

HARVARD KENNEDY SCHOOL

magazine

WINTER 2015

» CAPITAL CAMPAIGN ISSUE

More than 75 years of
innovative teaching,
revolutionary ideas, *and*
world-changing alumni

What's
next? »



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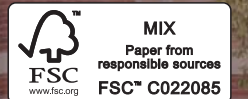
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This magazine is printed on 100 percent postconsumer waste paper (text) and 50 percent postconsumer waste paper (cover) and is FSC® certified.

With this issue, we say goodbye and thank you to designer Diane Sibley, who for 22 years was the visual mastermind behind HKS Magazine. Through the years, this magazine has regularly earned recognition and awards, due in large measure to Diane's thoughtful and exacting approach to her work. We will miss her, but wish her a wonderful time in retirement.



>> *We were always adamant that the capital campaign should serve the long-term interests of the school, and not simply be about an arbitrary fundraising number. I think we have been very successful in making that our approach.* <<

David T. Ellwood

DAVID T. ELLWOOD, dean of Harvard Kennedy School and Scott Black Professor of Political Economy, and David M. Rubenstein, co-founder and co-CEO of the Carlyle Group and a leading philanthropist, head up the Campaign for Harvard Kennedy School, a \$500 million effort launched last year to help attract and train the next generation of public leaders and tackle the tough issues of our time. *HKS Magazine* recently caught up with them to discuss the campaign, its goals, and its progress.

Why a campaign now?

DTE: The Campaign for Harvard Kennedy School, which is part of the Harvard University-wide campaign, could not have come at a more important time for the school. There's so much going on in the world that needs attention—from climate change to terrorism to economic development, which have profound implications for our future, yet action is stalled. That's a failure of public leadership and a failure of ideas. It can be very discouraging, but solving such seemingly intractable problems is what the Kennedy School is all about—we work to solve these extraordinary challenges of leadership and ideas. That's our explicit mission. I think we're all here at the school because we believe it is possible to fix what is broken in the world.

Can you discuss some of the challenges of the campaign?

DMR: The Kennedy School is a unique organization. It gets money both from alumni and from people who never attended it. Indeed, a sizable majority of the dollars comes from this latter group. I am typical of the people who support this school. That's an unusual phenomenon. The school is well known around the world, yet it hasn't been around for a long time, and its 18,000 degree-program graduates are a relatively small alumni base. What's more, their interest in the public and nonprofit sectors means they're unlikely to be large donors. But what they do provide is critical leadership in the world and unparalleled commitment to public service, and this campaign is really also about leveraging that and making the HKS community stronger and closer, and ensuring they have the greatest possible impact in the world.

Given the many problems that face the world, how did you go about identifying the campaign priorities?

DTE: We put a great deal of thought into shaping the goals. First, no global problem can be solved without great leadership—without the individuals who can provide first-rate leadership. That's why attracting the best leaders and then providing them with the best training became the first two of our four campaign priorities. We also knew that to address the most pressing public problems, we needed to do what we've always done—conduct innovative rigorous interdisciplinary research that can help solve real-world problems—but the campaign allows us to think big and identify major themes. So our third priority is to generate powerful ideas that focus on advancing democracy, creating sustainable prosperity, and harnessing the forces reshaping our world. Finally, it became clear that to carry out these goals our campus needed to be modernized. Therefore, our final priority had to be to create a campus that will encourage and facilitate new ways of interacting and teaching. We were always adamant that the capital campaign should serve the long-term interests of the school, and not simply be about an arbitrary fundraising number. I think we have been very successful in making that our approach.

With so many demands on you, what made you decide to commit so much of your time to the Kennedy School?

DMR: I decided to get involved here because it is such a unique institution. In a relatively short period of time, the Kennedy School has captured the world's attention. It trains world leaders, and its convening power is incredible. No other academic institution can attract people from so many areas of public policy to come together. This is absolutely necessary to tackling tough public problems. It also conducts an extraordinary amount of research. The research the school conducts on public policy, and its impact, is really quite incredible. Finally, it has served as an inspiration to other schools. Public policy schools around the United States and the world look to the Kennedy School. I've found my work with the Kennedy School to be one of the most pleasurable things I've done in my philanthropic life.

David M. Rubenstein, left, and David T. Ellwood, speaking at Ideasphere, the launch of The Campaign for Harvard Kennedy School

Ask what you can do.

Imagine what we can do together.

Who will become a leader?

THE KENNEDY SCHOOL'S commitment to preparing extraordinary leaders is at the heart of its mission. The school's distinguished alumni serve around the world as heads of state, leaders of international organizations, educators, local government officials, administrators, and policymakers. Yet keeping our commitment to training exceptional leaders has never been more challenging. To attract and train the very best, the Kennedy School must strengthen its financial aid program, expand its recruitment efforts, and continue to support the school's internationally renowned executive education program.

Xavier DeSousa
Briggs MPA 1993



RICHARD HOWARD

A Smart Investment

IT'S OFTEN the first question prospective students ask as they begin thinking about attending Harvard Kennedy School. How much will my education cost? Passionate about solving the world's most complex problems, these future government leaders, heads of nonprofits, educators, and journalists know what time at the Kennedy School can mean to becoming more effective leaders. Yet the costs of attending can be daunting, for those going into lucrative professions as well as for those expecting modest salaries in the public and nonprofit sectors. More than half of Kennedy School students take on substantial debt, which averages between \$50,000 to \$60,000 at graduation. Prospective students must seriously consider what such financial obligation means for their future career choices.

Since his appointment in 2004 as dean, attracting and supporting the best students has been David Ellwood's highest priority. During his leadership, the school has worked hard to stabilize annual tuition growth and increase financial aid. Over the past decade, the school has more than doubled financial aid from \$11 million to \$23 million annually, while implementing only modest tuition increases. Yet so much more needs to be done. The school must continue to find new resources to attract the very best and most diverse student population.

One of a Kind

XAVIER BRIGGS MPA 1993, an urban planner and sociologist currently on leave from the MIT faculty, describes the support he received from the Kennedy School as a “tremendous validator.” “I wanted to commit to public service and make a difference in the world, and that was a real vote of confidence.”

Briggs sees increasing student financial aid as critical to the Kennedy School's mission of training the best leaders. He is enormously grateful for the school's support, but the assistance he received did not cover all his expenses, and he assumed debt, he says, that for years afterwards “affected how I thought about my career and the financial risks I was willing to take on.”

Recently appointed vice president of economic opportunity and assets at the Ford Foundation, Briggs, who has served in both the Clinton and Obama administrations, says his Kennedy School education was a real game changer. “It was enormously useful,” he says. “The quality of the faculty, the powerful analytic tools, the convening power of the place, and the depth and breadth of the alumni network were incomparable. In my current role, I use it a thousand times a day, strategizing change and will-building. Most of these skills I acquired at the Kennedy School.”

“The genius of the Kennedy School is that there is no one-best approach, no orthodoxy,” Briggs says. “To make a difference in public life, you need to be adept in multiple skill sets. Without that training, I couldn't have been nearly as effective in service to two presidents—or as a professor. Exposure to how the policy process actually works, the messiness and the contingencies when you're trying to implement a good idea, and the importance of building the will for change among policy makers and the public: It's particularly crucial to convey those things to professional students.”

From his current perch in the philanthropic world, the importance of financially supporting students who choose what the Kennedy School has to offer has been brought into even sharper focus. The philanthropic picture, he says, has changed fairly radically over the last several decades. “Most philanthropic and government support for individuals has moved away from those seeking Master's or other professional degrees to focus on Ph.D. researchers, leaving a big gap,” Briggs says. “Everyone committed to service is worthy of support.”

» My fellowship was a combination of scholarship, a teaching assistantship, and loans. I borrowed quite heavily to be at the Kennedy School because of what the school had to offer. For me there wasn't a close runner-up. But for years after, my debt affected the way I thought about my career and the financial risk I took on. « Xavier Briggs

MPA 1993, Vice President of Economic Opportunity and Assets, Ford Foundation



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Life Changing

AARYA NIJAT MPA 2012, the first person from Afghanistan to attend HKS as a Fulbright scholar, says that without the additional financial support of the school's Mary and David Boies Graduate Fellowship, she could not have attended the Kennedy School.

"I believe the Boies fellowship was the key to my placement," says Nijat, currently a policy analyst in governance and institutional development in Afghanistan. "The Fulbright program doesn't often place people at Harvard. The fact that the Kennedy School offered the Boies fellowship gave the Fulbright program an incentive and made coming to the Kennedy School possible."

Her two years at the school were "life-changing," says Nijat. Despite initial cultural differences, the friends she

eventually made were one of the things she values most about her two years. "You get to rub shoulders with congressmen, ministers, mayors, governors, business leaders, and community activists," she says. "I now have this huge network of highly experienced individuals. I have a home in just about every continent in this world."

But the benefits of her HKS degree extend well beyond her own career to the lives of her fellow citizens. Upon her return to Afghanistan, she pioneered developing the country's first policy against sexual-harassment. "This policy has broken the ice on workplace harassment," she says, "triggering national debate that has led to ministerial-level discussions on adopting similar policies, national media public

debates, and President Ghani's recent statement calling harassment at educational institutions 'shocking'."

Working with the Afghan government, Nijat developed a number of leadership capacity building programs based on what she had learned in her adaptive leadership classes with Kennedy School professors Dean Williams and Ron Heifetz. Using the framework of those teachings, Nijat has worked with government officials and external organizations in her native country. Most recently, she published "Governance in Afghanistan" and a "Policy Note on Women's Leadership." "Both papers have turned out to be quite popular within the donor and Afghan government circles," she says. » SA



» My time at the Kennedy School was only possible because of the Pforzheimer fellowship. My work in Zimbabwe is incredibly complex and I knew I needed the best training, but I also knew that I couldn't borrow the money to attend and then go back to my work in Africa. « Ryan Keith MPP 2010, Founder, Forgotten Voices



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Leading with Questions

THE FINANCIAL support Ryan Keith MPP 2010 received was essential to his attending the Kennedy School. The founder of Forgotten Voices, an organization that supports community-based missions assisting orphans in Zimbabwe and Zambia, Keith knew he needed to improve his skills. "I wanted to solve problems, and I knew I needed the best training I could get." But he also knew that taking on substantial debt was not possible. "I couldn't have come to the Kennedy School and then gone back and done what I had been doing," he says.

The Pforzheimer fellowship, which offered him full tuition plus living expenses, allowed him to return immediately to Forgotten Voices and put into practice what he had learned.

The benefits of his education to his work are almost impossible to calculate, says a grateful Ryan.

"Working in Zimbabwe is extremely complex," he says. "The geopolitics and hyperinflation make it one of the toughest places in Africa to work." His education has improved not only how he works, Keith says, but also how his African colleagues work. "The Kennedy School made me more aware of what I don't know. I learned that being a leader doesn't mean having all the answers; rather, it means asking the right questions." By asking the right questions of his team, donors, and board, Keith says, he has helped them all do their jobs better. "That multiplier effect is really incredible," he says.

Keith wishes that more students could get financial support. "We all come to the school to receive the best education money and time can buy," he says, but for those who take on substantial debt, career goals must be put on hold. "The lack of financial aid is this giant barrier they have to get past. At the Kennedy School, they've learned real solutions to some of the great problems, but their debt delays their ability to act on them." » SA

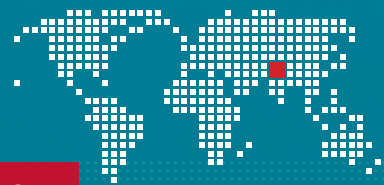
» It was my good luck to find myself at the Kennedy School. I was awarded a Fulbright scholarship, which was going to cover a good part of my expenses, but the Mary and David Boies fellowship was the key addition. That provided Fulbright with the incentive to place me here. My placement at Harvard would have been at risk without it. « Aarya Nijat MPA 2012, Policy Analyst in Governance and Institutional Development in Afghanistan (front row, left)



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“When you challenge the culture, when you challenge the religion, when you challenge the state, no one is happy with you,” says Sapana Pradhan Malla MC/MPA 2014, whose pioneering legal work helped overturn major barriers to equality and justice for women in Nepal. The Kennedy School believes it can make leaders like Malla even more effective, and finding them and attracting them to the school is an important strategic objective. «



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MARTHA STEWART

Change Agent

SAPANA PRADHAN MALLA MC/MPA 2014 has been at the forefront of the fight for women’s rights in Nepal for most of her two decades as a lawyer. Her legal crusades have helped secure inheritance rights for women and criminalize rape in marriage. She was elected to a national body charged with drafting Nepal’s constitution. She was, in short, the embodiment of the sort of public policy agent the school aims to attract.

Yet, had it not been for a new recruitment effort by the school, Malla would probably never have thought of applying. The effort, spearheaded by Chris Avery, Larsen Professor of Public Policy and Management, seeks to draw talent from the least developed countries. Part of the school’s long-term plan for attracting the very best leaders, the recruitment push aims to provide a broader and more diverse pool of international applicants.

“We’re looking for people who have been really successful in practice and who could be more successful if they came to the Kennedy School for an additional year of training,” Avery explains.

The school has done both international and targeted recruiting for a long time. The Mason Program has been bringing demonstrated leaders from developing countries to the school since the 1950s.

But this new effort is different in its focus (aiming at regions in the developing world where the school had not recruited before), and reach (using social networks to identify promising candidates) and in the assistance it provides (helping applicants navigate the process). Avery is not involved in any of the admissions or financial aid panels, and these applicants face the same stringent selection process that others do.

Beginning in 2011, Avery, working with Suzanne Shende, now director of the Mason Program, began searching for potential leads through conversations with alumni and with faculty members at the Kennedy School and elsewhere at Harvard. The first effort saw three candidates enroll in the fall of 2012. The following year, scaling the effort considerably, the two reached out to about 120 potential candidates. A dozen enrolled in the fall of 2013, including Malla.

The effort continues, but important lessons have been learned. Few of the candidates would have applied had they not been contacted directly, either because they did not know about the program or because they would never have thought of applying. English-language skills are often a major stumbling block, with many candidates struggling to pass the

mandatory language tests. The online application system can trip up even experienced applicants. But financial aid can be the single biggest obstacle, because the burden of tuition and living expenses is too much for almost all candidates to bear.

Malla received funding from the school and from the Asia Foundation, allowing her to attend. That, together with the effort by Avery and Shende to identify her and encourage her to apply, brought her to Cambridge.

After a year at the Kennedy School, her perspective on what she can accomplish has changed.

“I was able to taste so many things,” says Malla, who was recently elected as an expert member of the UN Committee Against Torture. “My whole understanding of leadership changed. Before, I worked on the inside. Now I want to be working with people on the outside. I know where the barriers exist. And now I have lots of tools that I can use.”

Sharing what she has learned with peers in Nepal will also be at the forefront of Malla’s effort. “People have not explored what Harvard has to offer, or explored how we can connect with Harvard,” she says. “I’ll be doing both, which is really important in a new democracy.” » RDO

CONFIDENCE IN ME » “We used to rely on foreign advisors,” says Matiullah Faeq MPA/ID 2012, who supervises the banking sector and other financial institutions in his native Afghanistan. “Now they listen to me.” That is precisely what Mary Boies would hope to hear. The Boies Fellowship Fund, which was established by Mary and David Boies for students from Afghanistan, Iraq, Israel, the Palestinian Territories, and the former Soviet Republics in Central Asia, helped bring Faeq to the Kennedy School. Mary Boies’s idea for the fellowship grew out of her experience in countries beset by conflict, to which she often traveled as part of her work

with the United States’ military and national security agencies. “One of the things I noticed was that many senior people in government in those countries had spent time at the Kennedy School, and you could spot them almost right away because of their great appreciation of values, such as the rule of law, democratic principles, and respect for human dignity,” says Boies, whose main work is as a lawyer, specializing in antitrust and commercial litigation. The hope for the fellowship is to provide promising young leaders access to the Kennedy School’s resources. The program, which has supported 29 students since it was established in



MARY BOIES
Mary Boies at the New York event that she and her husband hold annually to honor the fellows.

2005, is testimony to that vision. As Faeq says, the value of the education they receive has given them the confidence and the expertise to help steer their countries in a new direction.

“I wouldn’t have had the confidence to speak in that role if I hadn’t come to Harvard,” Faeq says of his work. “And they wouldn’t have had the confidence in me.”

A Virtuous Cycle

WILLIAM OTIM-NAPE HKSEE 2004 remembers the time he first knew what his life's work would be. In a sense, it had been staring at him all along, but he was too young to know it. He was born to peasant farmers in a small village in northern Uganda, and his father supplemented their meager income through the sale of homemade pottery. Then, one year, disease brought on by heavy rains destroyed their crops.

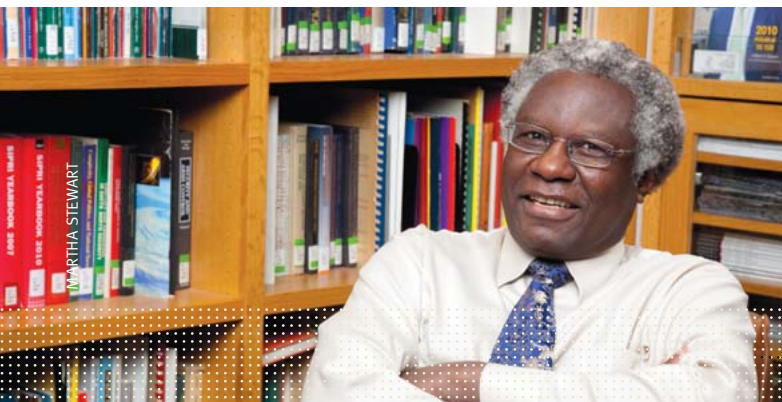
"The food was not enough," says Otim-Nape. "But I saw a challenge. I wished I could do something about it. And the only way to do something about it was to make agriculture my profession."

He was certain that there was a way to make it easier for farmers to grow their crops. That has been his life's path ever since. He overcame terrible adversity to make it through school and eventually university and graduate school, rising to become head of the country's National Agricultural Research Institute and eventually creating his own research institute. For the past decade, the Kennedy School, where Otim-Nape attended the executive education program Innovation for Economic Development in 2004, has been a companion on that journey.

Otim-Nape came to the school as an experienced man of science and the director general of Uganda's agriculture research institute. But the rigorous program, focusing on the intersection of science, technology, and policy and aimed at practitioners from developing countries, gave him a new way of seeing both the problems and the solutions.

"It opened my mind to a lot of things," Otim-Nape says. He realized the importance of marrying science, innovation, and

» *It became clear to me that for us to make an impact on farmers' lives, we needed to do research differently.* « William Otim-Nape HKSEE 2004



William Otim-Nape
HKSEE 2004

commerce. After returning to Uganda, he went on to found the Africa Innovations Institute, a nonprofit aimed at helping small-holder farmers in Africa by supplying them with knowledge and tools.

"It became clear to me that for us to make an impact on farmers' lives, we needed to do research differently," Otim-Nape says. He remembered that farmers had been reluctant to adapt some of the disease-resistant and higher-yielding crops developed in state research labs because they didn't taste as good or were more difficult to cook, and he realized that the institute would need to get farmers involved in the research. He also realized the importance of commercializing innovation and helping farmers farm as a business.

For Calestous Juma, professor of the practice of international development and head of the executive education program on Innovation for Economic Development for the past decade, this is exactly the way the program is supposed to function.

"I see it as a way of influencing public policy," Juma says. "It's a very powerful tool. People like Otim-Nape are a very good example."

There are other examples among the 420 alumni who have taken the program in the 10 years since it was first offered, including half a dozen cabinet ministers such as Jamaica's science minister and Tunisia's minister of agriculture.

