lieutenant governor of Colorado in November 2010.

**Sunil "Sonny" Garg** MPP was promoted to president of Exelon Power last summer. Sonny, previously senior vice president of human resources of Exelon Corporation, will lead Exelon Power, which operates the company's fleet of 105 fossil, hydroelectric, and renewable generating units located in Illinois, Maryland, Massachusetts, Pennsylvania, and Texas. In this role, he will be responsible for the continued safe operations of the fleet and for expanding the portfolio within Exelon Power, including renewable energy.

**Weiqun Gu** PHD is now a contractor for the UN and the U.S. State Department. Willing to work as a consultant on China, Taiwan, and Hong Kong related business. His current interest is looking for supporters, sponsors, and collaborators to promote what he terms the World Union of Developed Democracies, with the United States playing a leading role.

**Candace Havens** MPA is serving the city of Newton, Massachusetts, as interim director of planning and development and chief planner. She oversees the city's long-range and current planning operations and supervises 27 professional planners with expertise in transportation, affordable housing, conservation, land use, historic preservation, and telecommunications. Outside work she enjoys her passions for food and culture and recently published her first cookbook.

**Lisa Henrickson (Martin)** MPP and her husband, Roy, welcomed their first child to the world on May 26, 2010. Madelynn Michelle Henrickson was born at 2:52 AM and weighed in at a hearty 8 pounds, 9 ounces. After taking maternity leave, Lisa returned to her position as assistant general counsel for Verizon Business, where she spends her days negotiating highly complex service and outsourcing agreements for Verizon's large corporate customers.

**Rod Hsiao** MPP welcomed a bouncing baby boy, Anthony, on May 9, 2010. He weighed 7 pounds, 5 ounces and was 19.5 inches long.

**Brian Quinn** MPP is an assistant professor of law at Boston College Law School, where he teaches corporate law, mergers & acquisitions, and deals. Previously, Brian was a teaching fellow in corporate governance at Stanford Law School.

**Andrew Yarrow** MPA has just published his new book, *Measuring America: How Economic Growth Came to Define Ameri-*

*can Greatness in the Late 20th Century* (University of Massachusetts Press, September 2010). The book tells two parallel, interlocking stories—of how economic ideas came to have vastly greater influence on American culture and thinking after World War II, and how those ideas dovetailed with a growing belief that the meaning and value of the United States and individual Americans resided in their income. Yarrow, a public policy professional in Washington, DC, also writes for the *The Baltimore Sun* and *Education Week*.

## 1995

**Mark Adamshick** MPA is now the director of the Leadership Education and Development Division at the U.S. Naval Academy. This position is one of five directorships at the academy and is equivalent to a college deanship at a civilian university. Mark oversees three academic departments consisting of more than 50 civilian and military faculty members teaching courses in leadership, psychology, sociology, philosophy, ethics, and military law. This division teaches more than 5,000 students per year.

**L. Padmini Batuwitage** MPA is the additional secretary (environment and policy) of the Ministry of Environment of Sri Lanka. She has extensive experience in the development of national and international environmental policies, strategies, and international environmental negotiations. She was given a Special Recognition Award in 2007 by the National Cleaner Production Center (a member of the UNIDO-UNEP Cleaner Production Network) for her invaluable contribution to cleaner production in Sri Lanka.

**Cheryl Claus** MPA is an international economist with the Foreign Agricultural Service at the U.S. Department of Agriculture in Washington, DC. She is currently an advisor to the Inter-American Institute for Cooperation on Agriculture, the specialized agency for agriculture of the Inter-American system. Prior to that, she was a member of the U.S. negotiating team for the U.S.-Australia and U.S.-South Korea Free Trade Agreements.

**Lorene Flaming** MPP has moved to White Salmon, Washington, on the Columbia River and joined Portland Energy Conservation, Inc. (PECI) as a program designer. Lorene designs energy conservation programs for utilities throughout the western United States. Previously, she worked for 16 years in international development, most recently as an advisor on agricul-

ture and community development programs in Afghanistan.

**Deborah Fleischer** MPA is president of Green Impact, a strategic environmental consulting practice that helps NGOs and socially responsible businesses walk the green talk. She specializes in sustainability communications and stakeholder engagement programs that foster dialogue and inspire action. She is currently helping University of California, San Francisco launch its new sustainability web site and recently published a white paper on green teams with GreenBiz.com. You can learn more about Deborah's work at [greenimpact.com](http://greenimpact.com).

**Elias Freig** MPA is a consultant and social entrepreneur serving as coordinator of the Special CO2 Task Force of Mexico's Ministry of Finance (SHCP) in charge of public policies, economics of climate change, and carbon finance. His team is developing a concrete proposal and framework with integral and innovative approaches to design and operationalize a sound and effective global financial architecture that could lead to a win-win climate change global deal at UNFCCC's COP-16 in Cancun, Mexico.

**Tami Kesselman** MPA is executive director of REACH: Rewarding Achievement ([reachschoools.org](http://reachschoools.org)), an innovative college prep program for more than 3,000 inner-city high school students from New York City's poorest neighborhoods. In under three years, REACH has become the largest, most effective program of its kind in the country. Previously a consultant with Bain, then a senior director at American Express, Tami has migrated her strategy background to helping breakthrough solutions for urban K-12 education reform.

**Angela Poon Cheung** MPP gave birth to her son, James Stephen Cheung, on January 12, 2010, at 12:59 PM. James weighed 8 pounds, 6 ounces and measured 21 and a quarter inches. He is the first child of Angela and her husband, Steve. Given James's arrival, Angela has decided to try life as a stay-at-home mom.

**Karen Rozier** MPA left the Naval Sea Systems Command in 2004, claiming that she wanted to pursue peace. After a few years in Mexico with her family trying to establish building projects, they returned to the States because their son (aka David Bear) required brain shunt replacement. They have decided to return to the East to be closer to family. She still dreams of finishing her doctorate, but still can't focus, as evidenced by her blog [rs4a-betterworld.blogspot.com](http://rs4a-betterworld.blogspot.com).

**Jim Sailer** MPP is vice president of corporate affairs at the Population Council, an international NGO that conducts research and advises governments on reproductive health, HIV/AIDS, and gender issues. He manages the business functions of the council, including licensing of the council's biomedical technologies. Previously, Jim was a senior staff member in the NYC Department of Education under Chancellor Joel Klein. Jim sits on three nonprofit boards—the ARCH and ICA Foundations, and InsideNGO.

**Lawrence Spinetta** MPP was selected for a fellowship in Washington, DC, to complete a PhD dissertation for the School of Advanced Air & Space Studies, Air University. Previously, Lawrence commanded an MQ-1B Predator unmanned aircraft squadron in Nevada after serving a tour flying F-15s at Langley Air Force Base, Virginia.

**Nancy Szmolyan Spinetta** MPP is a senior practice expert at McKinsey & Company in Washington, DC. Nancy specializes in the asset management and financial services industry. She recently earned her black belt in tae kwon do.

**Tsuyoshi Yoshimuta** MPP is director of the government IT system division at the Japanese Ministry of Internal Affairs and Communications. Previously, Tsuyoshi was director of the press affairs division of the prime minister's office (the equivalent of the White House). Tsuyoshi enjoys talking about government cloud computing and open government initiative, and is happy to explain Japanese politics to U.S. friends.

## 1996 | reunion

**Todd Harper** MPP writes that "since the financial meltdown, it's been a wild ride." Todd serves as the staff director of the U.S. House Capital Markets Subcommittee. "During the negotiations on the Dodd-Frank Wall Street Reform and Consumer Protection Act, I participated in history and led efforts to rein in too-big-to-fail financial institutions, better protect investors, reform credit rating agencies, register hedge fund advisors, and update appraisal practices. My HKS degree definitely helped me out."

**Carol Linburn** MPA welcomed her third child, Miles Wallace Krepelka, on November 25, 2009. Carol currently works for Adobe in San Francisco.

**Chris Long** MPP recently became an assistant professor of management at the McDonough School of Business at Georgetown University. He was previ-

ously an assistant professor of organizational behavior at the Olin School of Business, Washington University in St. Louis. He, his wife, and two daughters live in Bethesda, Maryland.

**Carrie Norbin Killoran** MPP, an attorney, is vice president and chief compliance/integrity officer for Aurora Health Care, Inc. in Milwaukee, the largest integrated health system in Wisconsin. Previously, she was a partner with Quarles & Brady LLP in their health law practice. Prior to joining Quarles & Brady, she was a partner in Michael Best & Friedrich's health care practice group. At the Kennedy School she concentrated her studies on health policy and then earned her JD from Harvard Law School in 1999. While an undergraduate at Macalester College, she was selected as a Truman Scholar and was a member of the debate team. She served on the Macalester Alumni Board from 1998 to 2004 and has been active with the alumni groups in Milwaukee and Boston. Her husband, Grant Killoran, graduated from Macalester in 1986.

**Michelle Stent** MPA is director of community and government affairs for North General Hospital, an urban community teaching hospital in Harlem, New York. Michelle has expertise in federal, state, and municipal government and public affairs with a specialty in political advocacy, public policy, health care/education, grant management, public, media/press relations, grant, and nonprofit administration.

**Blanca Tirachini** MC/MPA is a university professor at Universidad Nacional del Comahue, in the Patagonian region of Argentina, developing undergraduate and graduate courses on strategy and human resources. Previously, Blanca was elected the first ombudsman (defensora del pueblo) for the city of Neuquen, for the 1999 to 2005 term. She continues in academia, now working on her doctoral thesis concerning management tools for popular libraries, a specific type of Argentine NGOs.

## 1997

**Pablo de Lafuenta** MPA just relocated from Brasil to Asuncion, Paraguay, with his wife and four children. He is working for Monsanto as a director of border countries, responsible for operations in Bolivia, Uruguay, and Paraguay.

**Michael Enright** MPA is managing director in the Annapolis office of Beowulf Energy, a private independent power and infrastructure company with expertise in the development, acquisition, and long-term operation of power generation, natural gas exploration,

# What's On Your Mind?

- HELP US MAKE THIS MAGAZINE BETTER
- In the coming weeks, we'll be sending a random sampling of HKS alumni an **ONLINE SURVEY** so we can better understand what you like about the magazine and how we can improve. Please help us by taking a few moments to complete it.

—Thanks from the HKS Magazine staff

transportation, and infrastructure projects. Michael joined the company in early 2010, after serving as first deputy mayor from 1999 to 2006 to then Baltimore mayor Martin O'Malley and as chief of staff to Maryland Governor O'Malley from 2007 to 2010.

**Robert (Bob) Hall** HKSEE was a keynote speaker at a plenary session of the South African Sports and Recreation Conference held in Durban, South Africa, August 11–13, 2010. The biennial conference is sponsored by the South African Government Ministry of Sport and Recreation. Bob is past president of the National Recreation and Park Association and the American Academy of Park and Recreation Administration and is a member of the Missouri Recreation and Park Hall of Fame.

**Lea Henry** MPP is a program officer with the North Carolina Association of Community Development Corporations, managing projects related to sustainable communities, regional planning, and work supports and providing technical assistance to community-based nonprofits. She is also a member of the Durham Workforce Development Board and chair of the Youth Council, overseeing employment, training, and education programs for out-of-school and out-of-work teenagers and young adults in Durham County.

**Fred Kacher** MPP recently returned to Washington, DC, to serve as the lead speechwriter for the chairman of the Joint Chiefs of Staff. Previously, he served as the first commanding officer of USS *Stockdale*, a destroyer homeported in San Diego, and completed the book *Guide for the Newly Commissioned Naval Officer* (USNI, 2009), focused on helping new officers with their transition to the fleet.

**Eduardo Pizano** MPA, after serving in government for 12 years, is dedicated to sponsoring social housing projects in Colombia. He participated in Ciudad Verde, a 36,000-unit housing project in Soacha, south of Bogota.

**Michael Reidy** MC/MPA was appointed the government of Guam’s director of administration after graduation. In March 1999 he was appointed the Guam’s superintendent of education. In January of 2000, Michael activated his consulting business and also began teaching at Guam’s Community College. Recently, he began doing some contractual work for the U.S. Department of State. Michael volunteers as a mediator and continues to ocean swim, cycle, and play water polo not too well. His son, Danny, is now a sophomore in high school and his daughter, Chelsea, works in Japan in an exchange teaching program.

**Laura Wheelock** MPP is living and working in Lake Atitlan, Guatemala, facilitating cultural immersion and community service through her nonprofit organization, Magic Carpet Rides, and engaging in development work as executive director of Ati’t Ala’, a Guatemalan NGO. She was recently visited by classmate **Seth Kugel** MPP, who wrote a *New York Times* Frugal Traveler column about his home-stay experience. Laura and her fiancé, Markus, were expecting their first child in December.

## 1998

**Kathy Brooks** MC/MPA currently serves as the director of the Rural Physician Associate Program at the University of Minnesota Medical School, a program where third-year medical students interested in rural primary care train in sites across Minnesota. She enjoys teaching and mentoring future primary care physicians and addressing primary care workforce policy issues. She and her husband, Marv, are proud to soon celebrate the marriage of their eldest daughter, Kelly.

**Christopher Browne** MPA was promoted to assistant commissioner for communications and government affairs at the New York City Department of Finance, where he oversees the agency’s web site, published material, and relations with public officials. Chris previously directed government relations for the finance department, which, with \$23 billion in revenue, is the nation’s largest municipal tax agency. In prior post-HKS roles, Chris worked at the state legislature in Santa Fe, New Mexico, and as a community development lender in New York City.

**John Bullard** IOP continues to serve as president of Sea Education Association in Woods Hole, Massachusetts. SEA teaches undergraduates about the ocean with SEA Semester. He also served on the Massachusetts Ocean

Advisory Commission, which delivered the nation’s first state ocean plan in December 2009.

**Raghav Chandra** MPA is a civil servant with the Indian government who is currently principal secretary for the Department of Revenue, Relief, Rehabilitation and Religious Trusts in the central Indian state of MP. He is on several important committees of the state of MP relating to industrial development, investment promotion, and planning. He is playing badminton and golf and is in an advanced stage of completion with a novel on tiger conservation and the endangered species trade.