The course is just one of more than 60 executive education programs offered by the school, ranging from crisis management to national security. One goal of the capital campaign is to offer more programs and attract more students, boosting the number of participants from 3,000 a year to about 4,000.

Juma, who keeps in close touch with many of his former students, sees the importance of the network the class creates—beyond the value of the ideas and experiences shared in the classroom.

But Otim-Nape's work is particularly close to Juma's interest in transforming African innovation. Juma has been a vocal advocate for the role of research universities in helping African economies in general and agriculture in particular. His work in this field has been influential with African leaders, and he is now encouraging Otim-Nape to develop his research institute into an agricultural university, a journey on which Otim-Nape has already embarked.

"It's a complete virtuous cycle: We have influenced him, and he is influencing us," Juma says. » RDO

Calestous Juma



"We start with the market," says William Otim-Nape HKSEE 2004 as he describes the work of the African Innovations Institute, the nonprofit he founded to help inject agricultural science and technology more directly into the bloodstream of small farmers in Africa. For a man of science like Otim-Nape, the executive education Innovation for Economic Development program helped shed light on the important interplay between science, policy, and commerce. «



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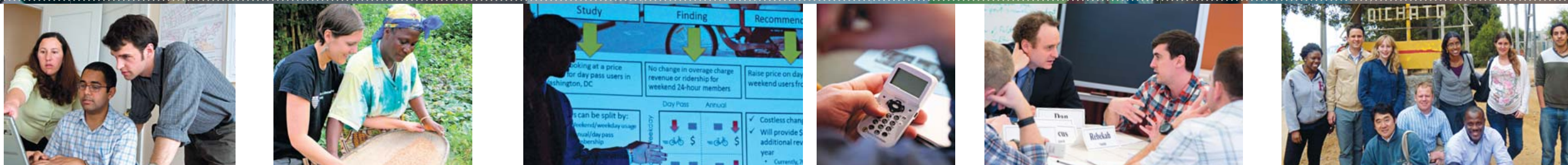
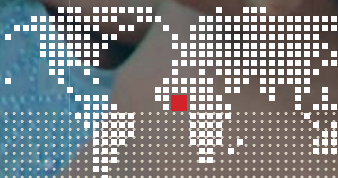
HKS draws nearly 3,000 participants from more than 140 countries and territories around the world to its 60+ executive education programs annually.

TOM FITZSIMMONS

Can you turn a classroom inside out?

THE FLIPPED CLASSROOM. Active learning. Technological assistance. The future of learning looks very different. But innovation is something the Kennedy School has always been familiar with. “The school was born innovative,” says Jack Donahue MPP 1982, Raymond Vernon Senior Lecturer in Public Policy and faculty chair of the MPP program and co-chair of the school’s Strengthening Learning and Teaching Excellence (SLATE) Initiative. “It was a bunch of brilliant misfits who didn’t like either the content or the method of teaching in arts and sciences and set up something different.”

Today, the descendants of those brilliant misfits are back at it. Their vision for learning is a mix of traditional lecture and case-based courses, innovative experiential courses that put students in real-world situations, and a smart use of technology. Real-time feedback from students using hand-held clickers helps teachers understand how students are learning. Online tutorials allow students to engage with content on their own time and spend classes engaged with each other and with the instructor. And teleconferencing allows students to communicate with experts without the expense of traveling or the carbon footprint. The most effective teaching, however, can still be remarkably simple in its conception: a mix of theory and practice, the dedication of a world-class teacher, and the enthusiasm of the future leaders the Kennedy School attracts.



ON THE GROUND

BY ROBERT O'NEILL

PHOTOGRAPHY BY MARTHA STEWART



IN A WINDOWLESS ROOM on the second floor of Somerville City Hall, five Kennedy School students crowd around a table and talk two officials through a spreadsheet projected on a large screen.

Switching from tab to tab, running down columns of numbers, calculations, and estimates, the students—part of Professor Linda Bilmes's applied budgeting class, MLD 412—show the vast quantity of data they have collected and sorted on buildings the city owns and is unsure what it will do with. Former schools, nursing homes, courts, are now left abandoned or used as annexes or recreation centers. Should they be sold, taking advantage of Somerville's current real estate boom? Leased to businesses to grow the city's tax base? Or kept in reserve to meet the future needs of this increasingly popular and populous city?



75,754

Somerville is the most densely populated city in the state of Massachusetts with many residents living in triple-decker housing.

For the two city officials, this is a relatively familiar scene. One of them, Emily Monea MPP 2013, was a student in the budgeting class and was on the other side of the table just two years ago. The other, Daniel Hanley, has been working with students of MLD 412 since 2011. His position as head of the city's SomerStat office—which uses data to track city services and performance—was created with the help of a study completed by the students in 2007.

» *We've put together this amazing cocktail of great students who really want to work, city officials who really want to work with them, and really difficult technical problems that require a lot of analytics—and it's like magic.* « Linda Bilmes

The talk is candid. Hanley and Monea offer unvarnished opinions on the state's use of funds or city policies and tell the students what particular features of the spreadsheet would be most valuable to Somerville and what the students can reasonably be expected to do. The atmosphere is one of trust and respect, because the relationship between the city and the school has worked really well for both parties.

The city has gone from a symbol of urban problems to an icon of modern municipal management. It is still a city of neighborhoods, where the mayor coaches the football team and the accents vary from broad Boston to Latino, Asian, and African.

But what was once sometimes derisively referred to as "Slumerville"—a synonym for corrupt city governance; a poor cousin to Cambridge and Boston—is now a city brimming with young families, new businesses, construction, and its fair share of hipsters.

The partnership has offered the school a living laboratory, with real needs and problems and with the openness to engage an academic partner. It has helped create a new generation of students devoted to working at the municipal level (the class counts 13 mayors among its alumni) and has given the school new standing in the field (175 cities, including London and other foreign capitals, are on the waiting list of those wanting to work with the students). Together with other field-based projects, such as the school's post-Katrina redevelopment effort in New Orleans' Broadmoor neighborhood, it has allowed HKS to pioneer experiential learning in public policy—complementing the school's rich tradition of case teaching and core technical classes. It is part of a mix of new approaches intended to transform the way the school prepares students for public leadership.

"We've put together this amazing cocktail of great students who really want to work, city officials who really want to work with them, and really difficult technical problems that require a lot of analytics—and it's like magic," says Bilmes, who has been teaching the advanced budgeting class since 2004.

An Opportunity

It was shortly after his election as mayor of Somerville, in November 2003, that Joseph Curtatone MC/MPA 2011 visited the Kennedy School for an Institute of Politics seminar for newly elected mayors.

He was all too familiar with the short trek to Harvard Square, which he'd taken hundreds of times as a youngster. "We'd walk to Harvard Square and sometimes pick up a bike on the way back," Curtatone jokes. But he knew that behind the walls that

Digital Learning Lab

This is a revolutionary moment in the field of teaching and learning. There are radically new ways of thinking about how students acquire and apply knowledge in classrooms, how they can learn through experience, and how technology can help them connect across the campus and across the world.

Short, interactive online tutorials prepared by a faculty member can be used as pre-class work, freeing time in classrooms for discussion or group work. The use of clickers by students in response to classroom questions can give teachers an invaluable "back end" view of learning, allowing them to immediately test students' understanding of a concept. Videoconferencing allows students to connect with outside experts, learning from them or, as in the case of a recent class working on a project on disaster planning and preparedness, even presenting their findings to their clients in the San Francisco city and county government, receiving real-time feedback and opening the opportunity for real-time impact.

The school now wants to consolidate these digital tools as well as other efforts into a Digital Learning Lab. The lab will be a physical space devoted to the production of high quality digital

content. But it will also represent a concerted effort to advance the school's systematic approach to experimenting, evaluating, and applying teaching innovations, and a commitment to relentlessly improving the way it prepares the next generation of public leaders to effectively grapple with more complex global challenges.

"What we do best is to apply our evidence-based ethos to track, adapt, and test a lot of these techniques and figure out which ones work best for our unique student body and for the unique education we provide," says Dan Levy, senior lecturer in public policy and faculty chair of the school's Strengthening Learning and Teaching Excellence (SLATE) initiative.

The way the school has been "learning about learning" is highlighted by the way sophisticated new techniques are being adopted and evaluated. The school has long been a pioneer in the use of case studies for teaching public policy and is now leading the way in using multimedia cases, which can include documentary-style video, recorded interviews, and even interactive online materials. A case with videotaped interviews of citizens of a squatter settlement affected by routine flooding in urban Puerto Rico, to cite a recent example, gives students a

much more powerful sense of someone else's experience, and convey nuances such as body language and emotion that simply cannot be conveyed in plain text. But is this powerful medium worth the time and effort and, more importantly, does it really help students learn? HKS is working to answer these questions with concrete evidence. This year, the school will compare the preparation and engagement of students in two sections of a course on professional ethics given by Christopher Robichaud, lecturer in ethics and public policy. One section will use a text-only version of a case on civil disobedience by public officials, while the other will prepare with a digitally enhanced version that

includes audio, images, and interactive timelines. The enhanced version can convey additional layers of information about values, beliefs, and social pressure, which figure prominently in the case. How the students in the two sections perform will directly inform the Kennedy School's approach to developing and applying this new technology going forward.

"To equip public leaders to drive positive change," says Suzanne Cooper, academic dean for teaching and curriculum, "we must develop learning models that are not simply better versions of what we have always done, but fundamentally different."





Policy Analysis Exercise Pilot Program

The Policy Analysis Exercise (PAE) is the capstone of the MPP program. A student (sometimes two) identifies a client and a project and produces a product for that client addressing a policy issue. It's a rite of passage for MPP students. It's also a pressure-filled exercise, taking up large chunks of students' time during their busy last few months at the Kennedy School.

Following the success of the school's field-based and other experiential programs, the school is looking at new ways to improve this client-oriented capstone exercise. Beginning in the spring of 2013, five faculty members began to consider programs, approached potential clients, and selected students (they were looking for teams of four or five). This approach would take advantage of the faculty's expertise and allow them to shape the learning experience. The pilot program, carried out during the 2013–2014 academic year, is now being assessed by Kennedy School faculty.

The teams worked with the U.S. Department of Labor on middle-class earning power, with a nonprofit in Washington, DC, on juvenile justice, with the National Park Service on an economic

valuation of the national parks, on a feasibility study for a major relief agency looking to expand into Africa, and with the city of Shanghai on a carbon emissions reduction project.

The projects leveraged each faculty advisor's unique area of expertise, for example, such as the contacts in China's energy arena of Henry Lee, a senior lecturer in public policy and Jassim M. Jaidah Family Director of the Energy and Natural Resources Program, and the Labor Department connections of Jack Donahue, the Raymond Vernon

group conducted last spring. Although the experience was largely novel for many of them, they believed it reflects an approach increasingly taken in the professional world. And officials noted that the larger groups were often able to tackle more complex problems and provide better work products to clients than can the average one-person PAE.

The on-site experience was invaluable, students said. While e-mail and teleconferencing are important tools, being on the

ground (having that extra candid conversation after a meeting, or simply being able to ask for data in person rather than having to go through layers of bureaucracy) gave students unmatched insights into the issues they were dealing with.

The school is now considering whether and how to proceed with this new approach. Questions include whether the amount of faculty involvement is sustainable, and how the school could fund travel expenses for so many students.

separated someone like him from the quiet courtyards, there was a lot going on.

At the seminar, he attended a panel at which Bilmes spoke about performance-based budgeting.

"At the end of the panel, I approached Bilmes and told her these were the things I had talked about in my campaign," Curtatone remembers. "And I saw an opportunity. I asked, 'How can I and my future administration work with Harvard Kennedy School? And by the way, we have no money.' We literally walked right into her lecture hall, and I addressed 100 students. What we saw was an incredible opportunity. The city could be an experiential classroom for the students. The school would be a resource of knowledge for the city."

When Bilmes asked who would be interested, 80 hands shot up.

The students set about helping the new Somerville adapt a new approach to budgeting. The old budget was abstract and opaque.

"What it told us was how much we spent," Curtatone says. "It didn't tell us how we were spending taxpayer money. It didn't tell us if the money was aligned with any goals or objectives that we all embraced, not just as an administration but as a community."

The students broke up into teams and were embedded in every agency and department across the city, talking with directors and rank-and-file city workers. They helped convert the line-item budget into a program-based format, giving administrators and citizens insight into how much was really spent on safety, on street cleaning and snow plowing, on education. (The city's budget, produced to look like a reader-friendly brochure, is now a model of competency and transparency.)

More projects followed, including SomerStat, a performance-management initiative based on the successful CitiStat and CompStat programs in Baltimore and New York City; an evaluation of the fiscal impact of charter schools on the

Somerville Public School budget; the development of a fiscal rescue package for after-school programs that were losing state grant money; an analysis of the revenue implications of changing Somerville parking citations and meter fees; and a capital plan and operating model for a new recreational center in Foss Park.

The efforts of the mayor and his administration, combined with those of students of MLD 412, had a noticeable impact. The city was soon dubbed "The Best Run City in Massachusetts" by the *Boston Globe*. More concretely, in March 2014, Standard & Poor's raised the city's bond rating to AA+, the second-highest rating on the agency's scale.

"Maybe, when you're out on the street, the impact that a Kennedy School student has had on the city is not obvious," says Emily Monea, the former student, who is now the city's Community Preservation Act manager. "But we can certainly tell the difference at city hall. And it really is almost a cultural change that's happened at city hall, just the way we approach problems and problem-solving. I think that from the moment the Kennedy School students started working in the city, there have been those maybe subtle but really powerful changes."

Fieldwork

The students' work has touched not only Somerville but projects in other Massachusetts municipalities, including Hull and Newton, and even Sea Bright, New Jersey, where students helped the town explore funding options to recover from the devastation of Hurricane Sandy. And although Somerville was the first, Boston has now become the largest "customer" of the school's budgeting class. (The class receives important funding from the school's Rappaport Institute for Greater Boston.) Since 2009, students have worked on projects ranging from street lighting maintenance to vehicle fleet optimization; from the economics of trash collection to expanded use of the Harbor Islands; from a pricing strategy for

» *The pilot program experimented in two key areas: working in teams and building an on-site experience.* «

Senior Lecturer in Public Policy, who served as assistant secretary of labor and then counselor to the secretary during the first Clinton administration.

In addition to the faculty advisor's role in constructing the project and therefore defining the learning experience, the pilot program experimented in two key areas: working in teams instead of one or two students, and building an on-site experience.

Teamwork was a primary attraction for many students, according to debriefings of each





the Hubway, the bike-sharing program, to the development of a 311 hotline for Boston residents.

Officials from states, cities, and towns across the Northeast, and even cities in South America and Europe, have come knocking, looking to team with the school in similar projects elsewhere. Scaling the program to take on clients that are more than a Charlie Card ride away is an ambition Bilmes openly shares, but for now that is too logistically laborious.

However, regardless of whether the model stays local or expands further, it is now largely set. And beyond what it offers to towns and cities, the benefits it offers students are well established.

About two dozen students enroll each year in Bilmes's advanced budgeting class. Almost all of them, representing all the school's degree programs (although most are MPPs), have taken her introductory budgeting class, so they are familiar with the budgeting tools they'll need.

The advanced class tests students by making them work with vast reams of messy, real-world data—pulled up from various city departments, compiled in different ways, maybe even with significant gaps or wrong information—not the small, cleaned-up versions they might find in a class.

Their work for real clients, who count on the final results for important policy decisions, gives them a sense of urgency and importance. And collaborating in teams of four or five compels the students to learn to share information, delegate tasks, motivate one another, and build on one another's skills.

"We're not teaching them to be financial analysts or to be budgeteers or to be accountants," Bilmes says. "We're teaching them to understand how to use numbers, how to use finance and accounting and budgeting so that they can do well in their organizations, whether they're public or private sector, asking the right questions and really understanding the dynamics of an organization in a profound way."

The lessons have not been lost on the school. The success of the school's experiential learning offerings, has struck a chord with school officials. Not only does it represent the sort of impact the Kennedy School espouses, it incorporates the sort of hands-on learning that modern pedagogy tells us is most effective.

As co-chair of the school's Strengthening Learning and Teaching Excellence (SLATE) initiative, Jack Donahue has followed Bilmes's progress closely. In 2013, he began to incorporate several features of the class in a pilot Policy Analysis Exercise (PAE) program. Teams of four or five students work with a client chosen by a faculty member on a project developed by the faculty member and the client. *(See the sidebar on page 20.)*

Completing the Circle

Beyond giving students an understanding of local government finance, the class has given them an appetite for the work. More than one-third of class participants have gone on to work with state and local governments or associated institutions. Many of them return to the class to teach and to recruit new graduates.

And Curtatone, keenly aware of what the students and graduates have helped do for Somerville, graduated from the school in 2011 and in 2014 became a senior fellow at the Ash Center for Democratic Governance and Innovation. This year he will help teach, along with HKS Lecturer and Innovations in Government Program Director Jorrit de Jong, a class that will allow HKS students to work on public sector innovations in three Massachusetts municipalities.

"The Kennedy School fosters those personal and professional bonds that open the doors for so many things: partnerships, innovations, relationships that last a lifetime," Curtatone says. "It's been the most powerful educational experience of my life." » RDO



A CASE IN POINT »

One-quarter of the students in the MPP first-year cohort is in a classroom, teleconferencing with two Kennedy School alumni working in Colombia. The students have studied a case on their pioneering use of social impact bonds to leverage private capital for public good—in this case for a new infrastructure project—and now they get to quiz the two directly about their work. This is how the school's case program is evolving. Already home to the largest collection of case studies—2,000—on public management and

the nonprofit sphere, the program is adding to its collection with new interactive and multimedia teaching aids. Much of this progress has been made possible by the generous contributions of **Joe Tompkins MPP 1975.**

Tompkins's donation of \$1 million to the Kennedy School has nearly doubled the program's case output, adding 15 to 20 new studies each year and allowing the school to maintain its position as the world's largest producer of case studies in the nonprofit and government sectors.



"This is about enhancing the Kennedy School's impact on the world," Tompkins says. "What the Kennedy School is doing is important, not just in the United States but in the world. When I was there, it was relatively small and composed mostly of students from the U.S. What impresses me now is the size and the international dimension of the school. To me, the case study program is even more important now in helping the school train today's and tomorrow's leaders."

How does an **idea** come to life?



LOOKING AROUND US NOW, we see idealistic activists fighting for emerging democracies across the globe while the citizens of long-established democracies remain cynical about the capacity of their governments to take any action at all to meet the rising challenges their nations face. We see great technological innovations creating enormous wealth and social improvements while millions are mired in hopeless poverty that might have been familiar to an observer from centuries ago. We see specific challenges around the spread of nuclear weapons; around climate change and the degradation of the natural world; around the rapid rise of new powers. Only powerful ideas can address these and other challenges.

The Kennedy School has established its credentials as a place where ideas grow, where researchers and practitioners from different fields come together to share insights, and where solutions to the world's most pressing problems are launched. It's happened before: the secure management and dismantlement of the former Soviet Union's nuclear arsenal; an innovative, market-based solution to the problems of acid rain and ozone layer depletion; a revolutionary approach to criminal justice that lead to community policing.

In the coming years, three research initiatives will frame the school's focus: Making Democracy Work; Creating Shared, Sustainable Prosperity; and Harnessing the Forces Reshaping Our World.





AHMED JADALLAH

MEDIA MESSAGE » How do the media, political elites, and the public influence one another and the country's foreign policy? The political scientist **Matthew Baum** teases apart the forces at play.



MAJID SAEEDI

Making Democracy Work



KAREN BLEIER

VOTING RIGHT » The right to vote is not absolute, and historian **Alex Keyssar** has charted the expansions and contractions of American suffrage from the beginnings of the republic to the current arguments over voter ID.



FOURTH ESTATE » Information's vital role in securing democracy must be safeguarded. **Thomas Patterson's** scholarly work on "knowledge-based reporting" led to the creation of the Journalist's Resource website.

BREAKING GRIDLOCK » Polarization is the "new normal" in U.S. politics, says **Jane Mansbridge**, Adams Professor of Political Leadership and Democratic Values. Congress has reached historic highs in terms of division, and it's been heading in that direction since the early 1970s, following the party realignment after the 1964 Civil Rights Act. Politics is more gridlocked than ever, with the parties increasingly unlikely to work together to pass legislation, lest it give their competitors an electoral advantage. Nothing on the horizon suggests that this is a passing phase. So what to do

in a system where the aisle has become a moat? The solution may lie in negotiation. Negotiation has been used successfully in law and in business, but while journalists and memoirists regale us with stories of backroom political deals, we do not yet clearly understand the way negotiation is and can be conducted in the halls of power. That may be about to change. Following her research into the potential for negotiation in the political process, Mansbridge advocates for "deliberative negotiation," in which the parties recognize conflicting

interests but nevertheless respectfully pursue positive and workable outcomes. Placing greater value on institutionalized technical expertise, privacy during negotiations, and repeatedly bringing public servants together so that they can build a history of personal knowledge and shared accomplishment could light the way towards a more cooperative political future. "This is a long-run solution," Mansbridge says. "But to get there, we need to change public culture—what we value in our representatives—as well as the culture in our legislatures."



MARTHA STEWART



KENT DAYTON

CITIZEN PARTICIPATION » A city forces restaurants to prominently post a cleanliness grade at their entrances. A website set up by social entrepreneurs collects data on election violence in a country marked by ethnic divisions. A fashion company tells consumers where its clothes are made and what conditions its workers face. In a world where communication is increasingly compulsive, transparency is more than a buzzword—digital technology has made it central in both the private and public sectors. But is transparency always a good thing? Is there a way to do it well? How will it affect our lives as citizens? "These transformations create big questions for us," says **Archon Fung**, academic dean and Ford Foundation Professor of Democracy and Citizenship. Fung is at the forefront

of understanding what information and transparency mean for civic participation. Through his research, codirection of the Transparency Policy Project, and his creation of platforms including *Participedia* and *MyFairElection.com*, Fung is providing people with tools and incentives for making their voices heard and gaining crucial insights into how disclosure protects the public. The challenges are myriad. Getting the policy right—producing information that is highly valuable, that can be acted on, and that is kept updated—is only half the problem. The other half is the tricky politics of transparency, which, Fung notes, stems from the fact that although transparency has great public value, it will almost always impose costs and hurt somebody else.

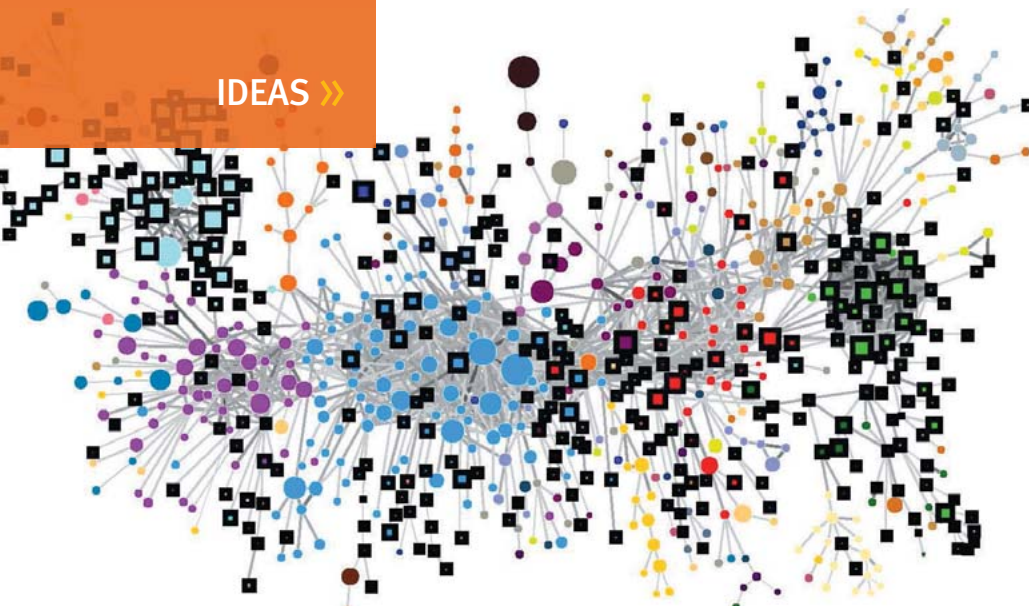
MODEL BEHAVIOR » What happens to a democracy when barely half its eligible voters participate in an election? Low voter turnout says something about citizens' cynicism regarding the capacity of their own government to change their lives. It also says something about human behavior and the gap between intention and action. That gap is where **Todd Rogers**, assistant professor of public policy, conducts his research. "The broad arc of my work is how we translate the insights from behavioral economics and psychology into solutions for important

social problems," Rogers says. Those disciplines basically try to understand the limits of human rationality, how people really behave, and how that behavior can be affected. Much of Rogers's focus in this domain has been on mobilizing voters—helping them to carry through on their intentions to vote. His years of work and numerous field experiments, both in the academy and as the head of a political research institute, have yielded important lessons. Giving potential voters a simple series of prompts to make a plan (when,



JIM BOURG

where, and how to vote) can dramatically increase the likelihood that they make it to the polls. So can sharing the voting behavior of their neighbors or sending well-timed reminders through texts. Taken together, these and other interventions Rogers has identified can double or triple the impact of voter mobilization efforts. Many of them have already made their way into the playbooks of the political parties and campaigns. More importantly, they are paths toward increasing civic participation.



ECONOMIC COMPLEXITY »

After centuries of economic divergence, the world's poorer countries are beginning to catch up to its richer ones—a result, says economist **Ricardo Hausmann**, of a global economy that permits greater trade opportunities for poorer countries.

BOOM AND BUST » For more than a decade, economist **Carmen Reinhart** has been analyzing the striking similarities among the recurring booms and busts of the world's financial history.



BETHANY VEROSE

CLIMATE CHANGE » The school's preeminence as both a research institution and a convening power is helping advance our knowledge on climate change and sustainability. For more than two decades, economist **Robert Stavins**, through the Harvard Environmental Economics Program and its Harvard Project on Climate Agreements, has led efforts to develop meaningful international cooperation on climate change mitigation that is scientifically sound, economically sensible, and politically pragmatic. As part of this initiative, Stavins, the Albert Pratt Professor of Business and Government, also consults with

individual governments, private industry, and NGOs. Most recently, he oversaw production of the work on international cooperation of the Fifth Assessment Report of the Intergovernmental Panel on Climate Change (IPCC), which surveys and synthesizes the latest research. Through research and workshops held around the world, Stavins is also bringing together scholars and practitioners to better understand the challenges to adopting energy-efficient technologies.



JASON CHAPMAN

MAINTAINING GROWTH » The global community may be in a state of secular stagnation, an economic condition in which it is impossible to achieve reasonable growth with reasonable interest rates, according to economist **Lawrence Summers**. This phenomenon, says the former secretary of the treasury and the current director of the Mossavar-Rahmani Center for Business and Government, is occurring not only in the United States but also in Europe and Japan. Although several policy strategies could address the problem, says Summers, the one most likely to succeed in correcting secular stagnation is spurring private spending—either by increasing public investment or by reducing regulations that inhibit private investing.

Summers is also looking at the challenges to addressing income inequality and examining solutions that include increasing public investment in education and job creation and developing a better-functioning progressive tax system. According to him, vast amounts of the income and wealth of top earners escape taxation through a range of tax shelters, including protection in countries with more attractive tax systems. Summers, the Charles W. Eliot University Professor, is looking at ways to work cooperatively with the international community to permit taxation of the overseas capital of U.S. citizens. He is also examining strategies for discontinuing a range of features in the U.S. tax code that promote wealth accumulation, high earnings, and low inheritance tax rates for those with the largest incomes. Summers is part of a commission sponsored by the British medical journal *The Lancet* to identify worldwide health goals, such as low infant mortality rates and effective AIDS treatment, that until now have been accomplished only in industrialized countries.



MARTHA STEWART

SUSTAINABILITY » In his *Millennium Report* to the UN General Assembly, Secretary General Kofi Annan singled out three great and interrelated challenges facing the global community in the decades ahead: helping the peoples of the world secure “freedom from want, freedom from fear, and the freedom of future generations to sustain their lives on this planet.” The last of Annan’s big themes—achieving shared and sustainable prosperity in an increasingly crowded world—is being addressed by a wide range of faculty across Harvard and the Kennedy School.

William Clark, the Harvey Brooks Professor of International Science, Public Policy and Human Development, has led the emergence of the field of use-inspired sustainability science. The Sustainability Science Program that he codirects seeks an unprecedented integration across the natural and social sciences and the engineering and health professions to create shared knowledge about how interacting human and environmental systems can be managed to promote growth in human well-being that is equitably distributed across and within generations.



BLOOMBERG

Creating Shared Sustainable Prosperity

INEQUALITY » Political Scientist **Robert Putnam** has identified a disturbing trend in American society: the growing class gap within America's youth. Compared with previous generations, today's working-class youth are less likely than middle- and upper-class children to spend time with parents, engage in extracurricular activities, or express trust in others—all predictors of future success. Social engagement in youth, says Putnam, Peter and Isabel Malkin Professor of Public Policy, predicts future



LUCY NICHOLSON

income, educational attainment, and civic and political participation. “Decreasing social mobility,” he says, “represents a perfect storm with multiple, interrelated causes, such as widening income gap and increasing economic insecurity for working-class households, changes in the working-class family structure, unraveling of the informal social safety net in working-class neighborhoods, and the increased competition (real or perceived) in the college admissions process.”

This decline in social mobility, Putnam says, upends one of America's most fundamental tenets: that a person's social origins are not a person's social destiny—that with enough energy and drive, anyone can prosper. If the class gap continues to widen, with working-class children becoming increasingly disconnected, he says, “what we might be describing is a vicious cycle that shapes patterns of intergenerational mobility.”



REAL-WORLD EVIDENCE » On the basis of large-scale field experiments, economist **Rohini Pande** emphasizes the use of real-world evidence to test economic models in developing countries.



STR NEW/REUTERS

GEOPOLITICS OF ENERGY » In October 2013, for the first time in decades, the United States produced more oil than it imported. Transformation in the gas sector has been even more dramatic. As technological breakthroughs open up newly accessible supplies of shale gas and oil, the country is enjoying a production boom. But what are the implications of this boom, for both the United States and its allies around the world?



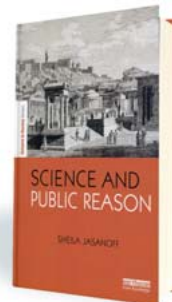
TOM FITZSIMMONS

Meghan O'Sullivan, Jeane Kirkpatrick Professor of the Practice of International

Affairs and director of the Geopolitics of Energy Project, is assessing the geopolitical consequences of this energy boom, and her work is helping policymakers respond to the new realities. Energy has always been a huge determinant of foreign affairs and policy. But, as O'Sullivan explains, two major events in the energy world today are intensifying its effects: a slow revolution, whereby we try to go from being highly dependent on fossil fuels to having a more diverse energy base, and a fast revolution, in which new technologies allow for the extraction of more oil and gas than ever thought possible. O'Sullivan's deep research identifies the political and economic forces unleashed by this production revolution, anticipates how global markets will be affected, and assesses how market changes might influence political realities.

Harnessing the Forces Reshaping Our World

TECHNICAL EXPERTISE » How is science used in legal and policy decisions? **Sheila Jasanoff** works on the interaction between science and society.



FINBARR O'REILLY

FIGHTING BRUTALITY » Social scientist **Dara Kay Cohen** sheds light on the issue of wartime sexual violence, offering policymakers valuable insights and data as they battle this terrible problem.



KRIS SNIBBE

ATOMIC MANAGEMENT » Nuclear expert and professor of practice **Matthew Bunn** testified before Congress on nuclear proliferation and how to control it.

FUTURE OF DIPLOMACY » Professor of the Practice of Diplomacy and International Politics **R. Nicholas Burns** says that the United States will need to rely increasingly on its diplomats as it contends with global challenges in the Middle East, Ukraine, Asia and elsewhere. Nations need to draw on their ability to negotiate, communicate, and resolve differences through diplomacy, as

UNDERSTANDING CHINA » The relationship between the United States and China is the most important in the international community and also the least easily understood. China's rapid rise to economic preeminence is unprecedented, and the challenges the country faces internally and poses externally defy historical comparisons. It is expected to become the world's largest economy even as a significant portion of its population survives on less than \$2 a day. Its citizen will grow old before it grows rich. And, unlike previous challengers to U.S. superiority, such as the Soviet Union, China is a globally integrated economy, tightly woven into the fabric of international commerce. No significant global policy challenge—from security in Northeast Asia and the South China Seas, to controlling climate change, to restructuring the institutions of global governance—can be resolved without collaboration and communication between the United States and China. Harvard Kennedy School's Ash Center for Democratic Governance and Innovation and its director, **Anthony Saich**, Daewoo Professor of International Affairs, are dedicated to enabling a more constructive relationship between the two powers. Through its research into the key policy challenges and its efforts to build bridges with leading thinkers and institutions in China, Harvard Kennedy School is dedicated to building mutual understanding between these indispensable nations.



LUCAS VALLECILLOS

NUCLEAR ALERT » Nobody has done more to raise awareness of the issue of nuclear terrorism than political scientist and former Harvard Kennedy School dean **Graham Allison**.



well as turn to the military when necessary to defend the country. Burns brings 27 years of experience in U.S. government service, where he rose to the rank of undersecretary of state, to the Future of Diplomacy Project, which he created in 2010. The Project is dedicated to diplomatic research and building public understanding of diplomacy's vital role in a complex and globalized community of



KENT DAYTON

nations. "Diplomacy is often about hope," Burns says. "It is the great hope that all of us have, in every country, that we do not have to accept the status quo. That we can actually overcome the differences that separate nations and that sometimes lead them to fight each other in cataclysmic wars. Hope that we can improve and change for good the human condition. And that is a powerful aspiration."

A ROILING BOIL »

"The Kennedy School is an intellectually stimulating pot that boils," says **Bob Belfer**. He was initially drawn to the school by his conviction that nuclear proliferation was the most pressing problem the United States faced, and that what was then called the Center for Science and International Affairs (since renamed for Belfer and his wife Renée) was playing a vital role in addressing that issue. After all, the Kennedy School isn't just about theory: it's about putting ideas into practice. "You can't simply philosophize—you must strategize and implement," says Belfer, who escaped Poland during World War II and went on to build a major energy company. "It's marvelous to see that the Kennedy School is about having a real impact and how so many of its faculty and fellows have served in high government office."

Alumni such as Robert Zoellick MPP 1981, a former president of the World Bank and now a Belfer Center fellow, and faculty such as R. Nicholas Burns, a former U.S. undersecretary of state and now Sultan of Oman Professor of the Practice of International Relations, and Ashton Carter, nominee for secretary of defense and former HKS professor, are a demonstration of that impact, Belfer says.



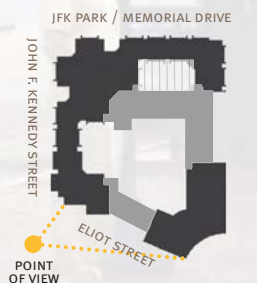
MARTHA STEWART

"Bob's support for the Kennedy School [where he serves on the visiting committee, the executive committee, the Belfer Center International Council, and the dean's council] is just one example of how he confronts the gravest nuclear, security, environmental, and economic threats in the world today," says Graham Allison, a former HKS dean, the director of the Belfer Center, and Douglas Dillon Professor of Government. "His personal chemistry makes him a great match for us because he cares so deeply about making an impact on policy, which is also in the DNA of the center and the entire Kennedy School."

Where does inspiration emerge?

IN A LITTLE UNDER FOUR DECADES, imagination and energy transformed what was an MBTA rail yard into the home of one of the world's most extraordinary places of learning—a place that is more than bricks and mortar, more than square footage and acreage. But square footage has its advantages. The school's students and faculty and staff, the classes and lectures and brownbags, the high-visibility guests, the special events—they all vie for limited space. In the language of architects, the school is currently "hyper-utilized." The Campaign for Harvard Kennedy School provides a unique opportunity to give physical expression to the school's ambitions: reimagining the way the school opens to the outside world; creating new types of spaces for teaching and learning; reinventing the school's public spaces. The plans for an expanded and modernized campus, subject to regulatory and permit approvals, include flexible classrooms and collaboration areas, and create spaces equal to the school's famed convening power. Appropriately, for a school that defines itself by its public service, the school will also be more open to the city around it. Square footage, but in service of a mission.

VIEW FROM JOHN F. KENNEDY AND ELIOT STREETS
PROPOSED DESIGNS SUBJECT TO REGULATORY AND PERMIT APPROVALS
ARTIST'S RENDERINGS COURTESY OF RAMSA



The most dramatic feature of the new proposed design is possibly its treatment of the school's central space. While the school's official entrance is located on JFK Street, its unofficial entry is on Eliot Street. Pedestrians, cyclists, cars, trucks (and presidential motorcades) all share that ramp, and much of the space in the sunken courtyard below.

The new campus design essentially raises the courtyard up to street level, creating a new central green space, which would be accessible by pedestrians and cyclists through dramatic gateways (vehicular traffic would be directed, via a ramp, to an underground loading dock).

The new construction will include two new buildings over entrances from Eliot Street and from the pathway that separates the school from the Charles Hotel complex, as well as a new, glass-enclosed building stretching from the Littauer Building to the Rubenstein Building.

The new south building will be home to a dramatic dining and lounge area, as well as creative study spaces.



1 COURTYARD AND SOUTH BUILDING
PROPOSED DESIGN / ARTIST'S RENDERING



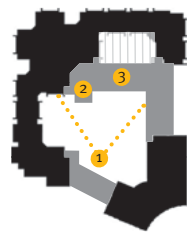
CURRENT



PROPOSED



CURRENT



2 FORUM ENTRY



3 DINING / LOUNGE



The new construction project will increase the current 265,000 gross square feet by nearly **91,000** square feet.



New teaching spaces will include two large Case classrooms and four new large flexible classrooms, as well as 11 team rooms designed for class breakouts or designated group work.



A large new collaborative space will offer multi-disciplinary groups the opportunity to work together on research projects. Two adjacent large conference rooms offer increased flexibility. Three additional conference rooms will help satisfy the school's high demand for meeting space.



New landscaping and hardscaping, in both new and existing areas, will provide a more welcoming and functional access to the school, and more social places for members of the community to congregate.



The new dining space will provide seating for 200 people, a new kitchen, as well as lounge space in a terrace above, and a private dining area. The new space will open to the courtyard on one side and to an enclosed garden on the other.



A part of the old courtyard will remain. Framed by new and old buildings, and protected from the elements by a glass ceiling, the "winter garden" will offer a year-round, indoor-outdoor space



Trudging across campus in the cold of winter or the heat of summer will no longer be a chore. It will be possible to circumnavigate the campus indoors on three different levels, using the entryway buildings, as well as the underground passage connecting the Taubman Building with the new dining area.



The school was mindful that a more open campus not be a less secure one. A new state-of-the-art security system will support the safety of the community, and the new layout will help the school respond to the security needs of high-visibility visitors.