**Nicolas Ducote** MPP, after 10 years of leading CIPPEC into becoming the premier think tank in Argentina, and one of the top five in Latin America, decided to leave the organization he cofounded to start his career in electoral politics. After managing a successful transition at CIPPEC (on to another HKS graduate, **Fernando Straface** MPP 2003), he took responsibility for leading the campaign and policy teams for one of the leading national Peronist candidates for next year’s general election. Nico will also be running for office for the National Congress in those elections of October 2011.

**David Englin** MPP is serving his third term representing the 45th District in the Virginia House of Delegates and was elected vice chairman of the House Democratic Caucus. As a citizen legislator, in July he became a principal at Englin Consulting, the strategic communications and advocacy firm founded in 2006 by his wife, **Shayna Englin** MPP 2000.

**Daniel Ennis** MPA, formerly executive dean for administration at Harvard Medical School and an experienced leader, business strategist, and financial analyst, joined Johns Hopkins University last summer as senior vice president for administration and finance. As chief administrative officer and one of the university’s top three leaders, he will be responsible for finance, accounting, investment, and money management functions; the real estate and audit offices; facilities management; purchasing; human resources; and Homewood campus safety and security.

**Steve Gantz** MPP took a new position in June as chief security officer of Evolvent Technologies, overseeing all security and privacy related services the federal contractor delivers to its clients. This role builds on a career path launched at HKS working as a consultant to IT executives in federal government agencies. Steve remains invested in higher education as well, teaching graduate information security courses as an adjunct

professor at University of Maryland University College.

**Charles Hokanson** MPP serves as vice chair of the Arlington County Republican Party and also served as treasurer of a congressional campaign in Virginia’s 8th district in 2010. Throughout 2010 he was one of the Obama Administration’s expert reviewers evaluating states’ applications for \$4.4 billion in Race to the Top funding aimed at promoting education reforms across the country. He was recently reelected to the HKS Washington, DC, Alumni Council.

**Sebastian Lorenz** MPA runs his own health care consulting company, Care-Metrics GmbH, in St. Gallen, Switzerland, which he established soon after graduation. The firm uses a Harvard socio-empirical model to conduct outcomes surveys of users and employees of mental health facilities in Switzerland and Germany in four languages. Sebastian also practices medicine at a large public psychiatric hospital. Previously, he served in management and leadership functions in the hospital and health care industries. He is a board member of the German HKS spin-off Institute for Leadership Development with **Rasmus Tenbergen** MPA 2001, in Datteln/Ruhr.

**Patrick Marx** MPA, long-serving HKS Minnesota alumni representative, is relocating to Missoula, Montana, where he will continue his leadership development practice. In June, Patrick earned certification to practice the Immunity to Change process upon completing a year-long program with Robert Kegan and Lisa Lahey of the Harvard Graduate School of Education.

**Lydia Ogden** MPP completed her doctorate in health services research and health policy in March 2010. She is a senior health policy advisor at the National Commission on Fiscal Responsibility and Reform (aka the debt commission) in Washington, DC, and in the Office of Prevention Through Healthcare at the Centers for Disease Control and Prevention in Atlanta, Georgia. She is an adjunct faculty member at Emory University’s Rollins School of Public Health, where she teaches about the U.S. health system.

**Daniel Rosenberg** MPP now has two beautiful girls, Maya Giselle, three, and Lila Hana, one. They are starting to play together, which is nice. Daniel has biked more than 9,000 miles in the past four and a half years. Soon he’ll roll over the odometer when he hits 10,000. Catch him on the road.

**Stan Coerr** MPA is a GS-15 and serves as director of strategic plans for Marine Corps Aviation in the Pentagon. He recently completed both the MIT Seminar XXI program and the Iowa Writer’s Workshop summer series. Stan contin-

**Katie Simons** MPP is the executive director of the Talaris Institute, a nonprofit with a mission to support parents and caregivers in raising socially and emotionally healthy children. The goal of Talaris is to serve as the bridge between what researchers know about early childhood development and what parents and caregivers practice. Previously, Katie was the director of brewed coffee for Starbucks Coffee Company. Katie and her husband, Steve, live in Seattle with their two young daughters.

**John Theriault** MC/MPA is founder of Truventus, a management consulting firm focused on strategy, human capital, and communications serving the defense and intelligence, health care and life science, and banking and financial services markets with offices in Boston and Washington. Recent work includes the Defense Intelligence Agency’s strategic plan. He lives outside Boston with his partner and a Portuguese water dog named Ike (which looks a lot like Bo and is a strong Obama supporter!).

**Juan Verde** MPP currently serves as the deputy assistant secretary for Europe and Eurasia at the U.S. Department of Commerce, having been appointed by President Barack Obama in December 2009. In this capacity, Juan leads the department’s efforts to address trade policy and market access issues facing U.S. firms engaged in commercial activity throughout Europe and Eurasia. Prior to his appointment, Juan was founder and president of Grupo PASS, a successful consulting firm based in Spain that advises governments and private companies on international trade and renewable energy matters. He had previously been director of Latin America and the Iberian Peninsula for the Corporate Executive Board. Juan resides in Washington, DC.

## 1999

**Takao Aiba** MPP is a coordinating executive of Toyota Motor Europe, in Brussels, managing Toyota’s major environmental activities in European regions, aimed at environmental leadership in the European auto industry. Previously, Takao was a head of sustainable development at the Development Bank of Japan and specially appointed associate professor at Osaka University, teaching environmental economics.

**Stan Coerr** MPA is a GS-15 and serves as director of strategic plans for Marine Corps Aviation in the Pentagon. He recently completed both the MIT Seminar XXI program and the Iowa Writer’s Workshop summer series. Stan contin-

ues to serve in the Marine Corps Reserve as a lieutenant colonel and commanding officer of 4TH ANGLICO in West Palm Beach, Florida.

**Alix de Mauny** MPA is the development and marketing manager for the European Union Youth Orchestra, which unites Europe’s most talented young musicians, under some of the world’s most famous conductors, in an orchestra that transcends cultural boundaries and performs all over the world. Previously, she worked for the European Commission in the West Bank and Gaza, the Red Cross in Colombia and Rwanda, the British Foreign Office, and Care International in Kosovo.

**Bob Duffy** MPA produces the Massachusetts Teachers Association’s advertising and earned media campaigns, creates public affairs and cause marketing programs, and provides crisis communications. Bob created and serves as president of an award-winning 501(c)(3) foundation, Reading Matters Inc., which uses cause marketing to promote student achievement in Massachusetts. He also works with one of his HKS classmates at the Altos Group, which is a San Francisco-based health care consulting firm.

**Zheng Jie** MPA is the chairman and CEO of China Mobile Group Shanghai Co., Ltd., which provides telecommunication services in Shanghai, China. Zheng formerly served as the deputy director general of Shanghai Posts & Telecommunications Administration, as director of Shanghai Long Distance Telecommunications Bureau, and as chief engineer and deputy director of Shanghai Telephone Bureau. He has more than 26 years of experience in the telecommunication industry.

**Marge Medd** MC/MPA was appointed by Governor John Baldacci to a second term on The University of Maine System Board of Trustees. She had served as chair of the Academic Affairs Committee. She also served on three executive search committees and on the New Challenges New Directions Task Force, which produced a report on the UMS system restructuring plans, financial policies, and the creation of a public agenda.

**Raghu Narain** MPA is living in Hong Kong with his wife, Isis. Raghu is a managing director and was recently promoted to cohead of Global Industrials Group, Asia for RBS. In this role, Raghu is responsible for advising clients in the industrials space on M&A and capital raising solutions. Raghu and Isis are enjoying exploring Hong Kong, undertaking community service, and traveling to different countries in

Asia. They invite any friends passing through and Hong Kong-based alums to contact them.

**Femi Richards** MPP was recognized in the spring 2010 edition of *Savoy Magazine* as one of the “Top 100 Most Influential Blacks in Corporate America.” Currently, Femi is the vice president of audit and compliance for Lexis-Nexis Group, where he oversees the company’s audit and compliance program, including responsibility for internal, external, and customer-facing privacy and compliance processes along with comprehensive compliance auditing. Femi and his wife, Nettie, reside in Potomac, Maryland, with their three children.

**Reshma Saujani** MPP ran for Congress in the Democratic primary in New York City’s 14TH District. Previously, Reshma was deputy general counsel of the liquid markets business at Fortress Investment Group, associate general counsel at Carlyle-Blue Wave Partners Management, and an associate at Davis Polk & Wardwell. Reshma was also a research fellow at Yale Law School and a member of the American Democracy Institute, the Eleanor Roosevelt Legacy Committee, and the Council on Foreign Relations, and head of the under-40 effort at the Democratic National Committee.

**Vanessa Tantillo** MPP is a Foreign Service officer currently working as the assistant public affairs officer at the U.S. Consulate General in Ho Chi Minh City.

**Katherine Triantafyllou** MPA, an attorney and mediator, has opened two new offices — one on Martha’s Vineyard, where she now lives with her fiancé, and one in downtown Boston. Previously, Katherine practiced law in Cambridge, Massachusetts, where she also served as a city councilor for three terms. Katherine has worked internationally on civil society projects in Kosovo, Bosnia, Azerbaijan, and Greece.

**Jeff Weiss** JD/MPP is senior director of technical barriers to trade at the Office of the U.S. Trade Representative in Washington, DC, where he develops, coordinates, and implements U.S. trade policy for product regulations and standards. He represents the United States at the WTO Committee on Technical Barriers to Trade in Geneva and is a lead negotiator in the Trans-Pacific Partnership negotiations. He has also served as assistant general counsel at USTR and assistant legal advisor at the U.S. Mission to the WTO in Geneva.

**Stefan Wisbauer** MPA is working on scalable prevention and chronic condition management solutions with U.S.

Preventive Medicine, having launched its United Kingdom operation in March 2010 and planning further international launches. He is also contributing to leadership education via the European Leadership Academy. As time allows, with these commitments and a two-year-old daughter, he is always thrilled to connect with other Harvard alums on the subjects of health care and leadership.

## 2000

**John Andrews** HKSEE was honored with the New Hampshire Bar Association’s 2010 Service to the Bar Award. Andrews retired from the New Hampshire Local Government Center in September 2009.

**Beatrix Austin (Schmelzle)** MPA married Alexander Austin in June 2010. Both work in the peacebuilding field. Beatrix continues to serve as the coordinator and editor of the *Berghof Handbook for Conflict Transformation* for Berlin-based Berghof Conflict Research. Her most recent publications are the Berghof Handbook Dialogue Series on Human Rights and Conflict Transformation, and the forthcoming edited volume *Transforming Ethnopolitical Conflict: The Berghof Handbook Part Two*.

**Clayton Bond** MPP is a Foreign Service officer based in Jakarta, where his spouse, Ted Osius, is deputy chief of mission.

**Sherry Hartel Haus** MPP is counsel with WilmerHale in Boston, specializing in securities litigation. She also recently spent six months prosecuting and trying criminal cases as a special assistant district attorney for Middlesex County. She has been recognized in *Boston Magazine* as a “New England Super Lawyers Rising Star.” Sherry lives in Boston with her husband, Brian, an orthopedic surgeon at Children’s Hospital, and their one-year-old daughter, Diana.

**Cecilia Lonning** MPA is heading Mercer’s human capital division in Denmark, supporting clients in meeting HR challenges. Moreover, Cecilia is a member of the Copenhagen City Council and is a candidate for the Danish Folketing for Venstre, Denmark’s Liberal Party. Cecilia lives with Anders and their two children, Camille, two, and Carl-Christian, almost a year.

**James Morris** HKSEE is general counsel of the Farm Credit System Insurance Corporation. The corporation, with more than \$3 billion in assets, guarantees the timely payment of principal and interest on approximately \$175 billion in bonds issued by the Farm Credit System banks. Prior to

accepting this position, he served as executive assistant and counsel to the chair of the Farm Credit Administration, which regulates the banks.

**Bill Schmidt** MC/MPA received a master’s of arts in communication with a concentration in public relations and advertising from Suffolk University in May. He plans to investigate career options in the nonprofit arena, particularly in health care in Massachusetts. In the short term, he will be volunteering with Harvard Business School and Harvard Kennedy School alumni involved with the Community Action Partners program that provides volunteer management consulting services to Boston-area nonprofits.

**Stefanie Teggemann** MPA has moved back home to Germany, where she has taken up the position of head of the anticorruption and integrity program at GTZ, a federally owned enterprise specializing in implementing development cooperation. She is on a leave of absence from the World Bank, where she managed public sector governance projects in Asia and Africa and promoted pioneering leadership initiatives as a new way of empowering World Bank clients.

## 2001 | reunion

**Bob Ansley** HKSEE was elected to the College of Fellows of the American Institute of Certified Planners. The college recognizes individuals who have made exceptional contributions to the city planning profession. Bob is the president of the Orlando Neighborhood Improvement Corporation, a nonprofit developer and owner of affordable rental housing in central Florida.

**Paul Becker** MPA has been the director of intelligence for the International Security Assistance Force (ISAF) Joint Command in Kabul for the past year. “There are plenty of Harvard and HKS alums in Afghanistan serving the American public,” he writes. “This is where the 9/11 attacks were planned. It is a vital national security interest to the U.S. and all the countries of the world fighting violent extremism to make sure there are no sanctuaries in this country once again from which transnational extremists can launch attacks. Proud to be part of the Harvard contribution to this cause.”

**Rob Dubois** MPA is a security manager for Shell/Motiva in Port Arthur, Texas. Previously, Rob was a commander in the U.S. Coast Guard.

**Marva Goldsmith** MC/MPA is a certified image consultant and personal brand strategist. Her book, *Re-Branding*

*Yourself After Age 50*, is a gold mine of reinvention strategies for baby boomers who want to recharge their careers or start a new business and need help marketing themselves. Personal branding is at the forefront of career and professional development and an essential tool for thriving in a turbulent economy. Visit [Branding50.com](http://Branding50.com) for a free personal brand assessment.

**Lisa Halpern** MPP is director of recovery services at Vinfen, a leading mental health services provider in Massachusetts. She is responsible for providing training to staff, programs, and the community in the areas of recovery and empowerment of persons with mental illness. She has authored chapters for three major psychiatric textbooks, including the forthcoming *Comprehensive Care of Schizophrenia*, and is a consultant, writer, and frequent speaker on schizophrenia.

**Cynthia Hogle** MC/MPA completed a 19-month tour serving as public diplomacy officer for the State Department in Iraq. Among her most successful projects was a program she designed and initiated which invited an American reporter to teach journalism workshops to the Iraqis while covering civil military projects in four provinces and in Baghdad. The minister counselor for public affairs at the Baghdad Embassy stated, "The program [you] designed and initiated with (Tribune Broadcasting) television journalist David Malkoff... is a wonderful program, successful on several levels and one of the very best I have ever seen in my quarter century Foreign Service career. I have tremendous admiration for what [you] achieved." The reporter was embedded for a month and broadcast live from Iraq nightly. A documentary based on the trip aired September 12, 2010. Broadcasts and the documentary can be found at [blogs.ktla.com/dave/](http://blogs.ktla.com/dave/).

**John Judge** MPA serves as the city of Springfield's chief development officer and the administrator of the Springfield Redevelopment Authority. He leads a division of seven departments, charged with fostering economic and community development in New England's fourth largest city. The city's goals include: \$1 billion in new construction by the end of 2011, taking the lead as a center for new energy development, moving a regional transportation plan forward, and creating international trade opportunities through a new Global Partners program.

**Rodrigo Martinez** MPA/ID reports that after six years of working on health care and economic development at The Boston Consulting Group, he has joined

the design and innovation firm IDEO as life sciences chief strategist. IDEO applies design principles to challenges that span product development, enabling innovation within organizations, social impact, and business and organizational strategy. Last November, Martinez, his wife, April, and their daughter, Sophia, moved to Belmont, Massachusetts.

**Ronald Mendoza** MPA/ID is a senior economist with the United Nations, where he has worked on international development policy for the past decade. In early 2011, Ron will end his more than 14-year adventure in the United States and will repatriate to the Philippines, where he will take up an appointment as associate professor of economics at the Asian Institute of Management in Manila. Before leaving, he said good-bye to New York, his second home, by joining more than 40,000 runners in the New York City Marathon in November 2010.

**Paul Miller** MPP is an assistant professor of international security studies at the National Defense University in Washington, DC. He previously served as director for Afghanistan on the National Security Council for Presidents Bush and Obama. Paul completed his PhD in international relations at Georgetown University in 2010. He also served as an officer in the U.S. Army and is a veteran of Operation Enduring Freedom.

**Morgan Muchnick** MPP is a senior homeland security analyst with SRA International, in Arlington, Virginia, supporting the state and local coordinating council (SLTGCC) within the Department of Homeland Security. Previously, Morgan was a senior advisor with various policy organizations, chief speechwriter for former Israeli ambassador Daniel Ayalon, a professional staffer for Senator Fred Thompson, and a published author. Morgan, his wife, Julie Katzen Muchnick, and their two children live in Bethesda, Maryland.

**Corinne N'Daw** MPA/ID is joining the Office of the United Nations Resident Coordinator in Conakry, Guinea, as advisor and strategic planner after spending the past year and a half as special assistant to the United Nations Development Program (UNDP) country director in Kinshasa, Democratic Republic of Congo (DRC). Previously, Corinne was policy advisor to the prime minister of Cote d'Ivoire and worked as a financial economist with the European Central Bank in Frankfurt and the World Bank Group in Washington, DC.

**Danny Sebright** MC/MPA was appointed president of the U.S.-UAE Business Council, leading a team of policy and business professionals focused on expanding the bilateral commercial relationship. Danny also continues to work closely with The Cohen Group and leads its Middle East practice group and spends half of his time working and traveling across the Middle East.

**Ken Shulman** MPA is entering his eighth year as the executive director of Lambert House, one of the United States' leading NGOs for gay, lesbian, bisexual, and transgendered youth. He has been credited by his agency's board with stabilizing the organization's funding and management. Previously, Ken was appointed by two Seattle mayors to develop public policy on gay issues for the city government. He spent part of his summer vacation kayaking along the west coast of Canada.

**Yusuf Suleiman** HKSEE is Nigeria's federal minister of transportation, responsible for policies and development of transport infrastructure in the country. He was director of the Maritime Safety Administration before resigning in 2003 to run for a seat in the Federal Senate.

**Sossi Tatikyan** MPA is working in the United Nations Mission in Timor-Leste as security sector reform officer. Previously, Sossi was a political officer in the OSCE and UN Missions in Kosovo. Earlier, Sossi worked in the Armenian Foreign Ministry, heading the NATO Section and being posted to the Armenian Mission to NATO. She has written a research paper titled "The Correlation of Energy Security and Euro-Atlantic Integration in the Southern Caucasus," published by NATO Defense College.

**Rasmus Tenbergen** MPA is executive director of the Institute for Leadership Development in Datteln, Germany, and head of social business and negotiations at the European Leadership Academy in Berlin, working as a negotiation trainer and social entrepreneur for the establishment of a world parliament and other projects. His son, Leonard Gabriel, was born in April 2010.

**Ramses Vargas** MC/MPA works for the United Nations as a capacity building specialist in Iraq. He's supporting the policymaking process of the Iraqi government to build a diversified economy so as to overcome its overreliance on oil. Ramses has developed a successful career in international development working previously for USAID and the IADB throughout Latin America and UNDP in Afghanistan. His family is sta-

tioned in Amman, and his wife, Maria Elena, is expecting their fifth child.

**Manuel Vega** HKSEE is the senior advisor to the Federal Aviation Administration vice president for acquisition and business services, and oversees the development and implementation of strategic initiatives supporting modernization of the national airspace system. His present duties follow a very successful program management position as manager of the ground-based navigation office, where he directed the procurement, installation, and commissioning of navigation facilities nationwide.

**Erik Wang** MC/MPA is currently a managing partner of Hong Kong-based advisory and fund management firm Greater China Capital Ltd. He is in charge of fundraising and investments for a China Construction Bank-sponsored private equity fund and several publicly listed Chinese companies in Singapore. Previously, he was the head of corporate development for Deutsche Telekom Asia & T-Systems Singapore and commercial consul for the Singapore Embassy in Beijing and the Singapore Consulate in Shanghai. He was an economic advisor for state-designated Beijing Zhongguangchun High Tech Park and Shanghai Waigaojiao Industrial Park in China.

**Yong Zhang** MPA/ID is the founder of Global Alliance for Chinese Enterprises Ltd, an institution devoted to promoting China's overseas direct investment. Previously, he worked with the Hong Kong Monetary Authority, the World Bank, IFC, the World Economic Forum, and Royal Dutch Shell. From 1998 to 2000 he served as the editor in chief of *Harvard China Review*.

## 2002

**Ivan Barron** MPP, after several years of starting up education programs for College Summit Inc. and providing leadership development training for public sector organizations, will be pursuing a PhD program in education leadership and policy at the University of Washington. In the program he has been awarded a four-year (CRET) fellowship to research current policy and management issues of educational reform. He is open to hearing about interesting research ideas from HKS alumni.

**Alon Ben-David** MPA is a television and print journalist, specializing in defense and military affairs in the Middle East. Alon is currently senior defense correspondent for Israeli Channel 10 network and Middle East correspondent for *Aviation Week & Space Technology* magazine.

**Omar Daghestani** MPP is a director with Barclays Capital, where he is responsible for assisting states, cities, and counties with their capital market and investment banking needs. Additionally, Omar is involved with the Civic Federation of Chicago, Chicago Summer Business Institute, and the HKS Dean's Alumni Leadership Council. He and his wife, Cathleen, live in Chicago.

**Luca Dell'Anese** MPA is a professor and associate dean at the International Business School of Beijing Foreign Studies University (BFSU) in Beijing, and a visiting professor at Peking University School of Transnational Law in Shenzhen. Previously, Luca was an attorney with Ropes & Gray LLP in Boston and Linklaters LLP in New York.

**David Fisher** HKSEE has been appointed chair of the School of Business for The Robert B. Miller College in Battle Creek, Michigan. In 2006, he retired from the Defense Logistics Information Service, where he was director of products and customer services. In 2007, David was inducted into the Defense Logistics Agency's Hall of Fame in a ceremony at Fort Belvoir, Virginia. He administers bachelor's degree programs at the junior and senior level in business, management, health administration, and aging services management.

**Ernest Goodson** MPA is an orthodontist in private practice in Fayetteville, North Carolina. In June, Ernest completed a public service mission by volunteering in three clinics. He completed two night sessions providing free dental care to local citizens in Cumberland County, two one-day sessions with the Missions of Mercy sponsored by the North Carolina Dental Society in Sylva, North Carolina, and two weeks with the Medical Missions International program in the Dominican Republic. He was planning another mission trip to Haiti last fall.

**Matthew Hennessy** HKSEE completed the Advanced Management Program at HBS in 2008 and is just finishing up his first year as managing director of the public affairs firm Tremont Public Advisors, located in Hartford, Connecticut, and Washington, DC. "After twenty years in the public and non-profit sectors, this past year has been exciting advising firms how to navigate the tough public policy issues from a private sector perspective," he writes. "It has been great working with a diverse group of clients ranging from bio-defense firms to Ned Lamont's 10P 2007 campaign for governor. Working with innovative firms that are growing our economy has been tremendously rewarding, and I highly recommend it

for experienced government hands looking for a new challenge."

**Andrew Leigh** MPA, PHD 2004 has won election to the Australian House of Representatives for the electorate of Fraser. Fraser covers the northern half of the Australian Capital Territory, including the Australian National University, where Andrew has now resigned his position as a professor of economics.

**Lan Liu** MPA/ID is a researcher at Peking University's Center for China Strategic Studies and adjunct professor at Beijing Peter F. Drucker Academy, where he teaches leadership at executive programs. Previously, he was deputy director of the Case Center at Cheung Kong Graduate School of Business and editor in chief of *Chief Executive China* magazine. He has written five Chinese books on management and leadership, and his English book, *Conversations on Leadership*, was published by Jossey-Bass in 2010.

**Tynnetta McIntosh** HKSEE was recently named director of corporate internal communications for JPMorgan Chase & Co., based in New York.

**Yibin Mu** MC/MPA is a senior financial economist and senior capital market specialist at the World Bank. His main responsibility includes helping the bank's member countries develop their financial sector. Previously, he worked at the Hong Kong Monetary Authority and China's Central Bank. He has a PhD in finance and is a member of the CFA Institute. His expertise includes macroeconomic policy, financial sector development, banking supervision, and access to finance.

**Taku Nakaminato** MC/MPA reports that he is a student again. "I had worked for the government of Japan and the Liberal Democratic Party, among others. My interest has been and will continue to be primarily in public administration: international politics, law, and history; international negotiation; technological innovation and economic policy; jurisprudence; and democracy and journalism in the digital age. I hope to be involved more in some of these areas, and try my best to distill the essence out of arguments."

**Miriam Nolan** HKSEE was appointed a member of the executive committee of the Harvard Club of New Jersey. Miriam is a manager of government reporting at Avis Budget Group Inc. Previously, she was a controller at L-3 Communications' space and navigation division and a vice president of finance at Aero-flex Inc. She is preparing to take the CPA exam soon.

**Naw Helen Pe** MC/MPA is currently working with Relief International/ Myanmar as operations coordinator, overseeing and managing RI's operation team in Cyclone Nargis recovery activities in health and livelihoods. Previously, she worked as capacity building and relief HR manager with World Vision Myanmar, and HR/organization development manager and franchising manager for Population Services International/Myanmar. She also takes part in activities organized under the MUSFEX program (Myanmar United States Friendship Exchange Program).

**R. Karl Rethemeyer** PHD was awarded tenure in the University at Albany's Rockefeller College of Public Affairs and Policy in September 2009, when he was also appointed chair of the Department of Public Administration and Policy. Karl currently directs or codirects five projects on terrorist organizational networks funded by the Defense Threat Reduction Agency, the Office of Naval Research, the Department of Homeland Security, and the National Science Foundation.

**Edie Rubinowitz** MC/MPA is an assistant professor in the Communication, Media, and Theatre Department at Northeastern Illinois University in Chicago, where she is developing a journalism minor. Her journalistic pursuits include a guest stint on Chicago Public Radio's *Worldview*, a daily international affairs show, and a documentary about local immigrants who are politically active in their home countries. Edie and her husband, Scott Foutz, celebrated the birth of Max Levi Foutz on March 21, 2010.

**Matjaz Vrcko** HKSEE is a secretary in the Ministry of Transport of the Republic of Slovenia in Ljubljana, dealing with international affairs. Previously, Matjaz worked for two years in Brussels during the Slovene presidency of the European Union where he presided over the EU Council Transport Working Party, acting as director general of transport policy and international affairs directorate and as the head of the minister's office in the MoT. He is also a professor of business communications and leadership.

## 2003

**Catherine Barber** MPA/ID is deputy head of mission at the UK Embassy in Bulgaria. She is accompanied in Sofia by her partner, Wayne Diamond, who is energy and economic adviser in the embassy. Prior to this posting she ran a global campaign on behalf of the UK government, encouraging countries to

# What's On Your Mind?

- HELP US MAKE THIS MAGAZINE BETTER
- In the coming weeks, we'll be sending a random sampling of HKS alumni an **ONLINE SURVEY** so we can better understand what you like about the magazine and how we can improve. Please help us by taking a few moments to complete it.

—Thanks from the HKS Magazine staff

accelerate their transition to the low-carbon economy.

**Vianney Basse** MPA has joined the corporate finance division of investment bank BNP Paribas. He will provide strategic advisory services to large multinational companies. Previously, Vianney was the diplomatic and international industrial affairs advisor to the French defense minister. Previously, he had been the advisor for economic and political affairs to commanders of international peacekeeping forces in Ivory Coast and Afghanistan.

**Charity Bell** MPA continues her work with foster children in her professional and personal life, caring for more than 70 children. Last May she and her husband celebrated the birth of Max Archer. In response to the death of a foster child from SIDS, she and her paramedic/RN husband began a business providing CPR/first aid training. Charity is also acting as an "adoption doula," offering those considering and pursuing adoption neutral party advice and support.