JFK AND ELIOT STREET ENTRANCE



ELIOT STREET ENTRANCE



CURRENT



WEST COURTYARD GATEWAY BUILDING



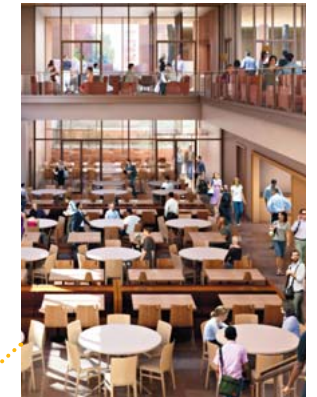
CURRENT



JFK STREET ENTRANCE



FORUM ENTRANCE



DINING / LOUNGE AREA



PROPOSED DESIGN / ARTIST'S RENDERING



WINTER GARDEN



WEST COURTYARD GATEWAY BUILDING



TAUBMAN BUILDING



COLLABORATIVE SPACE



FLEXIBLE CLASSROOM



WEST GATEWAY BUILDING FROM COURTYARD
PROPOSED DESIGN / ARTIST'S RENDERING

BUILDING FOR THE FUTURE

Concerns over the building project's environmental impact and sustainability have been at the heart of the school's planning, leading to the formation of an advisory panel chaired by Harvey Brooks Professor of International Science, Public Policy and Human Development Bill Clark, focusing on issues ranging from energy consumption to building materials to recyclables in the cafeteria.

The school expects a LEED (Leadership in Energy and Environmental Design) gold certification for all new buildings (with some aspects receiving a platinum certification). The use of a more sustainable HVAC system using chilled beam technology will help minimize energy use. The school is also pursuing the use of solar photovoltaics on the roofs of the new buildings.

Large water storage tanks will be used to collect excess rainwater and recycle it for non-potable uses. Resilient features, such as protection from flood damage for electrical equipment are also built into the design. And the school will also build parking for almost 200 bicycles, including some long-term, sheltered spots.



PROPOSED DESIGN / ARTIST'S RENDERING

Scanning the new courtyard from left to right, one would see the three new buildings and the two dramatic openings to Eliot Street and the pathway separating the school from the Charles Hotel complex. The gateway building above Eliot Street will house

a new student lounge and study area with a terrace overlooking the courtyard. The other gateway building will house new flexible classrooms as well as a collaborative area.



CURRENT

A dramatic enclosed space between the new and the old buildings, a "winter garden," will bring outdoor light and greenery into the school, and will be used year-round as a communal space as well as for special events. It will be accessible from the dining area, the library, and the Rubenstein Building.





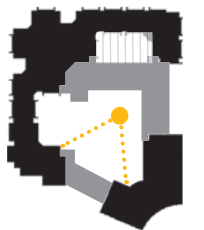
ELIOT STREET GATEWAY BUILDING FROM COURTYARD
PROPOSED DESIGN / ARTIST'S RENDERING



CURRENT

The new uncluttered green space at the center of the campus will offer an open, pedestrian experience. Free from cars, trucks, and the multiple uses that mark the current courtyard, it will offer a larger useable green area than is currently available. A social seating area with

terraced plantings, as well as a sunken area by the exit to the Belfer Building, will offer interesting visual elements and provide perfect spaces for the community to gather.





The new construction will connect the Taubman Building with the rest of the school, not only through the entryway buildings, but also through a below-ground connector.



Instead of entering from the street and then descending a level to the courtyard, a visitor can walk directly through the Fisher Family Rotunda and into the new elevated courtyard.



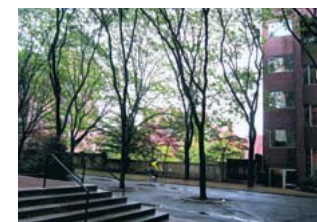
Stairs from the rotunda will lead to a below-ground area, which will include a large new classroom.



A corridor, lit by natural light from above, will connect the Taubman Building to the new dining area.

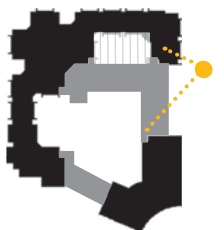


PROPOSED DESIGN / ARTIST'S RENDERING



CURRENT

The campus is currently cut off on its western edge—there is no entry point along the pathway that separates the school from the Charles Hotel complex. A new building, framing a large opening, creates a more porous border between the school and its surroundings. Above the two-story entrance there will be new study and collaborative spaces, classrooms, and new faculty and staff offices.



IDEASpHERE

» IF THE KENNEDY SCHOOL ASPIRES to be the public policy world's ideal blend of thinking, convening, and applying, Ideasphere was its perfect expression. The two-day event, which celebrated the launch of a \$500-million capital campaign, attracted 700 attendees and 100 speakers, featured 46 sessions and two full-blown Forums featuring two heads of state and the former president of Harvard University and U.S. treasury secretary.

Almost all the presenters were faculty and alumni. From social impact bonds to corporate social responsibility, from participatory democracy to the stress of leadership, the event featured the cutting edge of Kennedy School faculty ideas and alumni innovations. The school has hosted these types of events before—notably the Dean's Conference. But this year saw an event that proudly demonstrated the best the Kennedy School community can offer.

PHOTOS BY MARTHA STEWART AND MATT CADWALLADER



1

» You need to have the courage to follow your instincts...and pay the consequences when unpopular.« FORMER MEXICAN PRESIDENT FELIPE CALDERÓN MC/MPA 2000



2

1 / Ellen Johnson Sirleaf MC/MPA 1971, president of Liberia, and Felipe Calderón MC/MPA 2000, former president of Mexico, took part in a conversation with 2 / Jieun Baek MPP 2014 and Amanda Ooko-Ombaka MPA/ID 2016. The Forum, "Leaders on Leadership," kicked off the two-day Ideasphere event and featured a packed house and, as always, questions from the audience, including 7 / Halimatou Hima Moussa Dioula MPP 2013.

3 / Edward Glaeser, Fred and Eleanor Glimp Professor of Economics, led his audience on a global tour of cities and their importance as drivers of economic activity and creativity.

4 / For the 700 guests shuttling from session to session and building to building, the courtyard made for a welcome pit stop.

5 / Remarks from Harvard University President Drew Gilpin Faust and Harvard Kennedy School Dean David T. Ellwood capped the opening plenary session.

6 / Kahlil Byrd MC/MPA 2003, founder and CEO of Forward Progress in Politics, and Joe Tompkins MPP 1975, partner at Sidley Austin, shared their experiences on the "Game Changers" panel.



3



4

Only #HKS would have the reach to construct a program like #ideasphere—extraordinary people and range of topics.
Andy Seig MPP 1992



5



6



7



1 / “Ideas in Action” brought together members of the HKS community such as Livio Valenti MPP 2013, whose Vaxess Technology uses silk to make vaccine transportation easier and cheaper, Aleem Ahmed MPA 2015 and Caroline Mauldin MPA 2015, whose Love Grain social enterprise connects small-holder farmers in Ethiopia to a global market, Moïse Cherem MPP 2009, founding partner and CEO of Enova, a company that creates innovative educational models, and Jim Taylor MC/MPA 1990 and Debbie Aung Din MC/MPA 1990 (left), co-founders of Proximity Designs, a social enterprise in Myanmar that designs and sells simple products that help farmers climb out of poverty.

2 / Morra Aarons-Mele MC/MPA 2008 and Nicco Mele, who left HKS in January to become deputy publisher of the *Los Angeles Times*, discussed “The Promise and Peril of the Internet” at a Shorenstein Center on Media, Politics and Public Policy session.

3 / Calestous Juma, Professor of the Practice of International Development, brought home his message on technology and economic development in “Innovation and Prosperity: Public Policy in the Age of Technological Abundance.”

4 / Ideasphere billed itself as a celebration of ideas. Inevitably conversations popped up everywhere.

5 / Interactive sessions, such as “The Secret of Economic Growth,” by Ricardo Hausmann, Professor of the Practice of Economic Development, and Marcela Escobari MPP 2001, executive director, the Center for International Development, made learning a central component.

6 / R. Nicholas Burns, Sultan of Oman Professor of the Practice of Diplomacy and International Relations, discussed “Challenges to U.S. Global Leadership” 7 / Iris Bohnet, Professor of Public Practice and director of the Women and Public Policy Program, led the panel on “Closing the Gender Gap” 8 / Robert Stavins, Albert Pratt Professor of Business and Government, and 11/ Rohini Pande, Mohamed Kamal Professor of Public Policy, brought their experience in environmental economics to bear in “Harnessing Market Forces to Protect the Climate” 9 / Aetna Professor of Public Policy and Corporate Management Brigitte Madrian, a pioneer in affecting important economic changes through small processes, offered her insights in “That Was Easy: Why Simple Matters” 10 / David Gergen, Professor of Public Service, and Meghan O’Sullivan, Jeane Kirkpatrick Professor of the Practice of International Affairs, were part of a panel on “Insights from Great Leaders.”

12 / Charles W. Eliot Professor and President Emeritus Lawrence Summers offered his thoughts on economic growth and prosperity in a Forum with Zanny Minton Beddoes MPP 1992, economics editor of *The Economist*. David M. Rubenstein, chair of The Campaign for Harvard Kennedy School, joined the two on stage.



What explains the great divergence? @ricardo_hausman: schooling urbanization? tech collective? Knowhow! #ideasphere Albert Solé MC/MPA 2014



»There is a need for approaches that transcend and then combine efforts in the public and private sectors.« PROFESSOR LAWRENCE SUMMERS, PRESIDENT EMERITUS

»The core idea is to treat people as customers, not as charity recipients or aid beneficiaries. That is what drives us.« DEBBIE AUNG DIN MC/MPA 1990 CO-FOUNDER AND CEO OF PROXIMITY




Seemingly trivial technologies can make huge strides in human welfare. Professor Calestous Juma





1 2

» *Saving the world is not for the content or the cautious. And the Kennedy School is a community of risk takers who believe in tomorrow and are willing to work hard to make it real.* « DEAN DAVID T. ELLWOOD



3


1 / Ming Yu Cheng HKSEE 2012 takes part in a session.

2 / "Winning the Peace: Securing Nuclear Weapons," a discussion hosted by the Belfer Center for Science and International Affairs, included Graham Allison, Douglas Dillon Professor of Government and Belfer Center director, Ashton Carter, nominee for secretary of defense and former HKS professor, and Robert Zoellick MPP 1981, former president of the World Bank.

3 / As Harvard University President Drew Gilpin Faust remarked, "Ask what you can do" is a deceptively simple question."

4 / On what global challenge can the power of one idea have the greatest impact? Attendees were encouraged to vote by taking a stress ball from the canister labeled with the issue of their choice. Harvard Kennedy School Dean David T. Ellwood with his hands full.

5 / The closing ceremony saw the screening of a film on the inspiring accomplishments of faculty and alumni.



4



As many of you know, I will be stepping down as Dean at the end of June to return to the faculty. It has been an extraordinary privilege to serve as dean of this amazing place and I want to thank you all for your guidance and support through the years. As I've traveled the world, I've never ceased to be amazed and extraordinarily proud of the many ways in which you are making the world a better place. I return to the classroom next year with renewed enthusiasm for the critical importance of our mission. Until then, there is still much to be done and I look forward to making the most of an exciting year ahead.



Dean David T. Ellwood
January 2015

1950 | 65th reunion

Blanche van Ginkel MCP reports that the Corporation des Urbanistes du Quebec instituted the Prix Blanche Lemco van Ginkel to celebrate the 50th anniversary of the legal status of the profession in the Province (and the first to do so in Canada), recognizing her as one of the three founders.

1965 | 50th reunion

Robert Gallamore MPA, PHD 1968 writes, “Harvard University Press is releasing my book with former HKS professor John R. Meyer (1927–2009) in June 2014, *American Railroads: Decline and Renaissance in the Twentieth Century*. The book grew out of my dissertation on railroad mergers under Professor Meyer and a career in government transport policy (Amtrak, Conrail, deregulation), as well as two decades at Union Pacific.”

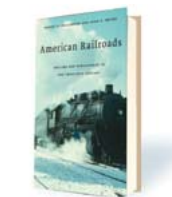
Steve Nelson MPA was elected to the executive committee of WiredWest and named its legal/governance chair. WiredWest is a municipal lighting plant (MLP) cooperative of 42 small towns in western Massachusetts building a fiber-to-the-premises broadband network to deliver gigabit connectivity and other digital services to residents and businesses lacking availability of high-speed internet access from private-sector providers such as Comcast and Verizon. The MLP legislation was enacted over a century ago to enable small towns to deliver electricity to their inhabitants who were not served by private-sector power providers such as General Electric and Westinghouse.

1968

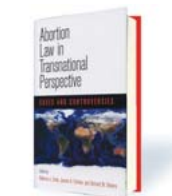
John Lordan MPA, having served 20 years in the Office of Management and Budget and over a decade at Johns Hopkins University, is now senior vice president, CFO, and treasurer at New York’s Fordham University.

Charles Mann MC/MPA retired from the Harvard Institute for International Development/HKS in 2001. Now, with filmmaker colleagues, “I have been fortunate to be able to pursue a long-term interest in educational filmmaking. Our organization is *DevComWorkshops.org*. We are mentoring students at HKS and producing case teaching films for HKS and others.”

Frank Popper MPA teaches land-use planning at Rutgers and with wife, Deborah Popper, at Princeton. “We are working on a history of American land-use planning where we present and comment on the field’s key documents—for instance, the 1862 Homesteading Act and the 1993 Charter of the Congress for the New Urbanism.



Robert Gallamore’s book, *American Railroads: Decline and Renaissance in the Twentieth Century*, was published by Harvard University Press in June.



Rebecca Cook is the coeditor of the new book, *Abortion Law in Transnational Perspective*.

Submit a classnote at ken.sc/hksclassnote

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

1969

Jack Underhill MC/MPA presented a paper at the March meeting of the American Society of Public Administration titled “Restoring the American Dream: An Integrated Approach to Reducing Poverty and Inequality.”

1970 | 45th reunion

1971

Sonia Ingram MCP writes, “While the West is considering going down the ‘sanction road’ against Russia, here’s a look at what’s at stake for the markets. Net trade between Russia and the U.S. was \$38.1 billion in 2013, according to U.S. Chamber of Commerce data. The United States exported \$11.26 billion to Russia and imported \$26.96 billion worth of goods. Russia exports more than \$19 billion worth of oil and petroleum products and \$1 billion in fertilizer products to the United States, according to Chamber of Commerce data. I would like to build financial security with some safe energy and water production projects.”

1972

Henry Ryan MC/MPA just finished a website for his comedy *Madam Ambassador*, which played to full houses at Washington’s Fringe Festival in July 2013. “It is a timely satire that lampoons our system of naming politically appointed ambassadors to our most important diplomatic posts. See madamambassador.com.”

1973

Rebecca Cook MC/MPA is coeditor of the new book *Abortion Law in Transnational Perspective*. Rebecca is professor of law emerita and codirector of the International Reproductive and Sexual Health Law Program at the University of Toronto.

1974

Sandford Borins MPP reports that his research on public sector innovation, based on recent applications to the Innovations in American Government Awards, is the basis of his new book, *The Persistence of Innovation in Government*, published in May by Brookings, and a monograph, *The Persistence of Innovation in Government: A Guide for Innovative Public Servants*, being published concurrently by the IBM Center for the Business of Government.

1975 | 40th reunion

Jim Stasny MC/MPA, after an executive speechwriting career spanning the U.S. Senate Budget Committee, the president of Fannie Mae, the director of NIH, and commercial space transportation at the FAA, operates a variety writing service called Verb River in Falls Church, Virginia.

Kathy Winsted MPA is a marketing professor at Pace University in Pleasantville, New York. “I teach a freshman simulation course and upper level marketing classes, as well as executive MBA classes, including one on public policy. I also run the Center for Student Enterprise, where I help students start and run on-campus businesses, currently running a late-night café, a convenience store, and a call center. I’m married with three ‘kids’ ages 21, 23, and 24. Weekends, I’ve graduated from coaching soccer and now referee, and I’m a deacon at my church (Presbyterian), helping run a food pantry and Toys for Tots.”

1976

Kenneth Mann MC/MPA was named general counsel of the Housing Authority of the City of Camden, New Jersey.

1977

Gregory Kostelac MC/MPA is taking a 10-month sabbatical after 32 years practicing law as a foreign teacher, at the Hubei University of Economics in Wuhan, China.

Diane Wax MC/MPA is consulting at the National Institutes of Health and living in Sandia Park, New Mexico. “I have been doing organizational development work for the past seven years and plan to pursue certification in executive coaching. This will be the next chapter in my life when I return to New Mexico full time.”

1978

Adam Thomson MPP spent nearly four years as the British ambassador to Pakistan, ending in December 2013. “In April 2014 I started as the British ambassador to NATO in Brussels. In between, I was made Sir Adam Thomson. (Knighthoods are a charming British honour dating from the Middle Ages.)”

1979

Randall Best MCRP has been living in Durham, North Carolina, for the past 24 years, where he is administrative manager of the Duke University Physics Department and a humanist minister with the Ethical Human-

ist Society of the Triangle. “Life in NC is wonderful—if only the state legislature would go away.”

Kenneth Juster MPP, a partner and managing director at Warburg Pincus LLC, has been named chair of the board of trustees of Freedom House and vice chair of the board of trustees of the Asia Foundation.

Rob Simmons MC/MPA, after 25 years in elective politics as a state representative and congressman and a two-year tour as Connecticut’s first business advocate, writes, “I have settled in as chairman of the board of the Yankee Institute for Public Policy. We are a center-right, fiscally conservative entity promoting free market solutions to our state’s problems. And in this state there are many problems featured on our ‘List of Lasts.’ We have the worst achievement gap in the nation, the worst state for retirees, the worst Tax Freedom Day on May 13th, the worst credit quality, and so forth. So much to do here!”

1980 | 35th reunion

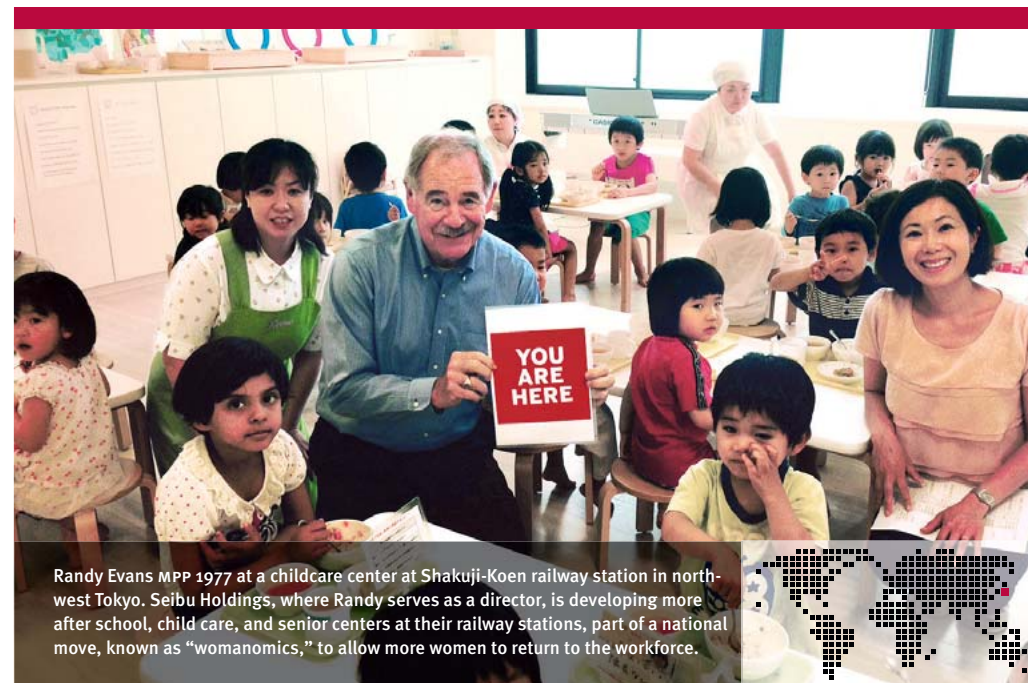
Bill Dalton MC/MPA 1980 coauthored, with his wife, Katharine Dalton, *Legendary Locals of Andover* (Massachusetts), published by Arcadia in November 2013. Bill is the retired chief counsel of the American Cancer Society. He and his wife are in the research phase of a new book. Bill published *State and Local Labor Relations* in 1997.