**Dave Breen** MC/MPA and his partner, Mike Harrington, got a surprise delivery in February 2010: a 10-month-old foster son named Noah. They were hoping to formally adopt him in November, but he had already become a big part of the family even without the legal paperwork. Older brother Declan, three and a half, has taken to the role of big brother like a champ. Dave will be on parental leave from teaching at BU Law School to spend more time with his sons.

**Roberto Carmona** MPA is president and CEO of Crimson Leadership Group (CLG), located in Chicago. CLG is a nationally recognized management consulting firm providing services for nonprofit, governmental, health care, educational, and corporate entities. CLG specializes in leadership development, executive search, strategic planning, strategic communications, and change management. In July, Chicago City Treasurer Stephanie Nelly

announced CLG as one of the winners in the 2010 Chicago Small Business Plan Competition. In May, The Sterling Schools Foundation in Sterling, Illinois, inducted Roberto into the Sterling High School Hall of Fame as a Distinguished Alumni. Prior to attending HKS, Roberto oversaw national programs in economic development and civil rights for the U.S. Department of Housing and Urban Development and the U.S. Department of Labor. He was awarded the National Council of La Raza's (NCLR) Mid-Career Fellowship to attend HKS.

**Keith Carson** HKSEE is a member of the Alameda County Board of Supervisors, chair of the Alameda County Budget Work Group Committee, chair of the Alameda County East Bay Economic Development Alliance (the largest East Bay business organization), a member of the Alameda County Employees' Retirement Association (ACERA), and a member of the board of directors for the National Association of Counties (NACO), and the California State Association of Counties (CSAC) — a 58-county statewide supervisors' organization.

**Christoph Denk** MPA has just moved to London and taken up a new position as adviser to the president of the European Bank for Reconstruction and Development. Previously, Christoph worked at the International Monetary Fund during the global financial crisis and the German Ministry of Finance during the turbulence in the periphery of the euro area.

**Jason Freeman** MPP is running for the school board of West Contra Costa USD in California. WCCUSD is the 30th largest local education agency in California, serving 31,000 students. Having spent his career in education and education policy, Jason seeks to take the best practices he has observed around the country and apply them to the needs of his own community. After spending four years building the Coalition for Science After School, a national network of youth-serving organizations and science centers, Jason left in January 2010 to start Learn Science Everywhere, an independent consulting business. Jason and his wife, Gretchen, welcomed a daughter, Sydney, on August 4, 2009! More information about Jason's campaign is available at [jasonfreeman.org](http://jasonfreeman.org).

**Jeff Gattas** HKSEE is executive director of university communications and public affairs for the University of California, San Diego. Jeff manages media relations, communication, marketing, and government relations for the campus. Prior to moving over to UC San Diego in 2007, he was San Diego Mayor Jerry Sanders's director of city council

affairs and chief of staff/policy for San Diego council member Toni Atkins. Jeff serves on the executive committee of the LGBT Center in San Diego.

**Meg Guliford** MPP is a research staff member with the Institute for Defense Analyses in Alexandria, Virginia. Meg previously served as a program analyst on the staff of the Office of the Under Secretary of Defense for Intelligence and with Headquarters, United States Marine Corps. From September 2009 to March 2010, she completed a civilian deployment to Baghdad, providing analytic support for U.S. forces-Iraq's Counter-IED Operations Integration Cell.

**Simone He** MPA is a senior manager with the Bosch Group in Shanghai, doing corporate strategy for the Asia Pacific region. Previously, Simone was a manager of corporate affairs with the Bosch Group in Shanghai, a controller of the Bosch Group in Stuttgart, and an international executive management trainee of the Bosch Group. Simone lives in Shanghai with her husband and two daughters.

**Teddy Kapur** MPA/JD is an attorney in Los Angeles at the nation's largest law firm that specializes in corporate restructuring and bankruptcy, Pachulski Stang Ziehl & Jones LLP. Prior to joining PSZJ, he was a vice president at AIG Sun-America Affordable Housing Partners and an attorney at O'Melveny & Myers LLP. Teddy primarily advises corporate clients, but he observes that municipalities are increasingly exploring bankruptcy as a strategy to restructure expensive pension benefit obligations.

**Mark Lopes** MPP recently accepted an appointment in the Obama administration as the deputy assistant administrator in the Bureau for Latin America and the Caribbean at the U.S. Agency for International Development. Prior to that he served as the senior foreign policy advisor/staff director for the chair of the Senate International Development and Foreign Assistance Subcommittee.

**Wolf Plesmann** MPA is currently working in the strategic headquarters of the International Security Assistance Force in Kabul, Afghanistan. He is deputy director of fiscal oversight in the Force Reintegration Cell of the Headquarters, primarily promoting transparency and lean management in the funding and disbursement processes of the recently adopted Afghanistan Peace and Reintegration Program. His tour of duty ends at the end of July 2011 and he is amply able to use negotiation and leadership skills learned in his year at the HKS. Previously, Wolf attended the six-month senior course of the NATO Defence College in Rome.

**Jose-Luis Sagripanti** HKSEE, a senior scientific advisor with the U.S. Army's Materiel Command, was invited by the Bundeswehr and granted the temporary level of center director to lead research intended to counter the increasing risk posed by bioterrorism and biological warfare. Jose-Luis is stationed for six months at the largest German military base in Munster (Orze), where the multidisciplinary project that he directs has already produced data for several reports and publications along with an invention patent to render safe samples contaminated with high-threat spores, vegetative bacteria, or viruses.

**Todd Selig** HKSEE has been appointed to the New Hampshire Center for Public Policy Studies, a non-profit, independent, nonpartisan public policy research organization based in Concord. Todd, who has served as Durham, New Hampshire, town administrator since 2001, was named chair of the center's board.

**Anthony (Tony) Stem** HKSEE has been named deputy division leader of the bioscience division at Los Alamos National Laboratory in Los Alamos, New Mexico. He manages a division that has world-class bioscientists doing path-breaking research in computational biology; biological effects of climate change on humans, plants, and animals; biofuels development; bioinformatics; and national security applications. Previously, Tony, a retired Army Medical Service Corps colonel, was a program manager and executive advisor at Los Alamos.

**Aviva Sufian** MPP recently relocated to Baltimore, where she serves as the associate commissioner of external affairs at the Social Security Administration. Previously, Aviva was a senior policy analyst at the New York City Department for the Aging.

**Christopher Tyson** MPP recently accepted a position as a full-time, tenure-track assistant professor of law at the LSU Law Center in Baton Rouge, Louisiana. Christopher also recently stepped down as board president of the Capital Area Transit Authority, where he led the system through a major financial and management overhaul. Christopher married Gia Landry in November 2009 in New Orleans. The couple will reside in Baton Rouge.

**Carla Walker** MC/MPA founded Think BIG Strategies LLC in March 2010 to design government affairs, stakeholder engagement, communications, and campaign strategies. Previously, she was chief of staff to the mayor of Cincinnati, Ohio. Carla is a board member of Sister Cities International and was an

SCI delegate at the recent Chinese People's Friendship Association Conference in Shanghai and World Cities Scientific Development Forum in Beijing.

## 2004

**Adrienne Bitoy Jackson** HKSEE, manager of organizational effectiveness for the Chicago Housing Authority and Heuristics Marketing Consultants' president and CEO, was recognized by Cambridge Who's Who for demonstrating dedication, leadership, and excellence in organizational development and management. Her professional accomplishments include directing \$1.65 million in federal funds for information and communication technologies and digital inclusion projects, authoring a winning submission for The Richard H. Driehaus Foundation, and fund development CRM ranging from \$330,000 to \$47 million.

**Philipp Bleek** MPP defended his dissertation at Georgetown in July and has accepted a professorship at the Monterey Institute of International Studies, where he will begin teaching in January 2011. He looks forward to reconnecting with Bay Area classmates. During the fall he stayed at HKS as a post-doctoral fellow, and will be traveling to Turkey, Egypt, and possibly elsewhere in the region for research.

**Michael Carson** MC/MPA recently joined Axios Foundation, an international health nonprofit, as director of business development. He is responsible for leading Axios's business development efforts with U.S. government and foundation donors, spearheading partnerships with health consulting firms and NGOs, and exploring new areas to pursue within the health sector. Michael has 17 years of experience in international development. He worked as a country director for a major NGO in Africa for nine years, and has led operations in the agriculture, health, and small business development sectors.

**Akunna Cook** MPP, a career Foreign Service officer, is special assistant to Deputy Secretary of State Jim Steinberg. Akunna covers the Africa and International Organizations portfolio. Prior to this assignment she served as special assistant to Assistant Secretary of State for African Affairs Johnnie Carson. Akunna lives in Silver Spring, Maryland, with her husband, Jon, their seven-year-old son, Jackson, and their three-year-old daughter, Jillian.

**Gerald Culliton** HKSEE was appointed by the secretary of the U.S. Department of Veterans Affairs to the position of

## FROM THE FIELD

Razzaq Al-Saiedi MC/MPA 2009

# Long, Painful Stories



Razzaq Al-Saiedi

Razzaq Al-Saiedi MC/MPA 2009 is trying to answer a question about how he went from being a civil engineer in Saddam Hussein's Iraq to working for *The New York Times* as a reporter in its Baghdad bureau to being a fellow at Harvard Kennedy School's Carr Center for Human Rights Policy, studying—and, he hopes, helping to improve—Iraq's electoral system. But the answer doesn't come easily.

The story, he explains, is not a simple one. In Iraq, stories never are.

It really begins in 1993, in Al-Saiedi's native Baghdad. His older brother, who had been the head of the family since their father died, was in charge of a large state-owned construction company. One morning the older brother left for work and was never seen again. A neighbor told Al-Saiedi's family that he'd seen security agents take the older brother away. But that was all Al-Saiedi could find out. For 10 years he looked for answers but could not find any. He got work with a family friend in the machine parts business. In Saddam's Iraq, someone whose brother was arrested by the security services was virtually unemployable, so Al-Saiedi's civil engineering degree did him little good. He kept looking for his brother, but ran into dead ends and lies. He lived in fear of every knock on the door and every strange car he saw on his road. Then came the American-led invasion of Iraq in 2003. Before the start of the war, Al-Saiedi was worried—but then again, he had lived with war since he was 11 years old. More than anything, he was elated that the corrupt, terrifying

regime Hussein built would be torn down. The truth about his brother, he realized, would come out only when that regime was gone. But when the truth did emerge, after the invasion, it was cold comfort. Al-Saiedi's brother had been executed and buried in a grave behind the notorious Abu Ghraib prison. "They arrested him, they executed him, they buried him, and they didn't say a word to us, ever," Al-Saiedi says.

Not long after the U.S. occupation Al-Saiedi visited a friend at a Baghdad hotel filled with journalists and NGO workers. Across the hall from his friend's room, he saw a sign on a door for a human rights organization.

Maybe he could use the hard-won experience he'd accumulated in looking for his brother to help look for others, and maybe his search would have some purpose beyond his own quest for truth and justice. He knocked on the door, and his life, for so long spent in fear, in a state of suspended animation, began accelerating.

Soon he was a consultant for Human Rights Watch. Not long after that he was using expert knowledge and his deeply ingrained skepticism

to help make sense of the new Iraq as a reporter for *The New York Times*. In 2007, with support from his *Times* colleagues, Al-Saiedi applied for a Nieman Fellowship at Harvard and a Mason Fellowship at Harvard Kennedy School. He got both. It was an embarrassment of riches. "I never dreamed that I could be here," Al-Saiedi says.

Al-Saiedi continues to write for various publications. He has consulted for a major non-governmental organization, the International Crisis Group. But his main work now is as a researcher, studying, and trying to reform Iraq's fledgling democracy. Working with Meghan O'Sullivan, Kirkpatrick Professor of International Affairs and former deputy national security advisor for Iraq and Afghanistan, Al-Saiedi is examining how the several laws that have governed Iraq's elections in the past few years have shaped the country's political situation. He believes his research will help Iraqis establish a better electoral system and more effective democratic government. "I see I can do a lot for my country and for my people," he says. ❖ RDO

health care system director for the VA Hudson Valley Healthcare System in New York. As director, he oversees a wide-ranging system of health care services for veterans in the southern tier of New York State. He comes to this position following time as director of the Northport Long Island VA Medical Center and also as the deputy network director, when he oversaw a \$1.3 billion budget with 11,000 VA staff serving 1.4 million veterans for the Department of Veterans Affairs regional network of care in New York and New Jersey. Cul-liton also serves as the mental health care line director for the entire region. He continues to maintain his close involvement in federal emergency preparedness efforts in the greater New York area.

**Regis de Silva** MPA continues as director of global programs at Harvard Medical International. He is developing medical service lines in emergency medicine, neurosurgery, cardiology, and maternal and child health in India. In improving medical education, he is working on enhancing medical school and nursing curricula and mentoring medical students at Harvard in international medicine.

**Stephen Frost** MPP/UP is head of diversity and inclusion with the London Organising Committee for the Olympic Games and Paralympic Games. Ensuring diversity is a key differentiator of the 2012 London Games in terms of workforce, procurement, and service delivery. Previously, Stephen was director of workplace programs at Stonewall, Europe's largest LGBT equality organization. He currently advises the UK government and the Football Association on best practice and is a fellow of the Royal Society of Arts.

**Peter Greer** MPP, president of HOPE International, a faith-based microfinance organization, coauthored his first book, *The Poor Will Be Glad* (Zondervan). He and his wife, Laurel, also welcomed their third child, Myles Mugisha, into their family.

**Guang He** MPA/ID is now working for China Asset Management Co. (ChinaAMC), the largest mutual fund firm in China. As assistant vice president in the marketing department, Guang is responsible for public relations, brand, and other marketing activities. He is also a column writer for business pages of more than 40 newspapers and magazines.

**T. Linh Ho** MPP is currently an assistant city attorney with the law firm of Jenkins & Hogg, LLP in Manhattan Beach, California. In this capacity, Linh advises a number of cities and special districts

on a variety of public law matters. Linh is also training for her first international marathon in Japan in February 2011.