Grace Flores-Hughes MC/MPA was named to the board of directors of the Media Policy Center.

1981

Giandomenico Magliano MC/MPA writes, “Thirty years after my graduation, I had the chance, in April 2011, to return to HKS, having been asked by the HKS Italian Society to deliver a lecture in Bell Hall titled “International Governance for Sustainable Development” in my capacity as director general for globalization at the Italian Ministry of Foreign Affairs. Now I take this opportunity to say hello to my old classmates from Paris, where I have served as Italian ambassador since January 2013.”

Gerald Stoughton MCRP retired at the beginning of the year after more than 30 years at the Port Authority of New York and New Jersey, most recently in the position of director in the Office of Financial Analysis. In that position, he oversaw the agency’s advancement of a public-private partnership (PPP) for the financing of the Goethals Bridge Replacement Project. This \$1.5 billion project, which reached financial close in November 2013, was selected as the 2013 North American PPP transaction of the year by *Infrastructure Investor*. Gerald is now the principal at Stoughton Consulting LLC.



Randy Evans MPP 1977 at a childcare center at Shakuji-Koen railway station in north-west Tokyo. Seibu Holdings, where Randy serves as a director, is developing more after school, child care, and senior centers at their railway stations, part of a national move, known as “womanomics,” to allow more women to return to the workforce.

1982

Ahmad Chowdhury MC/MPA writes, “Hi, my friends! At the end of my stint with the government, I am now associated with the spinning and ready-made apparel industry in Bangladesh. I would love to renew my contacts with Harvard alumni. Inviting mails from you. In memory of our wonderful year at Harvard. Best wishes.”

Don Cook MC/MPA celebrated his 25th anniversary with Peggy Pickle with a week in Rome. He writes, “In Austin, Texas, my board work continues with Capital City Village, a nonprofit that helps seniors age well at home. It is based on the Beacon Hill model.”

Guy de Fontgalland MC/MPA writes, “It’s 31 years since graduation. Covered much ground across some 25 countries on various jobs and assignments which included World Bank/IFC, UNDP, Flanders Federation of Industries in Belgium, Westpac Bank in Australia, a teaching assignment in London, and now an investment company in Tbilisi, Georgia. On the long road, I met so many Harvard alumni, engaged in a range of exciting work on behalf of governments, corporations, and NGOs. My current work is focused on a boutique investment banking operation, targeting eco-health and wellness resorts development in Georgia and some niche locations overseas as well as specific projects in the agro industry.”

Eric Elbot MC/MPA was invited to Washington, DC, to create a strategy think tank to help the intelligence community be responsive to President Obama’s policies, including on Afghanistan and Pakistan, and on cyberwarfare. He then founded the Veritas Scientific



Ronald Geigle published a new novel, *The Woods*.

Corporation in Virginia (veritasscientific.com) to develop brainwave-based threat detection for SOCOM. (He also taught comparative foreign policy to intelligence community operatives.) Eric is back in Massachusetts now, building a team to commercialize a civilian application of V-Sci’s neuro-algorithm and enjoying the company of his three children, Sage (and Tim), Morgan (and Matt), and Noah (a 2014 Brown graduate), and his first grandson, Oliver, who is now four.

Ronald Geigle MC/MPA has published a new novel, *The Woods*, a saga of love, grand dreams, and transformation set in the Pacific Northwest during the closing days of the Great Depression. “We all know how the Depression burned an indelible mark into this country’s psyche,” he says. “It split the foundation wide. I find it fascinating how people fight back after something so devastating. *The Woods* is about those people and their struggles—and echoes many of the struggles we see around us right now, during the Great Recession.”

Mohan Guruswamy MC/MPA reports that it has been a relatively quiet year for him. “I did a lot of traveling, mostly on Track 2 diplomacy with Pakistan and China. I am still a non-resident fellow with the Atlantic Council, in Washington, DC, and AWW, in Shanghai, apart from my responsibilities at the Observer Research Foundation, New Delhi.”

Martin Krongold MCRP is working in the homeless field with nonprofits in New York City and Long Island to reduce the number of homeless veterans. Elected member of the NYC School Board. Three kids. Items listed definitely not in order of importance.

WE MEET AGAIN

Dean David Ellwood welcomed alumni to Reunion 2014, a two-day event where alumni heard faculty and alumni presentations on topics that included the geopolitics of energy, U.S. global challenges, and the evolution of media and politics.



1983

Daryl Armentrout HKSEE retired from the Tennessee Valley Authority in June 2013, after 45 years of service. He is currently teaching as an adjunct lecturer in civil engineering at The University of Tennessee. He is also involved with engineering accreditation activities through ABET and his sponsoring society, the American Society of Civil Engineers. He serves as a judge for the Smoky Mountains Regional FIRST Robotics Competition. Of utmost importance, he travels to South Bend, Indiana, and Boston to visit grandkids.

Ned Daly MCRP, actor turned video artist, has produced *Pastiche Vol. 1 No. 1*—his first release. In this transgressive multimedia work, Ned combines a kind of “found poetry” (the opening/closing lines of novels by authors as varied as Samuel Beckett and Toni Morrison) with appropriated images from the American film noir canon. Based on Ned’s edgy graphic novel of the same name, the bizarrely unrelated text elements are knit together with sound and image to make a new work none of the original authors could have conceived of. *Pastiche* has been submitted to video art festivals worldwide.

Denise Fort HKSEE is doing climate work, in addition to water policy and advocacy, in Santa Fe, New Mexico. The drought that is gripping the Southwest gives all too many

While teaching is interesting, I find it fascinating to share my worldwide experiences with students.

— Muhammad Siddiqi
MC/MPA 1983

opportunities to address both climate and water. She is still at the University of New Mexico School of Law, but just as a part-time research faculty member now.

Kay Collett Goss HKSEE became CEO of GC Barnes Group, LLC, Washington, DC, in May 2013. Barnes Group is a business development and public-private partnership firm devoted to green energy and environment, health care, disaster management, and national security.

Denise Madigan MPP just returned from Uganda, where she was part of a four-person team invited to train judges and lawyers in mediation theory and skills. The Ugandan judiciary is rolling out an expansive mediation program to facilitate resolution of litigated disputes in that country.

Muhammad Siddiqi MC/MPA writes, “Imparting knowledge is my passion. I am teaching management courses to MBA/MPA students in a university. While discussing the concepts, I give them a global perspective. I have studied in five foreign universities, including Harvard, MIT, and Fletcher, and I have visited more than 40 countries in connection with official work, conferences, and seminars. While teaching is interesting, I find it fascinating to share my worldwide experiences with students. They are the young people on the threshold of entering their professional lives. I am happy to impart educational excellence to them; they are happy to get it. It is mutual gain!”

Zachary Tumin MPP is deputy commissioner for strategic initiatives at the New York Police Department. A coauthor with Bill Bratton of *Collaborate or Perish: Reaching Across Boundaries in the Networked World*, he is also the author of numerous HKS teaching cases. Zach has also served HKS throughout his career, as a senior staff member with Professors Mark Moore in the HKS Program in Criminal Justice Policy and Management, Jerry Mechling in the Leadership for a Networked World Program, Steve Goldsmith at the Ash Center for Democratic Governance and Innovation, and Venky Narayanamurti in the Belfer Center’s Science, Technology, and Public Policy program.

Holly Wong MPP reports that the Office of Global Affairs in the U.S. Department of Health and Human Services is now led by two 1983 HKS alumni. Ambassador **Jimmy Kolker** MC/MPA was recently named assistant secretary for global affairs, and Holly became principal deputy assistant secretary. Jimmy was the U.S. ambassador to Burkina Faso (1999–2002) and Uganda (2002–2005) before moving to health-related jobs with PEPFAR and UNICEF. Holly taught economics in Shanghai immediately after graduation, and has since worked on international health issues, including with the

International AIDS Vaccine Initiative, the pharmaceutical industry, and the Inter-American Development Bank.

1984

Salvano Briceno MC/MPA retired in 2011, following a 25-year career at the United Nations in the environmental field, and covering issues such as climate change, biodiversity, desertification, and natural hazards. Based in France, near Geneva, he continues to be engaged in academic activities in the field of disaster risk reduction and participates actively in the Integrated Research on Disaster Risk program of ICSU/ISSC/UNISDR.

Jeffrey Jones HKSEE published two novels: *Heat*, in 2011, and *What We Love*, in December 2013. He writes, “I continue to work on new fiction and have two more books in the pipeline.”

Ted Live MC/MPA retired from an administrative job for the city of Oakland, California, and moved back to Cambridge, where he lives a short walk from Harvard Square. He is “involved locally in neighborhood issues, recycling, energy conservation, advocacy around climate change—and early music.”

Effie Malley MC/MPA started early this year as director of the New Hampshire Children’s Behavioral Health Collaborative, a coalition of 60 organizations working to transform behavioral health.

James Mullen MPP, the president of Allegheny College, is “deeply honored” to have been elected chair of the board of directors of the American Council on Education, the major coordinating body for the country’s colleges and universities. “Under Molly Broad’s leadership,” he writes, “the council is providing the voice that unifies all sectors of higher education on the critical public policy issues of our time. That I will serve as chair during Allegheny College’s bicentennial year makes this honor even more meaningful for me and for Allegheny.”

Lee Soon-woo MC/MPA writes, “When I was in school, I felt in dire need of English proficiency. So from then until now I made up my mind to practice daily English exercises including hearing and swift reading to elevate my level of English.”

Matthew Tueller MPP writes, “My U.S. Foreign Service career has largely been spent in interesting locations in the Middle East, including Baghdad 2007–2008 and Cairo 2008–2011. I am currently nearing the end of my term of service as U.S. ambassador to Kuwait and have been nominated by the president to be the next U.S. ambassador to Yemen. Subject to Senate confirmation, I expect to be in Sanaa soon. DeNeece and I recently welcomed our sixth grandchild to the

MARTHA STEWART

world and are grateful for Skype, which allows us to stay in contact with our five children and their growing families.”

1985 | 30th reunion

Darryl Garrett HKSEE, who retired as a senior executive from the CIA, has joined the board of AvePoint Public Sector, Inc. He also serves as executive secretary for the Government Security Committee and outside director on the board of Hitachi Data Systems Federal Corporation.

Jo-Ann Henry MC/MPA was one of 20 graduates from the Maryland Association of Realtors (MAR) 14th annual Leadership Academy honored at ceremonies held in Annapolis. The MAR Leadership Academy was formed by realtors who understand the important role they play in their community and the need to enhance the leadership skills, knowledge, and competencies of fellow realtors interested in making a difference in their personal lives and in their communities.

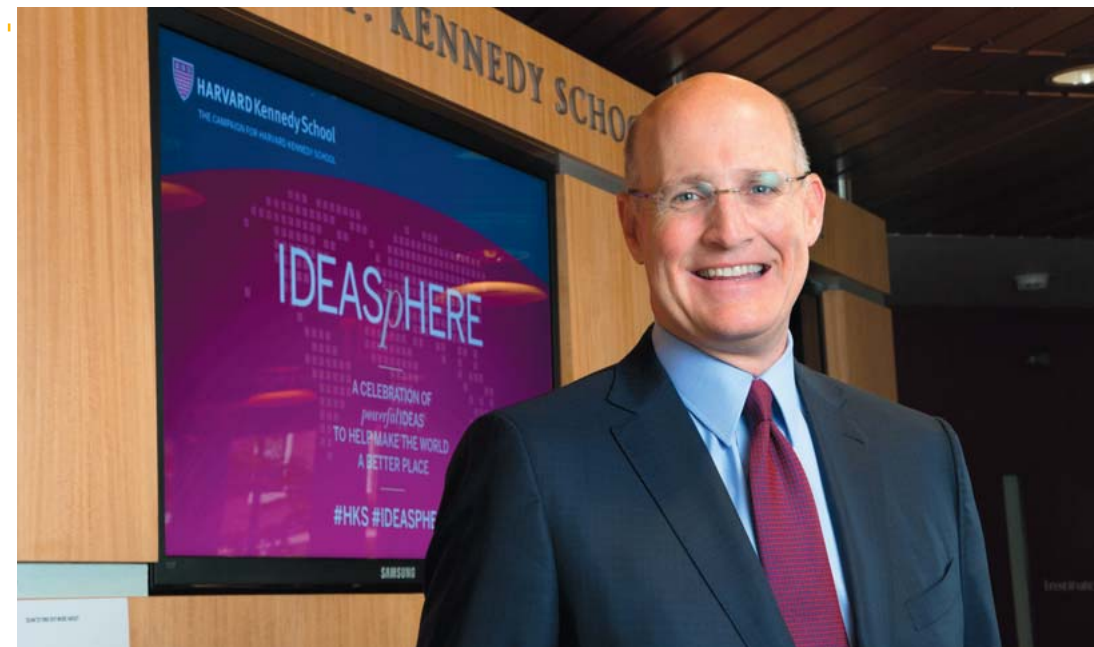
Alison Hughes MC/MPA participated with some members of the Harvard Alumni Association in an expedition to Antarctica in January. “We were accompanied by David Aguilar, Harvard astrophysicist, from whom we learned things like the physics of the Spectre of Brocken and the Greek cultural beliefs and stories behind the naming of the constellations,” she writes. “Experiencing this stunningly beautiful frozen continent and its wildlife, lectures on the evolution of the continent and the politics of climate change, and numerous landings by Zodiac, made for an unforgettable experience. I recommend Harvard Alumni Travel for memorable adventures!”

Howard Marks HKSEE is a consultant to the U.S. Department of Energy (through Energetics, Inc.) on advanced biofuels made from agricultural residues, new energy crops, municipal solid waste, and new drop-in hydrocarbon green fuels. He is in the process of helping organize Biomass 2014, the annual federal Washington, DC, conference on advanced biofuels. Howard retired from the federal government in 2013 after working on energy and sustainability issues for the Departments of Agriculture, Commerce, Interior, and Energy. Previously, he worked for 10 years on what is now called the U.S. Senate Committee on Homeland Security and Governmental Affairs. He has his own consulting firm: K Street Alternative Energy Strategies.

Peter Rossbach MPP is in London with all its rain, lovely gardens, and multinational traffic. “Children entering teen years,” he says. “At work I am happily investing in renewable energy infrastructure with Impax Asset Management.”

MARTHA STEWART

It’s about having an impact in the way the world works.



The Right Return

FROM THE FIELD | ANDY SIEG MPP 1992

When Andy Sieg MPP 1992, managing director and head of global wealth and retirement solutions at Bank of America Merrill Lynch, talks to clients he hears more and more of the same thing: seeing investment portfolios that aren’t just about making the greatest return, but that reflect values.

The company’s market research shows that 45 percent of clients see their investment as a manifestation of their views on environmental, social, and governance issues. For those under 35, the number rises to 70 percent.

So it’s not surprising that Sieg helped lead his company’s involvement in the country’s first Social Impact Bond (SIB) initiative: a \$13.5 million project to train and employ 2,000 former prison inmates.

“It’s not just about making the greatest return, but having an impact in the way the world works,” Sieg says.

Social Impact Bonds are a relatively new funding mechanism, where money raised by investors (private or philanthropic) is used for a public objective. The investors are repaid if that objective is met. Malcom Wiener Professor of Public Policy Jeffrey Liebman has been at the forefront of making this academic idea into a reality. The school has created the Harvard Kennedy School Social Impact Bond Technical Assistance Lab, and HKS alumni are at the forefront of SIB work in the United States and abroad. Sieg spoke at the Ideasphere panel titled Helping Governments Innovate: The HKS Social Impact Bond Technical Assistance Lab.

Given the complexity of these projects, the amount of effort being directed into SIBs, from academia and the private and public sectors is a good thing. “This isn’t going to be a cookie cutter approach to these offerings,” he says. “This is going to be pretty bespoke. But I’m confident that over time we’ll learn how to build scale. This is not unlike the beginning stages of other markets.”

Judging from the wave of interest that followed the New York project, the market looks like it may well be on its way. ✨ RDO

HKS ALUMNI AWARDS

The HKS alumni board of directors is pleased to announce the 2014 recipients.

WHERE IDEAS MEET



ALUMNI ACHIEVEMENT AWARD

LEOPOLDO LÓPEZ
MPP 1996

Leopoldo López was elected mayor of Chacao, a municipality of Caracas, at age 29, and was reelected in 2004. Under his leadership, services such as policing, public health, and education experienced dramatic improvements. In 2008, the organization City Mayors elected him the third-best world mayor (behind the mayors of Zurich and Cape Town). He was instrumental in creating the Voluntad Popular (“People’s Will”) movement, which became a political party in 2011 with López as its national coordinator. After finishing his term as mayor of Chacao in 2008 with a 92 percent approval rating, López was favored to become mayor of Caracas. But fearing his popularity, the government unconstitutionally banned López from running for any elected position. The case was brought to the Inter-American Court of Human Rights, which four years later ruled in favor of López. Since February 12, 2014, students have led marches in protest of the government’s failure to tackle high inflation, crime, shortages of basic goods, corruption, and intimidation of the media and opposition. López took a leading role, demanding an open discussion about the constitutional way to deliver the changes that the population demanded. The Venezuelan government reacted by repressing the protests, detaining hundreds of students, and arresting López, who made the decision to turn himself in to the Venezuelan authorities. At this writing, López remains imprisoned. He is the first person to receive the HKS Alumni Achievement Award in absentia.

Instituted in 1997, this award recognizes alumni more than six years into their careers who have significantly improved the human condition on any level—local, state/provincial, national, or international. Recipients are honored for meaningful accomplishments or making a substantial difference on behalf of people, organizations, or governments, whether by a single influential act or by a series of steps that have produced positive change.



RISING STAR AWARD

MOÍ S CHEREM
MPP 2009

Moís Cherem is a founding partner and CEO of Enova, a social enterprise that brings technology-based learning to Mexico’s poorest urban neighborhoods. Enova designed and operates the Learning and Innovation Network (Red de Innovación y Aprendizaje or RIA), a group of 70 (and growing) educational centers with 2,600 computers located in low-income areas across the nation’s most populous state, also called Mexico. The recipient of numerous awards, RIA is considered one of the most innovative educational projects in the nation. Each RIA center benefits nearly 11 schools and 5,000 users annually within a radius of two kilometers. The aim of Enova is threefold: 1) to create digital citizens, 2) to generate widespread educational impact, and 3) to improve opportunities for Mexicans to grow their knowledge and apply it in their schools, jobs, and communities. Enova’s work is even more vital because Mexico’s educational system has the lowest performance in the Program for International Student Assessment among Organisation for Economic Co-operation and Development members. Various studies have shown that students who participate in the RIA improve their skills in areas ranging from mathematics to Spanish. The social enterprise is currently undergoing a comprehensive national expansion to extend the opportunities of the RIA to every one of the 32 states in Mexico. In addition, Enova recently inaugurated digital libraries in school communities across 14 municipalities in the State of Mexico. These spaces, which are adjacent to public schools, focus on reducing the digital divide by offering free digital collections, training opportunities, and other technology-based content.

Instituted in 2001, this award recognizes alumni who, within six years of beginning their careers, have stood out as leaders, catalysts for change, or as people making a meaningful difference to individuals, organizations, or governments. Recipients exemplify the HKS mission, “to educate enlightened public leaders and generate answers to our most challenging public problems” at all levels, from local to international and across all sectors.



JULIUS E. BABBITT MEMORIAL ALUMNI VOLUNTEER AWARD

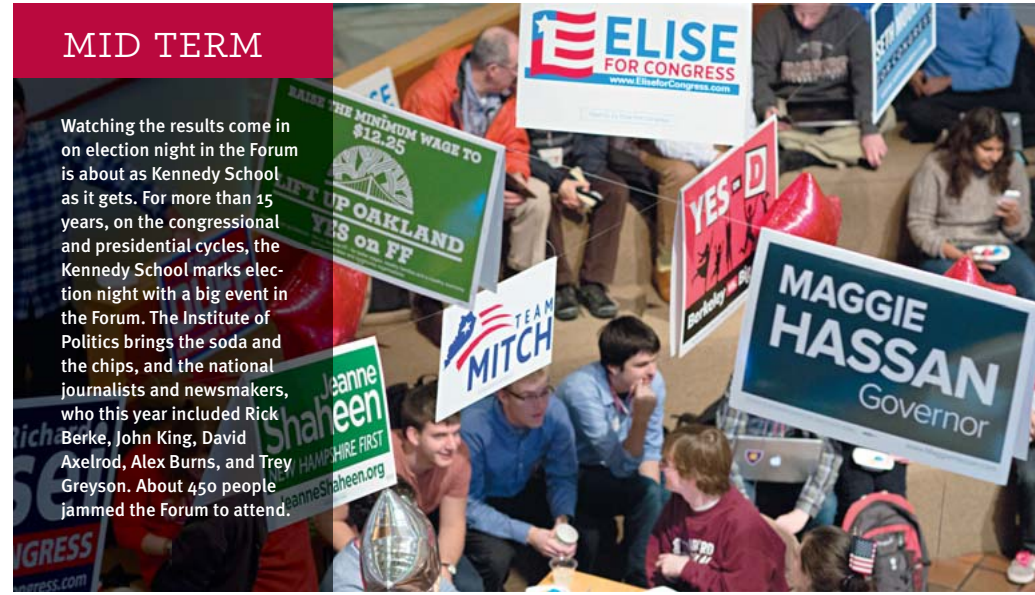
DOUG LEVINE
MPA 2008

Doug Levine has been engaged in alumni volunteer efforts since graduation. A long-serving member of the alumni board, Levine works to find innovative ways for alumni to connect with each other and the Kennedy School. He previously chaired the HKS DC Network, the largest HKS alumni network, and he also chairs the HKS alumni board’s alumni networks committee, where he supports the efforts of regional and shared interest alumni groups. Currently, he is a board member of the HKS New England Alumni Association. Throughout his time on the alumni board, Levine has held several leadership roles, including executive committee member-at-large. During Reunion Weekend, he helped organize speed networking for the class of 2008, an event that was attended by nearly 150 alumni. Levine has also engaged with current students, participating as both an alumni mentor and J-term shadowing participant. He frequently meets with student organizations and student leaders and provides valuable support to their projects. His significant contributions and countless hours of volunteer time have positively affected many HKS alumni.

Created in 2007, this award recognizes alumni who have made exceptional contributions to the HKS community by volunteering their time, creativity, and energy and by advancing the spirit of volunteerism and service to the School. It honors the memory of Julius Babbitt MC/MPA 2001, a member of the HKS alumni board of directors who served both as director of HKS alumni programs and chair of the HKS New England Alumni Association.

MID TERM

Watching the results come in on election night in the Forum is about as Kennedy School as it gets. For more than 15 years, on the congressional and presidential cycles, the Kennedy School marks election night with a big event in the Forum. The Institute of Politics brings the soda and the chips, and the national journalists and newsmakers, who this year included Rick Berke, John King, David Axelrod, Alex Burns, and Trey Greyson. About 450 people jammed the Forum to attend.



Bill Seymour MC/MPA, as assistant to the commissioner of the Connecticut Department of Motor Vehicles, continues work with public health partners in research on ways to improve teen driving and reduce crashes, injuries, and deaths. He is also working with the Travelers and State Farm insurance companies on educational outreach on these issues statewide. With Governor Dannel Malloy's office he also promotes the new online services at the DMV.

Rob Shepardson MPP was appointed by President Obama to the President's Council on Fitness, Sports, and Nutrition. Rob, co-founder and partner of advertising agency SS+K, has spent over 25 years in public affairs, advertising, and marketing. He led SS+K's assignment for the Obama for America campaign in 2008 and 2012. He's a member of the Council on Foreign Relations, and on the advisory boards of Enterprise Community Partners, Hip-Hop Public Health, Share Our Strength, and part of the Franklin & Marshall College Leadership Council and the Center for Health Communication at Harvard's School of Public Health.

Sally Tom MC/MPA, after a fabulous 35 years in nurse-midwifery, has transitioned to her second passion: animal welfare. "I volunteer with an animal rescue organization, train dogs professionally, and work as the executive assistant to the entrepreneurs who have created the metropolitan DC area's coolest pet supply stores, The Big Bad Woof," she writes. "We will open a third store this year in Montgomery County, Maryland. I am thankful that the MPA prepares graduates so well to leap from the nonprofit world to the for-profit world. I find that—in animal welfare—these two worlds have more similarities than differences."



"Some have violent pasts, some not; some are older, some are strikingly young; always, I care for the human being to my ability."

—Andrew Dorfman HKS 1986

1986

Jim Boylan MC/MPA developed the Blue Socks program, which just marked its sixth winter. The program is a collaboration between BlueCross and Cabot Mills, which provides thousands of new, made in Vermont socks to low-income Vermont kids. To date the program has provided more than 56,000 pairs of socks. Blue Socks was developed for BlueCross by Jim, who is a principal of Mad River Research, a consulting firm in Waitsfield, Vermont, that provides services to nonprofit organizations, businesses, and governments.

Andrew Dorfman HKS writes, "In a world of contrasts, I drive the magnificent northernmost California coast to work each morning to arrive at Pelican Bay State Prison, where I attend to the medical care of inmates. An animated sign posted high, down a long corridor, reads, "Welcome to SHU, Have a Wonderful Day." Eighty percent of these men are serving life sentences. Some have violent pasts, some not; some are older, some are strikingly young; always, I care for the human being to my ability. Working with fine colleagues; beautiful area; challenging and vigorous work. Warm greetings to all."

James Faier MPP writes, "We just finished a fun Purim. See Facebook for my modernization of Fred Flintstone. Come to Chicago and stay in our guest room. We just had our primary. I look forward to a return to two-party government in Illinois at the state level."

Steven Falk MPP recently spoke as part of the Claremont McKenna College Athenaeum series. The topic: What makes great art great?

Shirley Halleen MC/MPA was recently one of three women and seven men elected to the South Dakota Hall of Fame. A former college teacher, she has dedicated her life to leader-

ship and public service in education, government, and religion. She served in the South Dakota House of Representatives and was the first woman to be a candidate for South Dakota lieutenant governor in 1990. A community activist, she has helped found several educational and human service organizations and has served on 20 nonprofit boards, locally and nationally. In demand as a public speaker, she writes a weekly column for the largest newspaper in the four-state area."

1987

Scott Eblin MPA is really enjoying working on a new book, titled *Overworked and Overwhelmed: The Mindfulness Alternative*. It will be published by Wiley in the fall of 2014. "The purpose of the book," he writes, "is to position mindful living as an accessible and attainable alternative for leaders in all walks of life who feel like they're stuck on the gerbil wheel. Leaders such as Admiral Thad Allen and Ron Shaich, the founder and CEO of Panera Bread, will share insights on the routines that help them focus and consistently show up at their best. Learning a lot, which I can't wait to share."

Nadine Hack MC/MPA spoke at the UN Conference on Trade and Development (UNCTAD) 50th anniversary symposium in Geneva on the topic "A new role for UNCTAD in post-2015 Agenda—Towards Optimal Allocation of the World's Resources for Maximum Global Welfare and Sustainable Development." She was also the subject of two interviews recently: by Lilach Felner on the role of trust in business and by Stephen Ladek on engagement leadership.

Jessica McWade MPA got married to Walt Kuklinski in 2011, and in 2014 received her doctorate in leadership development from The George Washington University.

Shigetaka Seki MPP, after serving in the Ministry of Economy, Trade, and Industry for 27 years, is working for a chemical industry association. "I am also visiting researcher of the National Institute for Advanced Industrial Science and Technology," she says.

Mike Thomas MPP moved to Hong Kong in 2007, after 10 years in Wellington, New Zealand. "A few years later, at the end of 2010, I cofounded an economics and strategy consulting company focused on the Asian energy sector, The Lantau Group," he writes. "My wife, Elizabeth, and I have especially enjoyed trail running in Hong Kong's wild country parks, which set a calming backdrop to this otherwise densely populated and dynamic city. She placed as 10th woman in a recent HK100KM race! I'm not quite ready for ultraracing, but recently enjoyed my longest hike (52kms) and am thinking it might be fun..."

MARTHA STEWART

COURTESY OF SEBASTIAN PAROT

Jack Werner MC/MPA, HKSEE 1983, 1987 did a couple of stints as a senior official in District of Columbia government and as the director of energy, environment, and sustainable development for Public Technology, Inc., a membership organization of 175 cities and counties. "Recently," he writes, "my work has focused on developing and implementing international standards/certification/accreditation of renewable energy and energy efficiency programs. I serve as an ANSI registered assessor and currently on contract to IRENA to develop a PV installer certification program in West Africa. I continue to work as a senior fellow of the Climate Institute (*climate.org*) and as senior associate of the Stella Group, Ltd."

1988

Marvin Benton MC/MPA retired as a colonel from the United States Army Reserve on October 1, 2013, after 30 years of military service. He is a combat veteran of the war in Afghanistan (2002) and the war in Iraq (2008–2009). Marvin was selected as a Lucius Littauer Fellow upon his 1988 graduation from HKS. He received his BA from St. Olaf's College (in Northfield, Minnesota) in 1975 and was a foreign exchange student at Oxford University in 1974. Marvin also received a JD degree from the University of Pennsylvania Law School.

Michael Connolly MC/MPA, a journalist and certified psychoanalyst, writes "I spend my mornings coordinating the international desk at the *Wall Street Journal* and my evenings and weekends running a nonprofit multicultural psychoanalytic institute. The Harlem Family Institute is focused on training people from economically disadvantaged New York City neighborhoods to become licensed psychoanalysts. It trains them in free or low-fee clinical sites it operates in schools and community-based organizations in these neighborhoods. Please come visit us. Start at our new website: *harlemfamilyinstitute.org*. Harvard child psychiatrist Robert Coles was a founding trustee. And yes, we do need and greatly value your support."

Thomas Frost MC/MPA was appointed Washburn County district attorney by Wisconsin Governor Scott Walker in January.

Bob Levy MC/MPA is finishing up a year as city council president in Plantation, Florida. "Still working as town manager of Pembroke Park, Florida," he writes. "Would love to hear from friends and classmates. All is well."

Kathleen Reddy-Smith MPA retired from the U.S. Foreign Service and now lives in Kingston, Massachusetts. She has been diplomat-in-residence at Bridgewater State University; is now leader-in-residence at Marietta College, where she teaches strategic analysis and writing; and lectures widely on foreign policy and women's issues. She is

"I spend my mornings coordinating the international desk at the *Wall Street Journal* and my evenings and weekends running a nonprofit multicultural psychoanalytic institute."

—Michael Connolly MC/MPA 1988

overseeing restoration of the historic Bacon House in Washington and is restoring a Federal home and gardens in Kingston. She welcomes Kennedy School friends, should they be in the area.

Steve Reifenberg MPP, after more than 20 years working at Harvard University, is now executive director at the University of Notre Dame's Kellogg Institute for International Studies. He was recently appointed an associate professor of practice and teaches international development.

Elisa Speranza MC/MPA was elected to the board of directors of employee-owned Fortune 500 company CH2M HILL, a global leader in consulting, design, design-build, operations and program management for government, civil, industrial, and energy clients. She has worked at CH2M HILL since 2001 and is based in Denver and New Orleans.

1989

James Brett MPA, president of the New England Council, was recognized by the University of Massachusetts in Boston with the nation's first James T. Brett Endowed Chair in Disability and the Workforce. James has served as chairman of the President's Committee for People with Intellectual Disabilities. He also serves as chairman of the Massachusetts Governor's Commission for People with Intellectual Disabilities, and president of the board of directors of the Massachusetts Association of Mental Health.

Robin Farley MPP recently graduated from George Mason University School of Policy, Government, and International Affairs with a

PHD in public policy. He writes, "My qualitative dissertation described how political appointees, senior executives, and flag officers work together inside the Navy headquarters to make program and budget decisions about the future of the Navy. For the last four years I have worked at the Commander, Navy Installations Command HQ in the comptroller organization. For the last year I have served as the director of the financial management operations where I am in charge of accounting, financial management systems, and audit readiness."

Susan Froetschel MPA writes, "My fourth mystery, *Fear of Beauty*, set in Afghanistan, has been honored as a finalist for the Mary Higgins Clark Award by Mystery Writers of America."

Emily Warner MC/MPA writes, "From my meadow in Creek County, Oklahoma, I work part-time with WestEd, participating in the qualitative evaluation of federal education grant programs being implemented in Los Angeles. Avocations include directing plays, serving on the board of directors, and playing marimba lobby music during performances at the local community theater. Also, I participate in my local alumni association, church choir, and the start-up of the Creek County Prescribed Burn Association, trying to avoid uncontrolled burns during a drought, two of which have occurred during the last two years. The perils of living in a hay meadow..."

Alan Weil MPP is the new editor-in-chief of *Health Affairs*. A multidisciplinary peer-reviewed journal dedicated to the serious exploration of domestic and international health policy and system change, *Health Affairs* is the nation's leading journal at the intersection of health, health care, and policy.



Sebastian Parot MBA/MPP 2016 and other joint degree HKS/HBS students at the world's largest open pit copper mine in Chuquibambilla, Chile. The group visited Chile to meet with political and business leaders to discuss the country's development challenges and opportunities.





Republican Ideals

FROM THE FIELD | KAHLIL BYRD MC/MPA 2003

Kahlil Byrd MC/MPA 2003 is not despairing. That’s remarkable for someone who has toiled in the often thankless area of political reform for more than a decade.

“The fact that great people are emerging who want to change the political dialogue and politics in this country and are doing it in innovative and non-traditional ways gives me a lot of hope at a time when I don’t think a lot of people are as hopeful about the politics of our republic as they should be,” Byrd says.

Byrd, who began his professional career as a producer with NPR and the BBC, changed track after the Kennedy School. He loved the creativity of journalism, but felt the need to move from observing events to driving them.

After time as communications director for Deval Patrick’s first campaign for governor of Massachusetts,

“I don’t think a lot of people are as hopeful about the politics of our republic as they should be.”

Byrd embarked on his career in social entrepreneurship, leading Americans Elect, an organization aimed at using the internet to create a viable third party presidential candidate, and then Students First, an education reform advocacy organization founded by Michelle Rhee MPP 1997. His approach to politics has been that of an entrepreneur: take an idea, drive it forward as far as you can, move on.

Now, as founder and CEO of Forward Progress in Politics (FPPO), Kahlil is focusing his efforts on one special slice of the reform community—impact investors. Based in New York and Washington, FPPO is using data and analytics to help guide political reform funders toward ideas that have the highest probability of success. “I’ve gone from operating very large organizations to helping impact investors win more in reform,” Byrd says. “I enjoy hearing new ideas and linking those ideas and that energy to funders around the country and to the Kennedy School community.”

Byrd was part of the Game Changers panel at Ideasphere. ❖ RDO

Alan has been executive director of the National Academy for State Health Policy (NASHP) since 2004. He previously directed the Urban Institute’s Assessing New Federalism project; was executive director of Colorado’s Department of Health Care Policy and Financing and advisor to Colorado’s then-governor, Roy Romer; and assistant general counsel in Massachusetts’s Department of Medical Security.

Joseph Wilson MC/MPA served as state director of planning and coordination in Delaware Governor Mike Castle’s cabinet after graduating. He writes, “Next, I taught at Widener Law School, followed by 15 years as a high school principal, first at Baltimore City

College High School, where we won a bunch of national and regional awards as an inner-city college prep high school, and then at Ithaca (New York) High School, where the challenges were as demanding as those in Baltimore. Now retired, I spend a lot of time fighting against hydro-fracking and working for a fossil-fuel-free future, including supporting Divest Harvard.”

❖ 1990 | 25th reunion

Izzat Dajani MC/MPA is chairman of FEBC International, a member of the board of directors of Alternatifbank in Turkey, an adviser to

SICPA for the Middle East Regions, and a governor of Capital Club of UAE. He has leadership roles in private equity, corporate, and financial advisory for investment initiatives and businesses in MENA, Europe, and Asia. Izzat was chairman and CEO of Citibank in Qatar. He was head of key clients in the investment management division at Goldman Sachs in Dubai. Izzat was also chief executive of the investment and development office of the government of Ras Al Khaimah, UAE, leading major investment activities of this sovereign wealth fund, streamlining multibillion dollar investments. He is also a spokesperson on economic affairs and investments.

MARTHA STEWART

Sandy Hume HKSEE writes, “Art for Higher Education is a project that seeks to link America’s art community to the creation of a fund that will provide fellowship support to Native American students seeking baccalaureate or advanced degree education at Harvard University.”

Jay Madigan MC/MPA writes, “My wife, Marta, and I live in Orlando, Florida. She is a food and travel writer and I provide management consulting to water utilities with the environmental engineering firm Brown and Caldwell.”

Linda Struyk Millsaps MPP is still living in North Carolina, but has opened her own consulting business, Blue STAR Vista. The ‘STAR’ stands for strategy, transitions, analysis, and research. Linda has been the chief operating officer for a statewide affordable housing developer, and is transitioning that company to her client base. Previously she worked as deputy secretary for the North Carolina Department of Revenue. Please check out her new business at bluestarvista.com. She writes, “I would love to hear from you.”

Tim Molinare MC/MPA has been working as adjunct faculty at City College San Francisco since the beginning of 2014. He has been consulting on curriculum development to the engineering department for career technical education courses under a National Science Foundation grant. Later this year, Tim will be teaching math to college students enrolled in City College’s construction apprenticeship program. When he is not teaching and consulting, Tim is still busy surfing, skiing, and traveling. He and Mary are happy as ever in their San Francisco home.

Roy Norton MC/MPA in March became consul general of Canada to Illinois, Missouri, and Wisconsin, based in Chicago.

Peter Torkildsen MC/MPA was recently elected vice-chair of the Federation of State Humanities Councils board of directors.

Fernando Tovar MPP writes, “After eight years in Dubai as general counsel for GDF SUEZ Energy International for Asia, Africa, and the Middle East, I have moved to Panama to take on a new role as GDF SUEZ Energy International’s CEO for Central America and the Caribbean. I am very excited to be back in the Western Hemisphere and to make the move over to the business side.”

Virginia Volker MC/MPA completed 35 years as a member of the faculty and administration with the University of Alabama in Birmingham. For 15 years, she served as an elected school board member in the city, completing a \$300 million program building 18 new schools and renovating all others. She recently initiated a graduate program for teacher education in the history of the civil rights movement in Alabama. Included were presentations by original civil rights leaders

and tours to historical sites. “I am active on a board providing vocational training and support for people with disabilities and another board working with homeless youth, 18 to 26.”

❖ 1991

Jacqueline Calnan MC/MPA writes, “Hello, classmates! I’m in my 20th year running a national nonprofit organization dedicated to advancing biomedical research—a career turned away from journalism that I never would have taken without my time at HKS. It was the Kennedy School that led me to advocacy, but the skills and life lessons taught by actually running a nonprofit could compose another curriculum altogether! I just sold my home—to the British Embassy, no less—and am enjoying a lean and mobile lifestyle in the Washington, DC, area for now.”