**Ivan Koulov** HKSEE is the executive officer of the Department of Economic and Social Affairs of the United Nations in New York City, managing the human, financial, and material resources of the department and providing support to its Program of Work. Previously, from 2006 to 2010, Ivan was the chief of human resources management of the United Nations office in Geneva, with five major departments, including the Office of the High Commissioner for Human Rights, the United Nations Conference on Trade and Development (UNCTAD), the Economic Commission for Europe, and the Office for Coordination of Humanitarian Affairs. From 2002 to 2006 he was director of administrative services of the Economic and Social Commission for Western Asia in Beirut.

**Laila Kuznezov** MPA/ID has moved to Brooklyn, New York, after spending four years in Baghdad working on USAID and World Bank projects for private sector development and access to finance. Laila welcomed her son, Nicholas, on December 1, 2009, and is spending the year at home enjoying motherhood.

**Romano Mazzoli** MC/MPA reports that his main endeavor these days is overseeing the University of Louisville's Mazzoli Papers Project, the archiving and arranging of his official congressional materials for the future use of students and scholars. Interviews of former staffers and campaign associates are being conducted for the oral history component of the project. Some have taken place in the U.S. Capitol, where he has gathered with HKS classmates and Harvard friends working in Washington.

**David Moffitt** HKSEE published the article "The Michigan Supreme Court's New Disqualification Rule: Smooth Sailing on the Winds of 'Transparency' and 'Progress' or 'Unconstitutionality Maelstrom' Ahead?" in the State Bar of Michigan Litigation Section spring 2010 newsletter, and the feature article "The Michigan Supreme Court's New Disqualification Rule and Practitioner's Lessons from a Tale of Two Disqualifications" in the summer 2010 issue of the *SBM Appellate Practice Section Journal*.

**Dan Ostergaard** MC/MPA is in a full-time PhD in international business program at the University of South Carolina's Moore School of Business. His family farm is near Asheville, North Carolina, is now for sale, if anyone is interested. Previously, Dan was an associate professor of global manage-

ment and strategy at Western Carolina University and a member of the HKS Alumni Board.

**Jumana Poonawala** MPA/ID is a risk management consultant. Her latest project at the World Bank proposed a framework to reduce an African cotton-producing country's vulnerability to commodity price volatility on its exports and the impact of exchange rate fluctuations on its imports. A recent publication she coauthored, titled "The Forward Market in Emerging Currencies: Less Biased than in Major Currencies," appeared in the April issue of the *Journal of International Money & Finance*. Last fall, Jumana started as an adjunct professor at the Georgetown University's Public Policy Institute.

**Ken Robbins** MPA was recently promoted to lieutenant colonel in the U.S. Army and just completed a White House fellowship. During his fellowship year, Ken worked as a special assistant to the director of the Office of Personnel Management on issues such as veteran hiring in the federal government and paying for federal civilians deployed to Iraq and Afghanistan. After completing another year in Washington, Ken will take command of a Stryker battalion in Germany in the summer of 2011.

**Julien Serre** MPA/ID has joined the European Investment Bank, based in Luxembourg, as operational fund officer for the Facility for Euro-Mediterranean Investment and Partnership (FEMIP) Trust Fund. The FEMIP is a key player in the financial partnership between Europe and the Mediterranean, with more than €10 billion (\$13.94 billion) invested from late 2002 to 2010. Previously, Julien worked for the United Nations Peacebuilding Fund and the UN Financing for Development Office. He recently contributed to *Mondes*, *Cahiers du Quai d'Orsay* journal, "Conventions" newsletter, and "MEDEF International Letter." He also contributes to efforts by a nonprofit organization (IHE) to promote closer links between the legal world and the extractive industry in fragile states.

**Anders Lau Tuxen** MPA is the energy strategist of Novozymes A/S, a global biotech company focused on industrial enzymes and microorganisms—and a leading supplier to the fuel ethanol industries worldwide. Working at the cutting edge of renewable energy, Anders leverages both his commercial and political skills. Before joining Novozymes, Anders worked for the management consulting firm Booz & Company as an engagement manager.

**2005**  
**Leonardo Beltran** MPA/ID was appointed director general for information and energy studies at the Mexican Department of Energy (SENER, by its Spanish acronym) in April 2010; he is responsible for technology development and sustainability in the energy sector, including topics related to climate change. Previously, Leonardo was director for international negotiations at SENER and a consultant for the World Bank, the Organisation for Economic Cooperation and Development, and BBVA Bancomer.

**David Buchwald** MPP/ID took office as an elected member of the City Council of White Plains, New York. He is proud to represent a constituency of 58,000 and is working on city budget, transportation, and environmental issues. David continues to be an attorney in the tax department at Paul, Weiss, Rifkind, Wharton & Garrison LLP in Manhattan.

**Stephen Buxbaum** HKSEE accepted Marty Linsky's challenge and crossed to the other side of the dais following the November 2009 general election. He now serves as mayor pro tem of Olympia, Washington. Previously, Stephen was an executive manager for the state of Washington with responsibility for housing and community development programs and policies. He also teaches in Evergreen's master's of public administration program. His annual summer course is called Doing the Public's Business.

**Maurice Champagne** MPP/UP is an analyst with Enterprise Community Partners, a national affordable housing financial intermediary, policy innovator, and tax-credit syndicator. He manages relationships with both large and small financial institutions and develops analytics for the loan fund. Previously, Maurice was an examiner with the U.S. Office of Management and Budget and a policy analyst with the U.S. Office of Information and Regulatory Affairs.

**Marc Cosentino** MPA, CEO of Case-Questions.com, announced that the 10th anniversary edition of his book *Case in Point* (Burgee Press) would be published in Korean (PICA Books) in September, making it available in four languages. Cosentino consults to 40 of the world's top business schools as well as multinational corporations, teaching PhDs how to think like businesspeople. He started his lecture tour of 35 of those schools in August.

**Masimo Della Justina** HKSEE is a part-time lecturer in macroeconomics at the Pontifical Catholic University of Parana,

Curitiba, Brazil. Since 2006 he has also acted as the chief of staff of the university president's office. He is regularly consulted by the regional media on economic and political issues.

**Thomas Norman DeWolf** HKSEE is the author of *Inheriting the Trade* (Beacon Press), the story of his experiences traveling with nine distant relatives on a life-altering journey through Rhode Island, Ghana, and Cuba to film the Emmy-nominated documentary *Traces of the Trade: A Story from the Deep North*, in which he is featured. Formerly a county commissioner in Oregon, Tom now speaks at colleges, universities, and social justice conferences throughout the United States (*inheritingthe-trade.com*).

**Mike Hayes** MPP recently concluded two years of service as director, defense policy and strategy at the National Security Council and now serves as commanding officer, SEAL Team Two in Virginia Beach, Virginia. Mike was also recently chosen as a lifetime member of the Council on Foreign Relations.

**Bernard Henderson Jr.** HKSEE retired from Virginia government at the conclusion of Governor Timothy Kaine's term in January 2010. He had served as the senior deputy secretary of the Commonwealth under Governors Kaine and Mark Warner and had served in executive-appointed positions for five other Virginia governors. He is now director for family and community relations at Woody Funeral Homes in Richmond, Virginia. He became a grandfather for the first time on July 4, 2010, with the birth of Trainor Lee Caumont.

**Ulrich Hoernig** MPA has finally decided to give up private sector consulting and has taken on a new job in local government for the city of Mannheim (population 320,000). As head of the mayor's government reform team, he leads a comprehensive change program on policy, administrative structures, and organizational culture. Through the financial crisis of 2008 and 2009, Ulrich worked as a political advisor to then minister of finance Peer Steinbrück, at the federal ministry in Berlin.

**Brenda James Fairfax** HKSEE is the owner of Nomadic Star Travel, LLC. She had a wonderful career with the federal government as a civil servant and retired in January 2008. She started Nomadic Star Travel prior to retirement, and continued after relocating back to her hometown of Greenville, North Carolina, in 2009. "I have booked clients on individual and group cruises (Smooth Jazz Cruises, Dave Koz, and Friends at Sea in Alaska), all-inclusive

vacations (Puerto Vallarta, Mexico), flights (domestic and international), and hotels. I welcome the opportunity to serve the needs of travel for Harvard students and faculty also."

**Emil Levy** MPP is a program manager at the Institute of International Education (IIE) in New York City. At IIE, Emil designs and manages the Bulgarian Young Leader Program (BYLP). BYLP identifies undergraduate students of exceptional caliber, and young professionals working for the Bulgarian government, and provides them with unique academic, business, and leadership training in the United States. The goal of BYLP is to support the development of civil society in Bulgaria and encourage economic growth by training the next generation of Bulgaria's leaders in the business, government, and nonprofit sectors.

**Ukko Metsola** MPP is a consultant with Finsbury International Policy & Regulatory Advisers in Brussels. He provides strategic public affairs advice and advocacy in relation to the European Union institutions and beyond. Ukko contested the last European Parliament elections in Finland in June 2009. He is married with three- and two-year-old-sons, and commutes between his homes in Brussels, Malta, and Finland.

**Christopher Mora** MPA is a lieutenant commander in the Navy JAG Corps. On June 16, 2010, the Society of American Indian Government Employees presented Mora with its Outstanding Achievement Award in recognition of his recent accomplishments in the area of American Indian law. A member of the Chitimacha Tribe, he conducted a full-scale review of its tribal code to create a legal ethics code, a child welfare code, and an alternate dispute resolution system known as a "peacemakers court." In June 2010, he was awarded the Army Commendation Medal for his leadership and zealous advocacy on behalf of army soldiers, which resulted in a change to Louisiana laws permitting military lawyers to represent low-income soldiers in state courts.

**Jeremy Neuner** MPA is the cofounder and CEO of NextSpace, a coworking and innovation company with locations in Santa Cruz and San Francisco. In April 2010, Jeremy became a fellow at the Aspen Institute's Business and Society Program, where he is working with executives from companies like Walmart, Coca Cola, and Microsoft on the "future of work."

**Bartek Nowak** HKSEE is executive director at the Center for International

Relations in Warsaw, Poland. From 2004 until 2009 Nowak was working in the European Parliament as a head of cabinet of Vice President Janusz Onyszkiewicz, and later as a foreign policy assistant. Previously, he was a political advisor to the Polish parliamentary delegates to the Convention on the Future of Europe and a member of the governmental National Council of European Integration (2002 to 2003).

**Toshi Okuya** MC/MPA is a special advisor to METI and a director of JETRO in New York. Toshi usually spends more than half of his week in Washington, DC. Previously, Toshi was in charge of facilitating a health care industry and promoting companies related to infrastructure to penetrate overseas markets at METI in Tokyo.

**Varad Pande** MPA/ID is the officer on special duty to Indian Minister for Environment & Forests Shri Jairam Ramesh. He supports the minister on various initiatives related to climate change, environmental governance, forestry, and wildlife. Before joining the minister, Varad worked for the Congress Party during the election campaign for the 2009 Lok Sabha elections in the party's central election coordination cell. In his pre-government life, Varad worked as senior consultant with the strategy and competitiveness consulting firm Monitor Group for more than five years, doing projects in Europe, Libya, South Africa, Southeast Asia, the Middle East, and India. Varad has also worked for the World Bank on decentralization and primary education reform in India, authoring the discussion paper "Making Primary Education Work for India's Rural Poor: A Proposal for Effective Decentralization" with HKS Professor Lant Pritchett. Varad has a master's in economics from the University of Cambridge and a bachelor's in economics, with honors, from St. Stephens College, Delhi. Varad got married this year to Pranjul Bhandari, who works as an economist with Goldman Sachs.

**Michael Rigas** MC/MPA is political director of the Massachusetts Republican Party. After graduating from the Kennedy School, Mike served as an appointee in the Bush administration in Washington, and then started his own business, Federal Procurement Advisors, LLC. While in Washington, Mike met and married the love of his life, **Laura Keehner** MC/MPA 2010, who was also serving in the Bush Administration. Mike and Laura live in Revere Beach, Massachusetts.

**Matthew Scogin** MPP serves as vice president and chief of staff at NYSE Euronext, the parent company of the

## What's On Your Mind?

- HELP US MAKE THIS MAGAZINE BETTER
- In the coming weeks, we'll be sending a random sampling of HKS alumni an **ONLINE SURVEY** so we can better understand what you like about the magazine and how we can improve. Please help us by taking a few moments to complete it.

—Thanks from the HKS Magazine staff

New York Stock Exchange. In this capacity, he serves as a key strategist and principal advisor to the CEO and a liaison to NYSE operating divisions and external constituents. Previously, Matt worked as a senior advisor in the Office of Domestic Finance at the U.S. Treasury Department.

**Fernando Turner** MPA is chairman and executive president of Katcon, a global exhaust systems supplier with plants in Mexico, Venezuela, Poland, India, South Africa, China, and Australia and research and engineering centers in the United States and Luxembourg. Fernando is also national president of the National Association of Independent Businessmen, dedicated to promoting public policy to accelerate economic development in Mexico and small and medium business.

**Vincent Yao** HKSEE is the deputy political director with the Taipei Economic and Cultural Representative Office in the United States, located in Washington, DC. Previously, Vincent was the assistant director general at the Department of North American Affairs of Taiwan's Ministry of Foreign Affairs. Vincent and his family live in Potomac, Maryland.

## 2006 | reunion

**Ken Ansin** MC/MPA recently launched Ansin Consulting Group, based in San Francisco. ACG focuses on the social enterprise and not-for-profit sectors with an eye toward strengthening balance sheets and financial acumen. In addition, he has joined the board of directors of San Francisco-based New Resource Bank, and continues to serve on the board of Enterprise Bank of Lowell, Massachusetts. He and his partner, Jane, welcomed Libby into the world on June 13, 2010, joining big brother Ben, and they make their home in Oakland, California.

**Anu Bhagwati** MPP is the executive director of Service Women's Action Net-

work (SWAN), a nonprofit organization that supports, defends, and empowers U.S. servicewomen and women veterans of all eras through groundbreaking advocacy initiatives and innovative, healing community programs. Anu's work is regularly featured by the national press. She was recently selected as a 2010 Petra Fellow.