Ray Campbell MPA, after seven years as executive director of the Massachusetts Health Data Consortium, is consulting again, focusing on the legal and policy dimensions of advanced uses of data and analytics. “In addition, I am contributing to several research projects at the MIT Media Lab involving the intersection of big data and the law. Also, last year I was appointed by Governor Deval Patrick to be a commissioner on the Massachusetts Group Insurance Commission. The GIC is involved in several innovative health care reform efforts, using its influence as the largest purchaser in the Massachusetts health care market.”

Fabiana Feld MPA is chief investment officer at the International Finance Corporation and is currently doing debt and equity investments in emerging markets for the agribusiness sector. She lives in Washington, DC, with her husband and three boys.

Andy McLeod MPA is in Washington, DC—after long stays in Sacramento, California; Providence, Rhode Island; Boston; and Tallahassee, Florida—and is thrilled to be in the nation’s capital, consulting to conservation and preservation nonprofits, among other pursuits.

Jackie Weatherspoon MC/MPA is attending the 58th UN CSW, working on the draft documents in peace and security with 5,000 other women from around the world.

❖ 1992

Sarah Cordero MC/MPA was appointed director of the IES Abroad program in San Jose, Costa Rica. Sarah is currently completing her doctorate at MIT with a focus on economic development and sustainability. She served previously as a professor of management consulting practice at INCAE, one of the leading business schools in Latin America. She

also served as dean of the faculty of the business school at the Latin American University of Science and Technology in San Jose.

Frank McAvor MC/MPA is president of the Covenant Apostolic University in Accra, Ghana, “working with a team of highly motivated young men and women to set up a centre of excellence in tertiary education for Ghana.”

❖ 1993

George Bresnick MC/MPA writes, “Through our NGO, Vision for All, we work in Guanajuato, Mexico, on telemedicine-driven blindness prevention from diabetes programs, collaborating with the Secretaría de Salud and public health clinics, training primary care physicians in digital retinal imaging, and evaluating the images for retinopathy online. Patients at risk for vision loss receive laser treatment. With the support of Rotary we obtained the initial equipment; now the Secretaría de Salud provides the support. Technical support is through EYE PACS LLC, a telemedicine company that I helped start in California. We would love to be in touch with others doing cooperative public-private programs in Mexico.”

Mark Feldman MPA is celebrating the 10th anniversary of Cause Consulting, his corporate citizenship strategy and communications firm. Based in Boston, he’s been fortunate to advise companies on how to simultaneously strengthen business and impact society.

Kristen Sample MPP is currently living in The Hague and working as the director of global programs for International IDEA, an IGO that supports democracy projects. It looks like she may be in for a new kind of culture shock, though, because she is likely to move back to the United States later this year, after two decades overseas. She will settle in Burlington, Vermont, with her husband and three children.

Timothy Wilkins MPP is the head of the environmental practice at Bracewell & Giuliani, practicing from the law firm’s office in Austin, Texas.

❖ 1994

Loren Blackford MPP is on the national board of the Sierra Club, co-chairs the impact investing circle for Rachel’s Network—a coalition of women environmental donors, and is investing in clean energy.

Nasim Firdaus MC/MPA writes, “In 2010 I started a leadership academy to train women for leadership positions with particular emphasis on women’s participation in national decision making. On March 7, 2014, our first batch graduated. At an impressive convocation ceremony, the Bangladesh education minister

“It was the Kennedy School that led me to advocacy, but the skills and life lessons taught by actually running a nonprofit could compose another curriculum altogether!”

— Jacqueline Calnan MC/MPA 1991



and the vice chancellor of Dhaka University (the oldest university in Bangladesh) handed over certificates and medals to 50 fellows, graduates with distinction, and graduates. It was a huge accomplishment for women who came from rural areas and went through a rigorous three-phase training in leadership studies. This academy is the first and only of its kind in the country."

John Hlinko MPP is living in Washington, DC, with his wife, Leigh, an architect and author, and his daughters, Kate and Ali. He is the head of Left Action, an online network of more than 1 million progressives, and works with campaigns and organizations to help build their own grassroots networks. His 2012 book, *Share, Retweet, Repeat*, was recently translated and published in China and Italy.

Virginia Mak MC/MPA is in a new role to develop career services at Stanford Graduate School of Business for mid-career managers and executives.

Michael Starr MPP has been assigned to a new position, as the commander of Dyess Air Force Base, in Abilene, Texas. He took command on February 14.

Amos Yadlin MC/MPA was looking forward to seeing classmates at the May reunions. He writes, "All of you are very welcome to be my guests when you are visiting Israel."

1995 | 20th reunion

David Chiu MPP is serving his sixth year as president of San Francisco's Board of Supervisors, the city's legislative body, and is a candidate for the California State Assembly. He previously worked as a criminal prosecutor, civil rights attorney, Democratic counsel to the U.S. Senate Constitution Subcommittee, and founder of an online communications com-

pany. He writes, "But most importantly, the love of my life, Candace Chen, agreed to marry me this past year, and a dozen HKS classmates attended our wedding. Please visit us in San Francisco!"

Christopher Delbrueck MPA has been CEO of E.ON Global Commodities, a leading commodity trading and asset optimization company since October 2013. "Especially exciting for me is the return to the United States with the opening of our Chicago-based trading floor trading power and gas in the United States. Nevertheless supplying Europe with gas these days shows how closely energy and politics are linked. Experiences from HKS really help navigating. I am happy to share views, if there is interest."

Kamuron Gurol MC/MPA, writes after nine years with the City of Sammamish, Washington, he has been appointed as city manager of Burien, Washington, a diverse city of 50,000 just south of Seattle. Kamuron will focus on helping improve citizen engagement, foster sustainable economic development, achieve financial stability, and support a dynamic arts and cultural community. There's much to do, but he could not imagine a better opportunity to create positive change.

Meinolf Meyer MPA was happy to come back to a more international professional setting when he joined Google's DoubleClick branch in April 2013. Bringing in experience from management consulting and working in tech in the early 2000s, he was named DoubleClick's head of client development for Germany, Austria, and Switzerland. His team brings large advertisers onto the right digital marketing track, both technically and organizationally.



Lawrence Spinetta MPP commands the U.S. Air Force's RQ-4 Global Hawk fleet, high-altitude, remotely piloted surveillance aircraft located at Guam, California, North Dakota, Italy, and the Middle East.

John Michael Walker MPA launched AlterAction in early 2014, a consultancy dedicated to behavior change and social marketing. AlterAction helps clients such as the EPA, HHS, FEMA, and UPS protect the environment, save lives, and operate more efficiently by driving new behaviors among their constituencies, employees, and customers. Mike lives in Hingham, Massachusetts, with his wife and two young children.

1996

Richard Bejtlich MPP helped open the NASDAQ market on March 7 with colleagues from FireEye, Inc. He is the chief security strategist at FireEye, which purchased Mandiant Corp. for over \$1 billion in late 2013. Richard joined Mandiant in 2011 as chief security officer. In January, the Brookings Institution selected Richard as a nonresident senior fellow in the foreign policy program of the Center for 21st Century Security and Intelligence. He also serves on the board of the Open Information Security Foundation and advises Threat Stack, a Cambridge-based start-up. Richard lives in northern Virginia with his wife, Amy, and their two daughters.

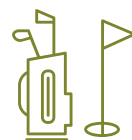
Ben Kawamura MC/MPA writes, "I'm still alive and kicking... it seems like such a long time ago... that cold winter of '95-'96 in Cambridge. I am a contracts manager at the San Francisco International Airport and will meet any classmate for coffee if you are flying out of SFO. Retiring next year to Arizona. Golf anyone?"

Olga Mandrugina MPP took a position as director of clean energy with AECOM International Development in March. Previously she worked on international projects in Washington, DC, and in multiple developing countries as vice president of Europe, Asia, and the Middle East at Advanced Engineering Associates International, Inc.

Rolando Vela HKSEE serves as the city manager for the town of Laguna Vista, Texas. "I've been in this position for over five years," he writes. "I recently completed the comprehensive plan for the town. This 15-year planning guide for the town includes over 11 chapters."

1997

Cristian Espinosa MC/MPA is the executive director of the Ecuadorian American Chamber of Commerce and president of the Council of Chambers and Production Associations of Ecuador. He has been a career diplomat since 1987 (and is currently on leave). As a government officer, he held the position of vice



HOP, SKIP, AND SERVE

Geoffrey Moen MPP 2016 at Cambridge Street Upper School on HKS Serves day. As part of orientation, almost 400 students participated in HKS Serves at 15 locations throughout Boston, where duties ranged from maintaining playgrounds to pruning trees to organizing clothing for underprivileged children.

minister of trade and chief negotiator in various trade negotiations. He was director general of the Andean Community and presided over negotiations on behalf of the Andean countries for the existing trade agreements with MERCOSUR. He represented Ecuador at the WTO, served as a panelist in three WTO disputes, and is in arbitrator rosters of bilateral trade agreements. He teaches at various universities in Ecuador.

Amy Gray MPA writes, "My passion for, and efforts toward, incremental reform at the IFIS are now redirected to earning my 500-hour yoga teacher certification — better governance through yoga! I relocate to Mexico come mid-April, where I plan to get my hands dirty and my soul clean collaborating on community development projects. Best prana and karma to all my fellow yogis in the pursuit of public service and uplift."

Leith Greenslade MPA was made vice president of the Office of the UN Special Envoy for Financing the Health Millennium Development Goals, which works in support of the UN secretary-general's Every Woman, Every Child movement to advance the health of the world's most vulnerable women and children, based in New York City.

Nessa Richman MPP continues to work in regional food systems development and has assisted many national, regional, and local governmental agencies, nonprofit organiza-

tions, and educational institutions in meeting their objectives. She is currently acting as collaborative development coordinator for Farm to Institution New England, and as course advisor for the first "Intro to Food Systems Finance" course to be held by the national Council of Development Finance Agencies (June 2014). Nessa is on the advisory committee of the Rhode Island Local Agriculture and Seafood Small Grants and Technical Assistance Fund. She lives in South County, Rhode Island, with her husband and two children.

Shashi Verma MPP continues his 11 years at Transport for London, running all customer-facing activities. He is in the middle of launching a new payments system, allowing customers to pay for travel directly with a bank card without having to buy a ticket — a world first, and likely to be adopted by other transport systems.

Ken White MC/MPA recently moved to Richmond, California, and will marry Brooke Deterline in October. "I'm the associate director at Post Carbon Institute, a think tank on energy, environment, economy, and social equity issues. Always happy to meet up with HKS friends who live near, or visit, the Bay Area."

1998

Gerard Belliveau HKSEE has just been appointed executive director of Southeast New Brunswick (Canada) Regional Service

Commission. "It's a new organization, hence a new challenge," he writes. "I would like to hear from my classmates."

Nicolas Ducoté MPP, after two years of serving as undersecretary for political affairs of the city of Buenos Aires — where he led the recently approved reform of the electoral system — ran his first campaign for elective office in the national election of October 2013. He was elected to the council of his local district (Pilar, Province of Buenos Aires, Argentina), and will be running for mayor in next year's elections.

Jon Fernandez MPP and his family moved from Washington, DC, back home to Guam in June 2012, where Jon started a new job as the superintendent of the Guam Department of Education, serving 31,000 students in 41 public schools. He misses the friends and colleagues he left behind, but what an opportunity to have a positive impact on the lives of young children! Connect (or reconnect) with him at jonfernandez@gdoe.net and feel free to stop by if you're ever in the western Pacific!

Daniel Garcia-Diaz MPP writes, "In early 2013, I was permanently appointed as a director in the financial markets and community investment team at the U.S. Government Accountability Office. I am responsible for studies of federal affordable housing, economic development, small business lending, and flood insurance programs. I enjoy work-



Alexa Milanytch MC/MPA 2015 served as an international election observer with the Ukrainian Congressional Committee of America, visiting precincts in Brovary, a town on the outskirts of Kiev, during the 2014 Ukrainian presidential election.



TOP TO BOTTOM: "GLOBAL HAWK" BY U.S. AIR FORCE PHOTO BY BOBBI ZAPKA VIA WIKIMEDIA COMMONS; COURTESY OF ALEXA MILANYTCH

MARTHA STENHART

WHAT'S IN THE BOX?

Fifteen tablets, four laptops, a satellite Internet connection, a generator, a library with 250 paperback books, 50 e-readers with thousands of e-books, a television and projector, five HD cameras, board games, and arts and crafts. That's some of what's in Ideas Box—a two-ton, mobile media toolkit developed by the NGO Libraries Without Borders. The idea of bringing educational opportunities to places like refugee camps where there are none is what drives Allister Chang MPP 2015 (left). “I can't imagine having these opportunities without sharing them,” says Chang, who helped run the pilot program in Burundi over the summer and brought the Ideas Box into campus in the fall.



ing with our congressional clients and providing much-needed oversight of the federal government.”

Dena Kimball MPP recently became the executive director of the Kendeda Fund, a philanthropy that seeks to heighten the dignity of individuals and the sustainability of communities worldwide through investments in transformative leaders and ideas. “It's been challenging, fun work—particularly balancing that with being a mother to a three-year-old daughter,” she writes.

Sebastian Lorenz MPA passed psychiatry boards, obtained trauma therapy (PTSD) specialty, was promoted to lieutenant commander in the German Armed Forces Joint Medical Service, Reserves, and opened his own medical office—all in 2012–2013.

Peregrine Russell-Hunter HKSEE was appointed to the Senior Executive Service in 2014 as the director of the Defense Office of Hearings & Appeals after serving as the acting director from 2008–2009 and 2013–2014. He also worked with SMG classmate **Vincent Dennis** HKSEE and others on reforming the security clearance process and their team earned the DNI's Meritorious Unit Citation. He is an adjunct professor of law at the Georgetown University Law Center, where he teaches trial advocacy and civil litigation practice. He and his wife, Janet, have three children: Hannah, 16, Sarah, 13, and Malcolm, 10.

1999

Amr Abdallah MC/MPA says 2013 was the year of settling in Washington, DC. “I enjoy being with my wife, Noura, and kids, Farida



Bianca Cody Murphy's fifth edition of her book, *Interviewing in Action in a Multicultural World*, was just published by Cengage.

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and Farah,” he writes. “Summer and spring were nice and fun, but not winter. We made many new friends. I enjoy being at the Intermodal Foundation for Electoral Systems and working with the MENA team. I got promoted and received a You Make a Difference Award. I hope to visit my country, Egypt, soon, and I am keeping an eye on its progress.”

B. Dan Berger MC/MPA became president and CEO of the National Association of Federal Credit Unions on August 1, 2013, and recently launched a leadership and management blog for current and aspiring executives: berger-leadershipblog.com.

Bianca Cody Murphy MC/MPA reports that the fifth edition of her book, *Interviewing in Action in a Multicultural World*, was just published by Cengage. Bianca continues to teach at Wheaton College and serves as the coordinator for Wheaton's partnership program with Royal Thimphu College, in Bhutan.

Raghavendra Narain MPA and his wife, Isis Hernandez, continue to enjoy living in Hong Kong with their two-year-old daughter, Aria Lily Narain. Currently, Raghu is a managing director and the head of sector advisory, APAC for RBS. Raghu has recently been appointed an associate member of the United Nations ESCAP Business Advisory Council. Raghu and Isis can be reached at raghu_narain@hotmail.com or hernandez.isis@gmail.com.

Katherine Triantafillou MC/MPA participated in the Athens Migration Dialogue Project in April as part of the Mediators Beyond Borders effort to train mediators and facilitate a public dialogue about diversity, discrimination, and immigration issues.

Athie Tschibelu MC/MPA writes, “Not too much change in my life. While searching for a position in transportation companies, I am keeping myself busy by teaching French and animating a forum on foreign affairs at the Alliance Française of Boston. It's a group discussion on topics such as the crisis in Ukraine and IRS consequences, or the Ugandan anti-LGBT law and its effect on the relations between countries.”

2000 | 15th reunion

Clayton Bond MPP writes, “My spouse, Theodore Osius, and I are thrilled to announce an addition to our family: Theodore Alan Bond-Osius, born December 28, 2013.”

Henry Gonzalez MPA sends greetings from Paris, where his family is doing well and still enjoying the City of Lights. Henry is working as the head of research for responsAbility Investments, an impact investing asset manager. He is also partially engaged in academia as an associate fellow at Oxford University and a PhD candidate at La Sorbonne, University of Paris 1. Gloriana is happy with her “sabbatical” as a full-time mom with Ignacio (two-and-a-half years old) growing and keeping us busy and loving parenthood. Please drop us a note if your travels bring you here!”

Robert Marshall HKSEE, while continuing to work on large-scale technology programs for the General Services Administration, writes “I have been active in supporting program and project practitioners in and out of government by serving on the editorial advisory team of several academic journals. I am currently assisting authors with their manuscripts for

the upcoming European Academy of Management's annual conference, to be held June 2014, in Valencia, Spain.”

Jehangir Pocha MPP passed away in July after he suffered a massive heart attack. He was 45. He was the founder and editor-in-chief of NewsX, a leading online TV channel in India. Previously he worked as the editor in chief for *Business World*, the largest financial magazine in India, and from 2003 to 2007 was the *Boston Globe's* Beijing and Asia correspondent. The time he spent at the Kennedy School convinced him to shift his interests toward public policy and media instead of following his earlier career as an Internet business manager. Jehangir is survived by his wife Ranjana, son Adi, and twins Naira and Darius.

Ajay Thomas MPP, the managing director and head of Texas operations for Robert W. Baird & Co., an investment banking firm, was appointed to the Texas business leadership Council (formerly the Governor's Business Council) as one of 100 Texas Business Leaders in April 2013. Additionally, in June 2013, Ajay and his spouse, Sherry, were excited to celebrate the birth of their fifth child, Matthew.

Nicholas Yatromanolakis MPP writes, “I'm excited to share that I have joined the newly formed Greek political party To Potami, as the party's strategy director and campaign director for the upcoming EU elections. See topotami.gr.”

2001

James Budny HKSEE writes, “Starting my second year as trustee in our township, I've learned two things. In order to do this job right, it takes a lot of time and effort. Also, not everyone puts in that time and effort. So I ask, is it better to have the diverse board with no real requirements for the job, other than being 18 and a resident of the township, or should there be some requirements that show a business knowledge of running an entity? But while I try to figure it out, I will continue to knock my head against the wall.”

David Cotney MC/MPA, on November 19, 2013, had the opportunity to testify before a joint hearing of the Senate Banking Committee's Subcommittee on National Security and International Trade and Finance and the Subcommittee on Economic Policy. He writes, “The topic was ‘The Present and Future Impact of Virtual Currency,’ something I knew very little about only a year ago and now, of course, everyone is talking about Bitcoin. My wife, Cheryl, and I celebrated our 20th anniversary in September.”

Henry De Sio MC/MPA recently published *Campaign Inc.*, describing his experience as the 2008 COO at Obama for America and offering leadership lessons from the campaign trail.



“This is by far the most challenging professional journey I had, in which every day I practice using tools that I have learned at HKS.”

— Ari Shamiss
MC/MPA 2001



Henry De Sio reports that he has recently published, *Campaign Inc.: How Leadership and Organization Propelled Barack Obama to the White House*.

Malia Du Mont MPP recently started a new position as team chief for strategic trends in the Office of the Under Secretary of Defense for Policy. She is trying to organize an informal “HKS in the Pentagon” group. Please email her at malia.k.dumont.civ@mail.mil for more info.

Mark Fedor MC/MPA, a captain in the U.S. Coast Guard, has recently fledged up to become the chief of response for the Seventh Coast Guard District in Miami, Florida. In this assignment, he is responsible for all counter-narcotics operations, law enforcement, search and rescue, and maritime incident management across the southeastern seaboard and the entire Caribbean. He will also lead efforts to develop international engagements with allied and partner nations operating in the area.