**Ovidiu Bujorean** MPA is founder of mypaperlessbills Inc., a finalist with Mass Challenge. "We created a central online repository, where consumers receive, store, and organize all their home bills conveniently and securely for record keeping and tax purposes," she writes. "We work with key service providers and cities to increase their paperless billing adoption and generate significant savings and green benefits. I am looking to connect with fellow alumni who work with green organizations or service providers such as AT&T, Comcast, or NSTAR."

**Bob DeColfacker** MC/MPA is a senior consultant with Stevens Strategy, a full-service higher education consulting firm specializing in managing the process of strategic change for colleges and universities around the nation and the world. Bob also currently serves as chair of the board of trustees at Southern New Hampshire University.

**Jeff Frazier** HKSEE works within a global public sector advisory group at CISCO. Jeff consults to governments on innovation, technology policy, and strategy within the justice community. In addition, he serves on the North Carolina Governor's Innovation Council and the North Carolina Governor's China Strategy Council and is a board member for the Community in Schools-North Carolina and International Affairs Council.

**Jacobo Garcia** MPA is a consultant on regulatory reform with the Organisation for Economic Cooperation and Development, working on a project to improve the competitiveness of Mexico via regulatory and competition reform. Previously, Jacobo was chief of advisors to the governor of Coahuila, Mexico, and advisor to the minister of public administration. He has also worked for the Mexican Ministry of Economy and has taught at ITESM and the state universities of Hidalgo and Coahuila.

**Siddharth Geji (Sidd)** MPP is a program analyst at the U.S. Department of Transportation's Federal Aviation Administration. He just finished a 90-day rotation with the department's assistant secretary for budget and programs, working on the 2009 Recovery Act and financing and policy development for the high-speed rail network

across the country. Over the past two years, he has worked in a planning office at the FAA on the technological transformation of the national air traffic control system called NextGen.

**Cristina Huezco Grudin** MPP and **Nick Grudin** MPP were married in Carmel Valley, California, in September 2009. On June 12, 2010, their first child, Maxwell Antonio Grudin, was born. They live and work in New York City.

**David Haskell** MPA is CEO of Dreams InDeed International, "a private voluntary organization that strengthens indigenous social entrepreneurs in hard places to enable the poor to thrive as God intended, currently in the Middle East and Southeast Asia," he writes. In 2009, David copublished research in *Complexity Science & Social Entrepreneurship: Adding Social Value Through Systems Thinking* with ISCE Publishing, and delivered the 2010 keynote at the Social Venture Partners International conference.

**Stephanie Jill Hodge** MC/MPA is a full-time staff member with UNICEF based at headquarters in New York. She is responsible for cross-sector coordination within and on behalf of the education section, ensuring important cross-sector inputs for quality education. Stephanie is currently working on a climate change education policy mainstreaming and resource toolkit to support governments enacting policies and directives for cross-sectoral environmental education that include integrating risk reduction into the education sector. This is filling a huge gap and is in response to the definitive report of the UNFCCC on climate change science, which justifies the right of all children to knowledge and education concerning their right to know about the changing environment and the implications on them and also for governments to invest in quality education and schools as a mean for climate change adaptation and broader societal and development objectives. She also continues to work directly with governments in Africa, Asia, and the Pacific strengthening institutions for democratic governance and human rights.

**Brian Iammartino** MPP is pleased to announce the release of his book, *Getting Started in Security Analysis*, with coauthor Peter Klein of UBS Financial Services. It is a beginner's guide to finance and investing, published by John Wiley & Sons. Brian is a vice president with Westport Point Capital, the real estate firm where he has worked since graduation, and he lives happily in Jamaica Plain, Massachusetts, with his wife Meredith Hamilton.

**Adeeb Mahmud** MPP is a senior consultant with FSG, a nonprofit consulting and research organization that works with donors on strategy and evaluation. He lives in Washington, DC, where FSG launched its newest office in the fall. Adeeb works on global development and health issues with foundations, corporations, and multilateral donors. He enjoys catching up with HKS buddies in DC, including **Jacqui O'Neill** MPP, **Steph Wade** MPP, and **Shaun Gonzales** MPP 2005, when he gets a chance.

**Jaelyn Marks** MPP is a senior policy analyst at the California Public Utilities Commission in San Francisco and works on new policy development and program implementation for the state's Renewables Portfolio Standard program. On January 23, 2010, Jaelyn and her husband welcomed to the world a beautiful baby girl, Avani Ya'arit Ohel.

**Gerald O'Connor** MC/MPA is currently a professor of medicine and of health policy and clinical practice at Dartmouth Medical School, in Hanover, New Hampshire. He and colleagues have recently worked on two large-scale projects on further improvement of the Northern New England Cardiovascular Disease Study Group in Maine, New Hampshire, and Vermont, and development of the National Quality Program for the Cystic Fibrosis Foundation. In 2010 Gerry received a Lifetime Achievement Award from the American Heart Association.

**Emily Osborn Felt** MC/MPA migrated from Cambridge to Charlotte, North Carolina, with her husband, Greg. They welcomed a daughter, Hana Corrin, to the world on May 1, 2008. Now working in the energy sector as director of renewable strategy for Duke Energy Corp., Emily says, "While I never took an energy or infrastructure class at HKS, this is the ideal nexus of public policy and business right now. It's a fun time, full of change."

**Robbin Peach** MC/MPA is founding executive director at the Collaborative Institute for Oceans, Climate and Security at University of Massachusetts Boston. The institute looks at the effects of changing climate and oceans on human and national security. Previously, Robbin founded the Massachusetts Ocean Partnership, which, with the help of several HKS alums, supported the creation of the Massachusetts Ocean Management Plan, the first integrated ocean management plan for use in the United States.

**Curtis Shepard** HKSEE was recently elected chair of the California Council for the Humanities, the California affiliate of the NEH, and the City of Beverly

Hills Fine Art Commission. Professionally, Curtis is the director of children, youth and family services for the L.A. Gay & Lesbian Center, the largest organization in the world serving the LGBT community, where he previously served as the director of government relations.

**Erika Strand** MPA/ID is still working with UNICEF, but has transferred from the New York headquarters to the Mexico City office as chief of social policy. Her work is focused on analysis of social spending on children and youth and dissemination of survey results on the impact of the economic crisis on children. She has relocated with her husband, Carlos Hernandez, who remains with NYSE, and their 10-month-old son, Hans Esteban.

**Meena Thever-Wojcik** MPP is an associate director in health care equity research at UBS Securities. She covers med tech and pharma stocks. Following HKS, Meena completed her MBA at Wharton then worked as an investment banking associate at BofA Merrill Lynch. She was recently married to fellow Wharton graduate Tom Wojcik at The Four Seasons in Beverly Hills, California.

## 2007

**Kobina Aidoo** MPP works with the World Bank Institute to foster multi-sectoral innovation and collaboration in the governance of extractive industries (*goxi.org*). Previously, Kobi worked as the United States public and corporate affairs manager for De Beers. In addition, Kobi's documentary, *The Neo-African-Americans*, which explores black immigrant identities, has been screened at more than 70 locations including the Library of Congress.

**Stela Bokun** MPP is a senior telecom analyst with Pyramid Research in United Business Media TechWeb, focusing on market research and consulting engagements related to macroeconomic, regulatory, and business environments in a number of European telecommunications markets. Based in the company's London office, Stela is responsible for assessing market opportunities, market intelligence, forecasting, and modeling market trends, and for managing some of Pyramid's largest global client accounts.

**Deborah Chatsis** MC/MPA was recently appointed the Canadian ambassador to the Socialist Republic of Vietnam. Prior to this, Deborah was the director of the Office of the Deputy Minister for Foreign Affairs and, prior to that, was a senior advisor at the Privy Council Office.

**Doug Fairfield** HKSEE is the commanding officer of the Marine Corps Embassy

Security Group (MCESG) responsible for the recruiting, training, leadership, and management of the Marine Embassy Guard program worldwide. MCESG provides internal security to 150 U.S. embassies and consulates in 135 countries. Previously, Doug was the Current Operations Branch head at Headquarters, U.S. Marine Corps.

**Jill Gentry Leandro** MPP and her husband, Robb Leandro, welcomed their first child, Juliana, on August 29, 2010, in Raleigh, North Carolina, where the family resides.

**Aaron Graham** MPP is the lead pastor at The District Church in Washington, DC. Aaron and his wife, Amy, started this new church in Columbia Heights in the last year. Previously, Aaron worked as the national field organizer for Sojourners. He started and pastored Quincy Street Missional Church in Dorchester, Massachusetts, while attending the Kennedy School.

**Paz Guzman Caso de los Cobos** MPA is governance and public finance advisor with the Belgian Development Agency, negotiating budget support for health and education policies in Africa. Previously, Paz worked with MIT's Poverty Action Lab as outreach coordinator, helping the organization disseminate knowledge about effective development programs. Last year, Paz gave birth to her second child, Itziar.

**Kaj Larsen** MPP is the Los Angeles-based correspondent for CNN. Kaj covers domestic and international stories about policy, conflict zones, and issues that impact our world. Prior to joining CNN Kaj was a host and producer for Current TV's *Vanguard* journalism series. He has produced award-winning TV shows including *Lockup* on MSNBC and *U.S. Navy Pirate Hunters*. Kaj serves on the board of directors of The Mission Continues, a nonprofit dedicated to mentoring wounded veterans into public service.

**Mark Lindberg** MPA has accepted a new position as program director, domestic disasters and international relief/human development, at the Margaret A. Cargill Foundation, based in Minneapolis. Mark's domestic work will focus on the Midwest, and his international work will focus on water/WASH and sustainable ag/food security issues. Previously, Mark was director of international programs at the Medtronic Foundation, also in Minneapolis.

**Armando Lopez-Cardenas** MC/MPA, HKSEE 2005 was appointed secretary of finance by Mexico City Chief of Government Marcelo Ebrard Causaubon in July 2010.

**Oren Magnezy** MPA is the founder and chair of the Laurus Consulting Group in Israel. The group specializes in public strategy and political consulting and has international and local clientele from the public, private, and governmental sectors. Previously, Oren served as Prime Minister Ariel Sharon's advisor and liaison to Parliament and was later named founding director of the Agency for Economic Development of the Arab communities in Israel.

**Pablo Quintanilla** MPP is a Foreign Service officer working as a point person at the U.S. Department of State on U.S. commercial interests in Iraq. He will serve a one-year post at the U.S. Embassy in Baghdad starting in July 2011. Previously, Pablo served a two-year post at the U.S. Embassy in Beijing, as vice-consul. Silvana Quintanilla, Pablo's wife, is a second-year law student at Berkeley Law School.

**Markus Redl** MPA is on paternal leave and primary caretaker of their first-born, Paul, for a year, after his wife, Maria, returned to her job full time. He continues teaching sports policy and management courses at Universities of Applied Sciences in Kufstein and Krems part-time. After graduation Markus worked as a public sector consultant for ICG Infora GmbH out of Vienna, Austria. From late 2007 to early 2009 Markus, as ICG's project director, led the city of Innsbruck's and the Austrian Olympic Committee's successful bid for the right to host the 1st Winter Youth Olympic Games in 2012.

**Ingalisa Schrobsdorff** MPA, after a stint in San Francisco at KQED, moved to Washington, DC, and took a job as a producer for public radio. "The program covers local, national, and international issues, and I have already reached out to HKS colleagues for their expertise. I live in the District with my husband, a history professor, and our 18-month-old daughter, Sahar."

**Ankur Shah** MPA/ID is working with Acumen Fund in Dubai, managing new business opportunities in the Middle East and Europe. Previously, Ankur was with Legatum Ventures, Robin Hood Foundation, and McKinsey & Company.

**Oliver Stuenkel** MPP is a visiting professor of international relations at the University of Sao Paulo, where he teaches a course on emerging power and global governance. In Brazil, his research focuses on Brazil's, India's, and China's roles in addressing global challenges such as nuclear proliferation, climate change, and poverty. In 2011 he will, jointly with the Konrad Adenauer Foundation, organize a seminar series

on this topic that brings together Brazilian, Indian, and Chinese scholars.

**Erin Sweeney** MPP/UP is currently a political officer in the U.S. Embassy in La Paz, Bolivia, where she focuses on human rights, women's issues, and other internal political issues. Previously, Erin served two years as a vice consul in the U.S. Consulate General in Lagos, Nigeria.

**Alen Taletovic** HKSEE is legal advisor to the mayor of Zivinice (BIH). He was elected a member of the Municipality Council in the 2008 local elections. Previously, he was president of ROM SDP BIH Zivinice (Youth Organisation of SDP BIH Zivinice). "At this moment, on the law faculty of the University of Sarajevo, preparing MA work with a thesis on 'local self-government in the modern world with special focus on BIH.'"

## 2008

**Bam Aquino** HKSEE is currently the president of Microventures, Inc., a social enterprise that does micro enterprise development for the Philippines' underprivileged sector. Microventures runs the Hapinoy Program (*hapinoy.com*), which currently supports thousands of micro entrepreneurs in the Philippines. Bam is also the president of the TAYO (Ten Accomplished Youth Organizations) Awards Foundation, the country's premier award-giving body for youth organizations.

**Karim Bardeesy** MPP is an editorial writer at the *Globe and Mail* newspaper in Toronto, after working in New York City for Slate's now-shuttered business website, The Big Money. He was lucky enough to get married to Rachel Pulfer in March 2010.

**Liz Booker** MC/MPA is a helicopter pilot and operations officer at Coast Guard Air Station Los Angeles. Liz is also a member of the Leadership Hermosa Beach 2011 class. The nine-month program is designed to educate and engage future leaders in city governance and philanthropy.

**Scott Brison** HKSEE was appointed Liberal finance critic in Canada's House of Commons in September. Scott was appointed by Michael Ignatieff, leader of the Liberal Party of Canada and former director of the Carr Center for Human Rights Policy. As finance critic, Scott is a senior member of the Liberal shadow cabinet and a chief spokesperson on economic matters. In August, Scott was presented with the Order of San Carlos by President of Colombia Alvaro Uribe. This award was presented in recognition of

Scott's work on the Canada-Colombia Free Trade Agreement.

**Axel Brugger** MPA is a senior risk manager at KfW, Germany's international development bank, focusing on the bank's international country risk analysis activities. Previously, Axel worked as a public and private sector consultant in the Middle East and Europe, advising on topics ranging from foreign direct investment and risk analysis to economic policy. Axel recently relocated with his family from the United Arab Emirates to Germany and is looking forward to hearing from classmates passing through Frankfurt.

**Steven Cohen** MPP is a doctoral fellow in communication at the University of Maryland. He is well known for delivering dynamic interactive courses, and seminars that help participants improve their communication skills in real time. An expert on speech delivery, Steven researches and writes about the verbal and non-verbal techniques that professional speakers use to design and deliver powerful messages. He invites you to visit his website at [stevencohen.net](http://stevencohen.net).

**Antonia De Meo** MC/MPA has been appointed director of the Jerusalem Operations Centre of the United Nations Office for Project Services (UNOPS). She is one of the youngest heads of a UN agency or entity in the occupied Palestinian territory. Based in Jerusalem, Antonia directs a \$30 million portfolio of projects aimed at building the future state of Palestine. With a focus on the security sector, most of the projects relate to construction and procurement to benefit the Palestinian Civil Police.

**Charles de Segundo** MPA/MBA is an account manager with PIMCO, based in New York, working on some of the firm's institutional client relationships and the development of PIMCO's presence in Latin America. He recently celebrated his first wedding anniversary, and is otherwise to be found riding his bike in and around New York City.

**Qahir Dhanani** MPP/MBA and Sabeen Virani were married in Los Angeles on June 6. The ceremony was preceded by two days of dancing and entertainment with a Mehndi (henna) party on June 4 and a traditional Pithi and Sangeet on June 5. A number of classmates from HKS, HBS, and GSAS, where Sabeen earned a master's, were in attendance. Sabeen and Qahir spent their honeymoon at the beaches and on safari in Kenya and Tanzania. Qahir is now with the Boston Consulting Group in Dubai, and Sabeen is with the Monitor Group, also based in Dubai.

**Alex Gallo** MPP recently received a five-year appointment as a term member with the Council on Foreign Relations.

**Daniel Gutierrez** HKSEE married Karen Morales on August 18, 2010, in Mexico and has recently moved with his family from Mexico City to San Antonio, Texas, to work for the North American Development Bank as senior project development specialist. He is currently involved in energy and environmental project finance in the U.S.-Mexico border region.

**Jameson Riley Johnson** HKSEE is the chief operations officer for the U.S. Army's CYBER command. "I am constructing this new force that will protect the greater DOD global communications and data networks," he writes. "I am retiring in March of 2011 and moving into private industry. I am looking for management work with an international company in either security or governmental affairs."

**Naoto Kanehira** MPA is a young professional at The World Bank in Washington, staffed at the Private/Financial Sectors Development Department of the Europe & Central Asia Regional Vice Presidency, focusing on innovation policies. In parallel, he has launched *soKET (soket.me)*, a nonprofit consultancy specializing in inventing innovative and market-driven solutions to development issues and incubating social intrapreneurs within private sector clients. Previously, Naoto was an engagement manager at McKinsey & Company in Tokyo.

**Omar Mukhtar Khan** MPA is presently working for an Asian Development Bank project in Lahore, Pakistan. The project deals with resource management of Punjab Province with focus on public financial management, civil service reforms, and private sector development. Omar has strong personal interests in trekking and tourism development. He is married and lives in Lahore with his spouse, Fariha Omar, and two sons, Asad and Saad.

**Daniel Klingsfeld** MPP has returned to his hometown, Berlin, and is now working as a research analyst for the Advisory Council on Global Change to the German government. He is also completing a doctoral thesis at the Potsdam Institute for Climate Impact Research (PIK), focusing on the design of an international climate protection architecture. Previously, Daniel worked on the climate change and clean energy team at IHS Cambridge Energy Research Associates in Cambridge, Massachusetts. "Greetings to the class of 2008!"

**Amara Konneh** MPA is minister of development in the government of Liberia,

managing the development and implementation of Liberia's post-conflict reconstruction agenda anchored on four pillars: enhancing security; revitalizing the economy; improving governance and rule of law; rehabilitating infrastructure, and providing basic social services to Liberians. Previously, Amara was deputy chief of staff for policy to President Ellen Johnson Sirleaf, a policy analyst at the Vanguard Group of Investment Companies, and education coordinator with the International Rescue Committee.

**Tamas Landeszy** MC/MPA, HKSEE 2002 has been appointed corporate services director with the European Defence Agency, based in Brussels. In 2010 he was honored as a Young Global Leader by the World Economic Forum. His first son, Tamas Jr., was born on June 23, 2010, making it a very special year for him and his beautiful wife, Olesya.

**Jane Lloyd** MC/MPA is managing director, U.S. Investments for DEXUS Property Group. Jane relocated from Australia in February 2010 to open the DEXUS office and is now located in Newport Beach, California. Jane is responsible for the group's \$1.2 billion property portfolio in the United States. Prior to the move, Jane was head of retail for DEXUS in Australia.

**Josh Manning** MPP is director of enrollment services at Lyon College in Batesville, Arkansas, recruiting students to one of the best-ranked liberal arts colleges in the nation, consulting on new marketing strategies, and engaging alumni and donors in institutional development events. Previously, Josh was associate director of enrollment services.

**Nicholle Manz** MPA has been appointed U.S. economic and financial advisor to the Organisation for Economic Cooperation and Development, in Paris. Nicholle covers the committees on statistics, economic policy, fiscal affairs, financial markets, and development assistance, and the Financial Action Task Force. She also covers enhanced engagement with Brazil, and is the U.S. delegate to the Economic and Development Review Committee (EDRC).

**Ed Matthaidess** MC/MPA is currently serving as the operations officer for Task Force Storm (2-30th Infantry, 4th Brigade, 10th Mountain Division) in Afghanistan's Logar Province. Task Force Storm is the American partner to Afghan National Security Forces and Czech Provincial Reconstruction Teams in Logar and is responsible for securing the Afghan populace and building Afghan governance capacity.

**Allison Ohle** MPP and her husband, Douglas Kot, welcomed Jackson's little sister, Anika, in March 2010. Allison is now the chief of staff at High Tech High, a charter management organization in San Diego that runs nine schools throughout San Diego County and a graduate school of education.

**Federico Ortega** MPA/ID is director of budget, development, and planning at the Sucre Municipality of Caracas, Venezuela. Also, Federico teaches a class, Poverty and Inequality Measurement, at the Universidad Metropolitana in Caracas. Previously, Federico was general coordinator for the Sucre Municipality, public policy advisor for the Carlos Ocariz campaign for mayor, and research analyst at the Andean Development Bank (CAF).

**Yasmin Padamsee** MC/MPA is working with the United Nations in Myanmar. She is constantly amazed by the generosity and openness of the regular city and rural folks living in Myanmar. She invites you to learn firsthand about the commitment of ordinary people who are striving against all odds to improve their lives. She is also keen to devote energy assisting the HKS Alumni Board of Directors and looks forward to working closely with alumni.

**Emilian Papadopoulos** MPP is chief of staff at Good Harbor Consulting, a strategic security consulting firm chaired by former White House counter-terrorism advisor Richard Clarke. Emilian supports the firm's leadership and aligns day-to-day operations with the firm's strategic goals. He splits his time between Good Harbor's offices in Washington, DC, and Abu Dhabi, where he is learning Arabic, slowly.

**Dimitrios Raftogiannis** MPA continues his career in the Hellenic Navy. He is currently director of studies of the Staff College of the Hellenic Navy in Athens. In 2011 he will be appointed to NATO's transformation center in Norfolk, Virginia, as the representative of Greece. Previously, Dimitrios attended the Joint War School of the Greek Armed Forces in Thessaloniki.

**Taufiq Rahim** MPP is currently a political analyst based in Dubai, where he is a visiting scholar at the Dubai School of Government and runs a strategy advisory company called GlobeSight. In addition, he blogs on his site at *The-Geopolitico.com*. Previously he was at McKinsey & Company's Middle East office. Taufiq is constantly circumnavigating the globe, and you may run into him in a city near you.

**Rosa Sepulveda Klein** MPP is a policy advisor at the Multnomah County

Health Department in Portland, Oregon, working to implement health reform with a focus on racial and socioeconomic health equity and the social determinants of health and particularly on access to healthy affordable housing, nutritious food, and healthy land use and transportation planning.

**Jamie Snashall** MC/MPA is the deputy director of government relations for Telstra, Australia's largest telephone, broadband, and information services company. Previously, he was policy adviser and press secretary for three years to Prime Minister Julia Gillard MP, when in opposition. He has also worked as a federal bureaucrat in many departments and as a consultant for some of Australia's leading public affairs firms. Jamie is married to Narelle Luchetti, and they live in Canberra.

**Manu Tandon** MPA was appointed secretariat chief information officer for the Executive Office of Health and Human Services for the Commonwealth of Massachusetts. EOHS is the largest Commonwealth secretariat, and its work touches the lives of all Massachusetts residents. In his new role, Manu manages the state's largest IT portfolio covering 16 EOHS agencies including Medicaid, human services, and public health. Manu is also closely involved in rolling out the crucial HIT program supporting Massachusetts' position as a national leader in health care initiatives.

**Shehzad Tarique** HKSEE is a technical expert and banking supervision advisor with the International Monetary Fund. He has been involved in technical training and advisory missions to several countries in the Middle East, Central Asia, and Africa. Additional work includes responsibilities as a banking supervisor and advisor at the Central Bank of UAE. "I have had several years of regulatory and supervisory experience at the Federal Reserve Bank of New York and the Federal Reserve Board, in the United States," he writes.

**Chris Taylor** MC/MPA is CEO of Mission Essential Personnel and was elected to the board of trustees of the American University of Afghanistan.

**Graves Tompkins** MPA and **Colleen Dixon** MPP 2007 were married in Santa Barbara, California, on May 24, 2009, with many friends from HKS on hand to celebrate. Graves and Colleen live in New York City, where Graves works at General Atlantic, focusing on investments in energy and health care, and Colleen serves as an assistant district attorney in Manhattan.

**Ole Wetlesen Borge** MC/MPA is head of legal and compliance in the investment

firm Pareto Securities AS, in Oslo. Previously, Ole worked as special advisor in the Asset Management Department at the Norwegian Ministry of Finance.

**Matt Wilson** MC/MPA is a campaign director with Health Care for All in Massachusetts. He is leading the organization's work to protect consumers on the proposed sale of the Caritas network of Catholic hospitals in Massachusetts to Wall Street private equity firm Cerberus Capital Management. He is organizing statewide organizations and community groups concerned about the impacts of converting these six hospitals to for-profit businesses.

**Jian Xiao** MC/MPA is a director and deputy general manager of the state-owned listed company Shenzhen Guangju Energy Co., Ltd., whose business scope ranges from gasoline to liquefied natural gas to electric power and the logistics industry across southern China. Prior to attending HKS as a Mason Fellow, Jian was once a policy researcher in the Public Policy Institute and then a senior assistant to the mayor of Tianjin, the fourth largest city in China.

**Alagi Yorro Jallow** MPA is a Reagan/Fascell Democracy Fellow at the National Endowment for Democracy and author of the research paper "The Gambian Media under Militocracy."

**Florian Zinoecker** MPA is corporate governance officer at the European Investment Bank in Luxembourg. Florian and his wife, Marianne, are happy to announce the birth of their son in August 2010.

## 2009

**Sara Agarwal** MC/MPA is an education strategy manager in the Office of Global Social Innovation for Hewlett Packard in Washington, DC. Her role includes facilitating the creation of social innovations in partnership with educational leaders globally. Previously, she worked for Microsoft in Africa and with the African Development Bank and North American Development Bank. She is a new term member of the Council on Foreign Relations.

**Razzaq Al-Saiedi** MC/MPA is a consultant with the International Crisis Group, part of a research team studying the sustainability the Iraqi state in the wake of the American withdrawal. He is finishing a research paper (affiliated with HKS) exploring the electoral systems employed in Iraq and their impact on the political landscape. Razzaq writes occasionally for *The New York Times* and the *Global Post*. Previously,

he reported on war and politics in Iraq for *The New York Times*.

**Max Anderson** MPA and his wife, Jessica, were expecting their second child in December 2010. Their first, Carolina, is two and is now singing, dancing, and hopping through life. They live in New York City, where Jess works at Redeemer Presbyterian Church. Max works at a macroeconomic asset manager and advises the burgeoning movement to create a Hippocratic oath for business. His book, *The MBA Oath*, was published last year and is available online and in bookstores everywhere.

**Jerome Arriola** HKSEE is a department head III of the city government of Muntinlupa, Philippines. His expertise is in the field of strategy. Jerome served the board of advisors of the Asian Institute of Management Policy Center's Philippine Cities' Competitiveness Ranking Project in 2006. His projects and innovations in the city have earned accolades from prestigious local and international agencies and have become the benchmark for cities in the country.

**Rye Barcott** MPA will have his literary memoir, *It Happened on the Way to War: A Marine's Path to Peace*, published by Bloomsbury in April 2011 to coincide with the 10th anniversary of Carolina for Kibera—the organization he cofounded with Salim Mohamed and Tabitha Festo.

**Elena Barmakova** HKSEE is founder and president of Fontvieille Capital Inc., a financial consulting firm that specializes in developing opportunities in Russia for foreign investors and in introducing Russian investors to opportunities in other world economies. On some energy-related projects in Russia, Fontvieille Capital is involved with The Abraham Group, an advisory group headed by former secretary of energy Spencer Abraham. Also, the company is involved with the commercialization of Soviet technology in U.S. markets. In 2009 Elena was honored by the World Economic Forum as an active member of Young Global Leaders (YGL). She has completed the YGL Executive Education Program at Harvard Kennedy School.

**Naye Bathily** MC/MPA, a Senegalese national, is a parliamentary liaison at the World Bank External Affairs' Office, based in Paris. She has served as the bank's first full-time parliamentary staff person. Naye has actively contributed to the creation of the Parliamentary Network on the World Bank, which is a unique parliamentary platform for policy dialogue on key development issues. For the past years, she has engaged hundreds of elected representatives worldwide on international

development issues. She also coordinates field visits for parliamentarians to travel to developing countries and monitor projects and poverty reduction strategies. In addition, Naye designed and organized thematic workshops for parliamentarians on pressing topics such as trade, HIV/AIDS, governance, and natural resource management. She also leads advocacy and outreach to African parliamentarians. Naye has long intended to serve her continent, and is eager to address the pressing issues facing Africa. "I have been privileged with an education and the ability to travel and see what it takes to develop a country," she writes. "It is time to give back. I want to contribute to meaningful change in our part of the world."

**Ryan Buckley** MPP is now working in business development at Rappleaf, a leading provider of customer insights for political and corporate campaigns. Based in San Francisco, Rappleaf works with clients across the United States, including Washington-based political consulting firms and statewide candidates facing off in elections this year.

**Dominik Cziesche** MPA is the deputy chief of staff for the opposition leader in the German parliament, Frank-Walter Steinmeier of the Social Democratic Party. Previously, he worked as a consultant for the Boston Consulting Group in Berlin.

**Bill Daly** MC/MPA is commanding officer of USS *Farragut*, a U.S. Navy destroyer. In August 2010, Bill returned from a seven-month deployment with *Farragut*, during which the ship conducted extensive counter-piracy operations in the Gulf of Aden and Somali Basin, supported Operation Enduring Freedom while operating in the North Arabian Sea, and conducted noteworthy engagement with several NATO countries. While Bill was deployed, his son (and second child) was born; Bill very much cherished meeting his six-month-old son upon returning from deployment. Bill lives in Jacksonville, Florida, with his wife and two children and will gladly give his HKS classmates a tour of the ship if they find themselves in northern Florida.

**Milica Djunic** HKSEE is currently working as a World Bank consultant and is a research assistant for justice sector policy supporting issues pertaining to justice sector reform and modernization process in the Republic of Serbia. Milica's main focus is providing advisory and facilitating efforts to the Ministry of Justice of Serbia in combating corruption and organized crime. Previously, Milica was working as a consultant on the project funded by the Euro-

## What's On Your Mind?

- HELP US MAKE THIS MAGAZINE BETTER
- In the coming weeks, we'll be sending a random sampling of HKS alumni an **ONLINE SURVEY** so we can better understand what you like about the magazine and how we can improve. Please help us by taking a few moments to complete it.

—Thanks from the HKS Magazine staff

pean Commission related to the reform of the judiciary and as a consultant on the UNDP project, also in the area of the judiciary.

**Victoria Donovan** MPA is a democracy specialist with USAID in Washington, DC. She spent three months overseas during the summer, where she worked with USAID and the State Department on their country portfolio for Rwanda. Victoria works primarily as a technical advisor in the areas of rule of law and human rights. Previously, Victoria was a practicing attorney licensed in California.

**Thomas Eads** MC/MPA is now management analyst at the Florida Department of Health in Tallahassee, guiding efficient provision of cancer screening to the underserved and accelerating chronic disease prevention at patient, provider, payer, and community levels. Previously, Thomas was director at Thomas Eads Fine Art, scientific research consultant at Molecular Origins, associate professor at Purdue University College of Agriculture, and group leader at Kraft Foods.

**Brian Elliot** MPA became a social entrepreneur last year by starting Friendfactor. Friendfactor unlocks the power of friendship to accelerate legal freedoms for LGBT (Lesbian, Gay, Bi, Trans) Americans, with the help of straight supporters and a pioneering social networking platform. Brian recently received a PopTech Fellowship and the HBS Social Entrepreneurship Fellowship, and has assembled a bipartisan advisory board to help Friendfactor change the game for gay rights in the United States.

**Rade Glomazic** HKSEE is working at the International Organization for Migration on the NATO-Partnership for Peace Trust Fund Project in Serbia as an advisor. The project aims at creating a sustainable reintegration structure by generating supported employment and self-employment opportunities. Previously, Rade was a consultant with the Organization for Security and Coopera-





## Ambassador of Giving



It's early fall, and Sean Rush MC/MPA 2007 is ready to embark on one of his many international jaunts for JA Worldwide, a nonprofit that provides financial literacy, workplace skills, and entrepreneurship training to nearly 10 million young people around the world. As CEO, Rush relishes any opportunity to meet the young people his organization serves. This trip will

**HKS Fund Chair**  
**Sean Rush**  
*MC/MPA 2007*  
*inaugurates*  
*a new era of*  
*philanthropy*

take him to Nairobi, where, among many other things, he will spend half a day with students from the Kibera Girls Soccer Academy—a free school for girls in the middle of Kibera, Nairobi's largest slum. In 2006, after

spending more than 25 years in the corporate sector, Rush decided to pursue his MPA at the Kennedy School, launching a new career that brings together his business acumen, passion for serving the public good, and fundraising skills. These diverse capabilities have made Rush the ideal candidate for the volunteer position he currently holds at the Kennedy School: the inaugural HKS Fund chair.

*Harvard Kennedy School Magazine* recently spoke to Rush about the importance of annual giving.

**Q When you came to Harvard Kennedy School as a Mid-Career student, what struck you the most about the school?**

My arrival in 2006 was very powerful. Having come from the corporate world, my “re-entry” into academia was one of culture shock. The vibrancy of the place and the energy of my fellow students combined to create an incredible year in my life. I found my out-of-classroom interactions as important as my “in-class” experiences. Those formal as well as informal experiences deeply affected my view of the world at the ripe old age of 55. Who says old dogs can't learn new tricks? My present job brings me to some of the most poverty-stricken parts of the world to use my organization's programs and services in very new and different ways and we're having an impact. I doubt that I would have viewed my present organization and its potential in the same way were it not for the Kennedy School.

**Q As the inaugural HKS Fund chair, what message do you want to share with alumni, donors, and those who are considering an annual commitment to the school?**

All great institutions, particularly universities, are indebted to the many donors (alumni, friends, and institutions) who have believed in and invested in the vision and mission of the school. Each year, hundreds of students come to the Harvard Kennedy School and choose to immerse themselves in a transformational experience. Today's students, whether they realize it or not, owe a profound debt of gratitude to all those who came before them. Harvard Kennedy School has been an ongoing work-in-progress for more than 70 years and will always be a work-in-progress. It was Lucius Littauer's gift that launched the school back in the Great Depression. And it has been the time, energy, and gifts of tens of thousands of faculty, staff, friends, and alumni that have made the institution what it is today. Today's students, as are all alumni, are the beneficiaries of that legacy and that continual work-in-progress.

**Q With so many other organizations in need, why give to the Kennedy School?**

As an alumnus, I give to the school for several reasons. First and foremost, the school was a transformational experience for me. It provided me with a pivotal inflection point in my life at a time when I was seeking a way to make a difference in the world after a 25-plus-year career in the corporate sector. Second, whether I choose to be or not, I am, in my own small way, a part of this school's legacy. As such, I feel obligated to sustain the ongoing investment made by those who came before me. Third, as a beneficiary of that legacy while I was a student, I believe it is essential that I give back to the institution that enabled me to pursue a second career that I had never even contemplated. And last, I believe strongly in investing in the future of Harvard Kennedy School. My sustained giving (along with that of my fellow alumni) over the years will enable the school to pursue its continual reinvention to support students whom I will neither meet nor see. I want to be confident that the Harvard

Kennedy School of the future will have the financial fuel to meet the needs of students and the broader society that it serves.

An essential part of alumni giving at any university (and especially here) is consistency and sustainability. Steady, predictable, and growing alumni giving enables the dean and his staff to make informed decisions on the awarding of financial aid, faculty hiring, and other programmatic decisions. Knowing that there is a stable growing base of alumni giving is crucial for long-term planning and decision making. It doesn't matter how much you give. What matters is that you give on a regular annual basis. Your gift can be \$100 or \$500 or \$1000 or more. Those funds, contributed year after year, build a steady stream of funding that will allow the school to serve future generations of students, just as it served you while you were a student.

**Q If I'm an alumnus/a with only a limited capacity to give, will my gift still matter?**

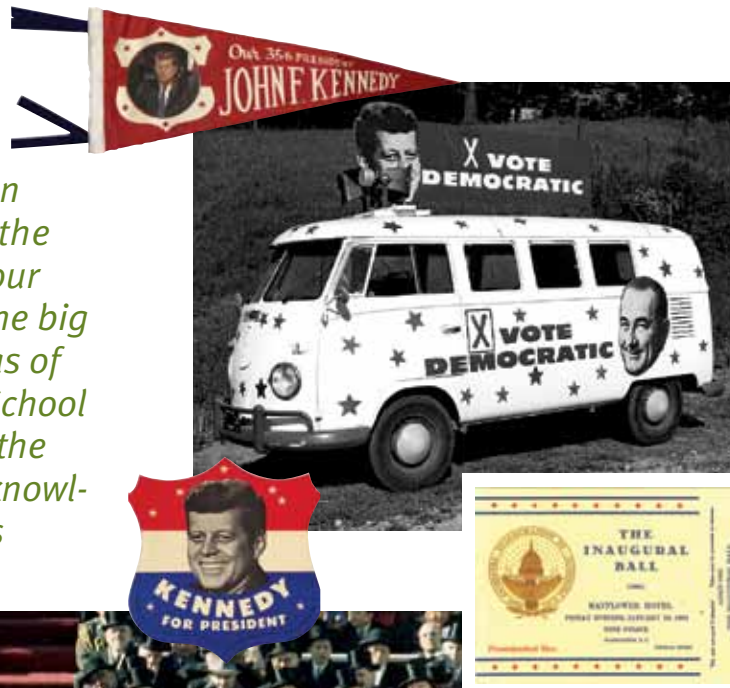
Many alumni have pursued careers in public service that don't provide them with the means to make large charitable contributions. However, your gift, no matter how small, is important. It provides a vote of confidence in our school and tells current and prospective students as well as faculty and staff that the school was an important

**“I believe it is essential that I give back to the institution that enabled me to pursue a second career that I had never even contemplated.”**

and formative experience in your life. In addition, your gift, when combined with the thousands of gifts from your fellow alumni, adds up to multiple millions of dollars of funding to support a number of critical needs.

**Q What role does trust play in annual giving?**

Trust is important in all relationships. That statement is true in any situation where funds are being donated to a university or other nonprofit organization. The Harvard Kennedy School “trusted” me when it accepted me to the school. It trusted that I would use my graduate experience not only to learn, but to use that learning to make a difference in the world. Hopefully, I am living up to that commitment. However, that trust relationship is reciprocal. I, in turn, trust the school to use the funds that I donate in the best interests of today's students. And I know that it will. ❖ LS



THE 50TH ANNIVERSARY of the inauguration of John Fitzgerald Kennedy, the 35TH president of the United States and the man in whose honor our school is named, was a timely reminder of the big ideas that marked his time in office as well as of his eloquent leadership. Harvard Kennedy School is involved in a series of activities honoring the president's legacy. The school gratefully acknowledges David M. Rubenstein for his generous support of these efforts.



Photos and memorabilia from Kennedy's campaign and presidency (clockwise from top right): the 1960 election campaign; Kennedy's inaugural and famous "Ask what you can do" speech; the Peace Corps; on the brink during the Cuban missile crisis; speaking to the nation on civil rights; the space program. The images, courtesy of the John F. Kennedy Presidential Library and Museum, are taken from an exhibit displayed at the Kennedy School.

ON THE WEB  
[www.hks.harvard.edu/jfk50](http://www.hks.harvard.edu/jfk50)



Dear Mr. Chetani:  
 I have read your letter of October 26th with great care and welcomed the statement of your desire to seek a prompt solution to the problem. The first thing that needs to be done, however, is for work to cease on offensive missile bases in Cuba and for all weapons systems in Cuba capable of offensive use to be rendered inoperable, under effective United Nations arrangements.  
 Assuming this is done promptly, I have given my representation to the State Department that the United States will...

JOHN F. KENNEDY PRESIDENTIAL LIBRARY MUSEUM



FINAL SAY

**On the job at Earthwatch Institute** I create and manage relationships with the corporate sector, supporting scientific field research that will expand their employees' understanding of the natural world and help them integrate this knowledge into their work.

**The most rewarding aspect of my career** So many of us who come to Harvard Kennedy School are motivated by a purpose larger than ourselves. This can manifest itself as either government service or working with organizations to serve the common good. In my case, I chose to work in the environmental sector. I enjoy exploring how we integrate issues like sustainability into what we understand as the business model of capitalism, in the same way we've done with health and safety, governance and transparency, and labor rights.

**Recent projects** I've been involved as a board member of the Chewonki Foundation and the Maine Congress of Lake Associations, two environmental education organizations that have been challenged by the current economic climate. In a time when kids are spending less time outdoors, we're learning that many of the challenges they face, like behavioral disorders and obesity, can be improved with more time in natural environments. Helping these groups continue to succeed during this time is a great application of a wide range of skills I developed at the Kennedy School.

**Why I'm a member of the HKS Sustainers Circle** One of the great American fallacies is that we can create our own success without the support of others. One of the reasons that organizations can grow and thrive is that others before us have made the economic and social systems sufficiently robust and transparent that almost anyone can succeed. The experience I had as a student here was largely due to the efforts of people who put tremendous financial and intellectual capital into the school. Since I was a beneficiary of that support, I feel I have not only a responsibility but an opportunity to participate in this investment to prepare the next generation of students. I work in the nonprofit sector, so I'm not making huge bucks, but my time at Harvard Kennedy School was a pivotal and influential one for me. As a result, I feel it is important to contribute to the school as so many others did before me. By giving, I want to acknowledge my appreciation for their investment and help future students benefit in a similar way.

ON THE WEB  
 Learn more about what you can do to support Harvard Kennedy School at [www.hks.harvard.edu/giving](http://www.hks.harvard.edu/giving)

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To make a Reunion gift or to join a Reunion Committee, contact Meg McMullen at [megan\\_mcmullen@hks.harvard.edu](mailto:megan_mcmullen@hks.harvard.edu) or 617-495-5266. You can also make a gift online.

 ON THE WEB

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