Marva Goldsmith MC/MPA was named chief operating officer of eWaste Tech Systems. eWaste Tech focuses on the full life cycle of IT asset management, providing companies and organizations with a more feasible planning approach and an environmentally compliant IT asset disposition policy. The eWaste Tech model addresses four major threats posed by the proliferation of IT assets: proper disposal of obsolete computers and electronics, information security, environmental compliance, and consumer awareness of the aforementioned issues. eWaste Tech is a service-disabled-veteran-owned small business; aHUBZone Program; a small, women-owned and minority-owned (SWAM) business; and a Certified Minority Business Enterprise.

Charles Harvey HKSEE recently retired from Blue Cross Blue Shield of North Carolina after a long career in human resources education and leadership development. “Following retirement,” he writes, “I serve on various boards, and the executive committee of our county's Democratic Party, volunteer time at a local rescue mission for the homeless, and started my own consulting practice, where I work with individual, school, and organizational clients in higher education and leadership development.”

Takashi Imamura MPA says, “Hello from Tokyo!”

Rick Minor MC/MPA and his wife, Jessica Lowe-Minor, welcomed their first child, named Madeline Grace, into the world on New Year's Day, 2014.

Stephen Payton MC/MPA writes, “Since graduating from HKS I have had a range of positions associated with the New Zealand Foreign Service. From 2003 to 2007, I was deputy head of mission at the New Zealand Mission to the European Union in Brussels. From 2008 to 2010, I was New Zealand's senior official in the Asia Pacific Economic Cooperation (APEC) process. Since 2011, I have been seconded to

the New Zealand Commerce and Industry Office in Taiwan as director. In that position I have chaired the negotiation of an economic cooperation agreement between New Zealand and Taiwan, which has now successfully entered into force.”

Michelle Sauve MPP taught a course in American Indian policy at American University last summer for the WINS Program, a Washington, DC, internship program for American Indian and Alaska Native college students. She has been working as a contractor for the Administration for Native Americans since the end of 2010 and is happy to be putting her policy degree to work in both her day and night job.

Ari Shamiss MC/MPA has been the CEO of Sheba General Hospital for the past eight years. He writes, “This is by far the most challenging professional journey I had, in which every day I practice using tools that I have learned at HKS. My best opportunity is sharing these education qualities with my employees.”

Suzi Sosa MPA/ID launched a new company, Verb, that accelerates thousands of entrepreneurs around the world through massive online competitions. The competitions are produced with international corporations and foundations and focus on key global problems. Verb's first competition—the Big C Challenge—is sponsored by LIVESTRONG and focuses on ventures that improve the lives of cancer survivors. Suzi spun the company out of the University of Texas at Austin, where she grew the Dell Social Innovation Challenge to more than 25,000 entrepreneurs under the LBJ School of Public Affairs. More at: www.goverb.com.

2002

Moeen Ahmed HKSEE retired as the chief of army staff of the Bangladesh Army in June 2009. “My last rank was general,” he writes. “In September 2010, I came to the United States to see my son, who was studying at the University of Florida, Gainesville. Fell sick badly in May 2011 and I was hospitalized for many days. I am suffering from multiple myeloma, a type of blood cancer. I need all of your prayers.”

Sandy Gerber MC/MPA writes, “Greetings! I'm enjoying nearly 10 years as a senior project manager in the community development department at the Federal Reserve Bank of Minneapolis. I work with multiple sectors and organizations to increase bank lending and investment in low- and moderate-income communities, partly through greater use of the Community Reinvestment Act. I'm also working with community-led, collaborative efforts to expand small business development on Native American reservations. My work is focused in the Upper Midwest of the United States, but it has a national reach. Wishing you well!”



Patrick Mendis HKSEE 1996 in Iceland. Patrick toured Europe and China in support of his book, *Peaceful War: How the Chinese Dream and the American Destiny Create a Pacific New World Order*.



Chris Hickey MPP is working for NATO at the Joint Warfare Centre in Stavanger, Norway. He writes, “I have been leading training events for strategists, planners, and strategic assessment experts deploying to Afghanistan and also doing some future-oriented work. I moved back to the United States to attend the Army War College in Carlisle, Pennsylvania. Kate, myself, and our three kids have enjoyed our seven years in Europe (and Iraq and Afghanistan) and we look forward to reconnecting with old friends when we return.”

Cynthia MacLeod HKSEE is in her seventh year of leading Independence National Historical Park, in Philadelphia, welcoming four million visitors each year to appreciate the founding and early growth of the United States, and preparing to celebrate the centennial of the National Park Service in 2016.

Salvador Stadthagen MC/MPA finished his duties as ambassador of Nicaragua to the United States in January 2007. He writes, “I have since joined Creative Associates International, for whom I had worked in the ‘90s. I have been managing USAID-funded violence prevention programs. I was first posted to San Salvador, and then moved to Honduras in June 2010. Our projects bring hope and opportunities to thousands of at-risk youth in the country. Amazing stories of generosity in the ‘barrios.’ The government of Honduras just approved \$1 million in counterpart funding, so we can do more. Creative designated me as “Chief of Party of the Year 2013.”



Scott Talan MC/MPA is teaching as an assistant professor of communication at American University. Prior to joining AU, he was an adjunct faculty member at George Washington and Johns Hopkins. Scott has also taught media courses at Xiamen University in China and guest lectured in Japan at Ritsumeikan University. He also serves as a faculty in residence living on campus and extending learning outside the classroom. Scott also served as the adviser to the student-run Social Media Club. He recently gave a TED-x talk titled “If you can’t be Googled do you exist?”

2003

David Cohen MC/MPA has been promoted to brigadier general in the Texas State Guard and has assumed command of the Texas Medical Brigade, which has subordinate units throughout the state. The Texas State Guard is part of the Texas Military Forces, and the Medical Brigade primarily provides medical assistance for evacuees from hurricanes and other natural and man-made disasters in the state.

Darnell Grisby MPP is director of policy development and research for the American Public Transportation Association. The Washington, DC-based association represents the vast majority of the nation’s public transit agencies, along with the engineering, design, and construction firms that serve the public transit industry. Darnell is also a member of the Transportation and Economic Development Committee of the Transportation Research Board, a division of the National Academy of Sciences.

Maria Guerra-Mesa MC/MPA ran for a seat in the Colombian Congress and was elected senator for the Centro Democrático, a movement led by former president Álvaro Uribe Vélez. “I am very happy to serve my country and my region from the senate for the next four years,” she writes.

Hashima Hasan HKSEE writes, “Life at NASA continues to be vibrant, busy, and challenging. Just returned from a visit to the W.M. Keck Observatory and Infra-red Telescope Facility, Mauna Kea, Hawaii, after a meeting with science committees on NASA’s ongoing role. Continued on to Texas to meet with partners in the James Webb Space Telescope. Visited the giant chamber at Johnson Space Center where JWST will be tested. Attended the Goddard Memorial Dinner, Washington, DC, and met leaders in the space community at this annual Space Club event. Restructuring the NASA Astrophysics Education and Public Outreach Program to keep the gems in a tight budget environment.”

Rachel Kaprielian MC/MPA was named to Governor Deval Patrick’s cabinet as secretary of labor and workforce development in Janu-

ary 2014. The secretariat concentrates on workforce planning and training to ensure a robust economy throughout Massachusetts.

Andrew Kline MC/MPA has accepted a full-time faculty position at American University’s School of Public Affairs, Department of Public Administration and Policy. His research is focused on how the private sector can help to solve some of the world’s most intractable public policy problems. Professors Kramer (HKS) and Porter (HBS) inspired his interest in this work. Andrew also continues to consult the private sector on how to strategically partner with the public sector.

Nikitas Konstantinidis MPP is currently university lecturer in international political economy in the politics and international studies department at the University of Cambridge. He writes, “I received my PhD in political economy from the Woodrow Wilson School, Princeton University. My main research interests lie in the areas of comparative and international political economy, applied formal theory, regional integration, international organizations, regional integration, and European Union politics. Moreover, I have been actively involved in a new academic initiative, the Greek Public Policy Forum, which seeks to derive concrete policy implications from multidisciplinary research. You may find us on Facebook, LinkedIn, and Twitter @GrPPF.”

Antti Kuosmanen HKSEE writes, “Major career events since 2003: ambassador to China and Mongolia, 2005–2009; permanent representative to the OECD and UNESCO, 2009–2013; currently senior advisor on Asia at the Ministry for Foreign Affairs, Helsinki, Finland.”

Aviva Sufian MPP was appointed to serve as the first special envoy for U.S. Holocaust survivor services in January 2014. This position is part of the Obama administration’s targeted effort to support the needs of Holocaust survivors living in the United States and to enable this population to age with dignity and support in the comfort of their homes and communities.

2004

Philipp Bleek MPP is back teaching at the Monterey Institute of International Studies in lovely Monterey, California, after spending the 2012–13 academic year serving as senior advisor to the assistant secretary of defense for nuclear, chemical and biological defense programs. Much of his time in government was spent staffing an interagency group, whose existence was recently declassified, addressing the Syrian chemical weapons threat. His principal responsibility there was tracking and supporting relevant international partner engagements, including participating in a White House–led dialogue with Russia.

Stephen Frost MPP has published *The Inclusion Imperative: How Real Inclusion Creates Better Business and Builds Better Societies* (Kogan Page, 2014). The book details the untold backstory of the London 2012 Olympic and Paralympic Games, where he was chief of staff and head of diversity and inclusion from 2007 to 2012.

Arlyn Gajilan MC/MPA writes that 2013 “was an eventful year on the family front. In May, I was honored to marry the love of my life: Robin Winn. Then, on June 11, our son was born. We’re looking forward to introducing Tobias Fox Gajilan Winn to our extended HKS family at the 2014 class reunion.”

Mark Harvey MC/MPA, after three years as the CEO of Internews Europe, establishing its humanitarian and human rights programs from the heart of Tech City, London’s Silicon Valley, writes, “I am moving on to spend more time with my young baby son, Nelson, and to develop a new initiative on collaborative leadership on public communication and data management in urban disaster contexts.”

Buck Koh MC/MPA is a Singapore-based consultant in branding, communications strategy, leadership, and corporate social responsibility. He is the author and editor of more than 20 books, including *Brand Singapore*, and a cofounder of the Ageless in Singapore social movement to build an “ageless society.”

Edward Omotoso HKSEE and his spouse, Florence Ayo Omotoso, have established a charity fund that provides microcredit loans at nominal interest rates to indigent women traders at their hometown, Esa Oke, in Osun State of Nigeria.

Axel (Gustavo) Radics MPP, after five exciting years in Peru, where he worked at the Inter American Development Bank (IADB) on fiscal reform with the national and subnational governments, returned to Washington, DC. He is working at IADB’s headquarters on fiscal and subnational reform in Latin America. Axel brought from Peru fond memories, a finished dissertation that allowed him to complete his PhD in public policy (University of Maryland, College Park), and most important, two little sons born in Lima. He is happily married to Kelly, whom he met while doing his MPP.

Molly Soeby MC/MPA owns a wellness and preventive health care business called Wel-Core Health. “I work in businesses providing blood tests, immunizations, and strategic wellness planning,” she writes. I teach parenting classes at a woman’s residential treatment center each week for the County Extension Service. I am a park commissioner for the city of Grand Forks, North Dakota. I have worked on healthy concession stands, tobacco-free parks, EBT machines at local



Shared Values



FROM THE FIELD

REBECCA (HUMMEL) HOLLIDAY MPP 2007

What’s so interesting is that we’re grappling with so many of the same issues.

The idea of corporate social responsibility (CSR)—corporate anything, really—was a million miles from the mind of Rebecca (Hummel) Holliday MPP 2007 when she was working in development projects for USAID in Afghanistan. But, after two years as senior corporate responsibility advisor at Chevron, the oil industry giant, she is surprised by how much of that same ground she is covering.

Be it governance, service delivery, or the capacity of local civil society organizations, the private sector is increasingly taking on projects that might have traditionally come out of foreign aid budgets.

“I had always looked at these problems from the government’s perspective, when I was working at USAID or the State Department,” says Holliday, who was a Presidential Management Fellow following graduation. “But what’s so interesting is that we’re grappling with so many of the same issues.”

Chevron’s community engagement strategy in Nigeria was the subject of the Ideasphere panel, *Just Business: The Role of the Private Sector in Making Globalization Work for All*, where Holliday spoke.

The seeds for her current work were planted while she was still a student. In the spring of 2006, Holliday took a class with Dutch Leonard, Baker Professor of Public Management, focusing on CSR.

“At the time we were grappling with how to balance business value and having a positive social impact,” Holliday remembers. “These days much of that is summed up in the phrase ‘shared value.’”

“It’s about not just being a handout, but looking more strategically at the opportunities in these countries where we operate,” she says. “That will benefit us in the long run. Because in the oil and gas industry, we’re in these countries for decades. These aren’t short-term problems that require short-term solutions.” RDO

TOP TO BOTTOM: COURTESY OF PATRICK MENDIS; ISTOCK

MARTHA STENHART



Student volunteers during the 2014 HKS Serves at Cradles to Crayons in Brighton. In its fourth year, the day of service offers students the opportunity to engage with fellow students and staff while at the same time making meaningful contributions to the local community.

farmer's markets, and other wellness initiatives. I am currently a fellow with the National Academy for the Public's Health, CDC."

Marc Solomon MC/MPA writes, "I'm excited to share that this November, I'm coming out with a book on how the fight for marriage equality has been won (*Winning Marriage: The Inside Story of How Same-Sex Couples Took on the Politicians and Pundits—and Won*, ForeEdge). Ever since I left the mid-career program in 2004, I've been at this battle full-time, first running the campaign to protect the marriage decision in Massachusetts as executive director of MassEquality (today, I'm national campaign director of Freedom to Marry, a national organization). In the book I tell the story of how we've made our case to the public, built and leveraged political power, beat back our opponents, and gotten to the point where we're on the verge of winning nationwide," he writes. "My greatest hope is that the book serves to help leaders and activists in other social movements as they develop campaigns to prevail!"

2005 | 10th reunion

Ahmed Rasul Bangash HKSEE attended the Executive Leadership program in January 2005. He writes, "I have reached the highest rank in the civil service of Pakistan and am presently posted as the country's auditor general. Every educational institution's suc-

cess is measured by the success of its alumni. From the Kennedy School have emerged thousands of students who rank high in their respective fields of excellence. I would simply sum up my interaction with Harvard as 'I came, I saw, Thou conquered.' Thank you Harvard for guiding, inspiring, and making me who and what I am today. The knowledge and help provided by Harvard shall be remembered for all time to come."

Michael Davis HKSEE was appointed commissioner of public works by Los Angeles Mayor Eric Garcetti. He will have oversight for contract administration on the board. Davis served as a member of the California State Assembly from 2006 to 2012.

Thomas DeWolf HKSEE reports that his latest book, *Gather at the Table: The Healing Journey of a Daughter of Slavery and a Son of the Slave Trade* (coauthored with Sharon Leslie Morgan and published by Beacon Press), won the Phillis Wheatley Book Award for best nonfiction (biography and memoir) at the 2013 Harlem Book Fair. 2011 Nobel Peace Laureate Leymah Gbowee calls *Gather at the Table* "an honest exploration into the deep social wounds left by racism, violence, and injustice, as the authors work through their own prejudices in search of reconciliation—and ultimately find friendship."

Brenda Fairfax HKSEE is pursuing a doctorate in education with a concentration in organizational leadership through NOVA Southeastern University.

Lisa Graham MC/MPA is working with Shared Value Media in New York City to shift how corporations view "cause marketing," by helping them partner with a network of non-profits based around a common cause, and closely tracking the return on investment and shifts in brand perception. She is writing a book scheduled for release later this year, and performing belly dancing regularly. Lisa will travel to Bali in July for a retreat called "Boundless Bliss," and to Quito, Ecuador, with her partner, Byron Rafael Cortez, and their son, Gianluca, in October. She is perfecting her Spanish! She sends greetings to all!

Margot Hoerrner MC/MPA is organizing the third HKS MC/MPA '05 annual dinner, with the help of friends **Samir Somaiya** MC/MPA and Amrita Somaiya. The dinner, scheduled for November 15, will take place in Mumbai, India. Margot launched this annual dinner program on her own in 2012, as a way of maintaining relationships with her classmates as the years march on. Past dinners have gathered as many as 65 friends from 6 continents in Washington, DC, and Dubai.

Hyun Kim MPP is in Mogadishu, working on the political and mediation team for the UN mission in Somalia to help its new government build a new state.

Ashley Stewart MPP and his wife welcomed the arrival of their second child, Vivian Sarah Beth, in September.

MARTHA STEWART

Lawrence Verbiest MC/MPA started a new job in January as the executive director of the Herndon Foundation for the Cultural Arts.

2006

Brigitte Alepin MC/MPA writes that the movie *The Price We Pay*, inspired by her book *La Crise Fiscale Qui Vient (The Coming Fiscal Crisis)*, was selected by the Toronto International Film Festival.

Tanene Allison MPP recently entered the position of communications director for Planned Parenthood Texas Votes (PPTV), a new statewide C4 and PAC. The women's vote will be a deciding factor in Texas's historic 2014 elections, and PPTV will lead the mobilization effort to drive women voters to the polls. On the side, she is at work on a book of documentary poetry, chronicling the 2014 Texas election season.

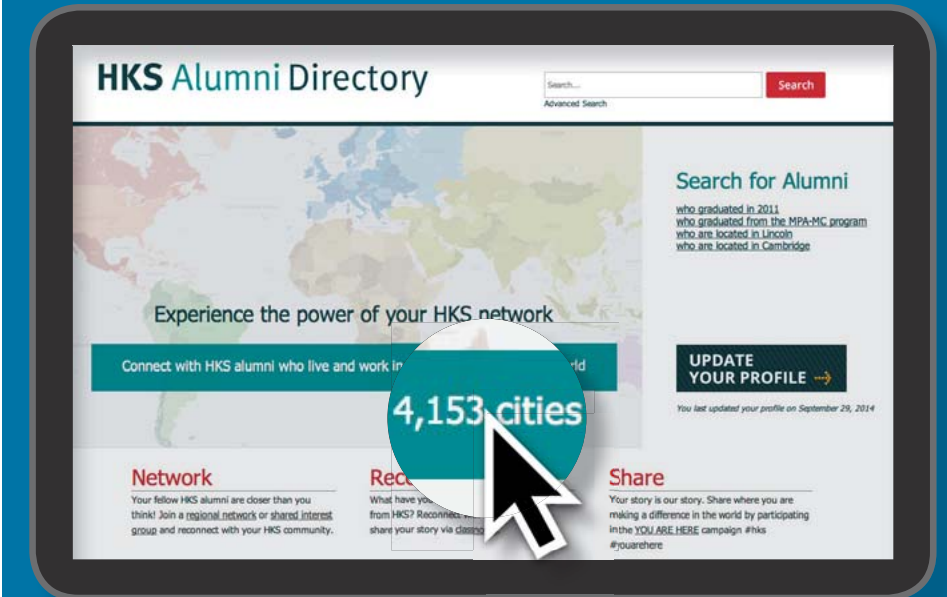
Nomayo Aruede MC/MPA was recently promoted to director of global network management in Citi's markets and securities services business. In this role, Nomayo oversees an innovative program that connects Citi's clients with business-critical market intelligence from 100 countries. His overarching responsibility is to maximize the value of Citi's unique network to clients by working with cross-functional partners and directly with clients in North America. He also directs all aspects of market information technology and led the initiative to reinvent Citi's market information platform. Nomayo was awarded the United States President's Volunteer Service Award in 2014 for his work mentoring youth.

Yousaf Haroon HKSEE has achieved a chartered fellow of the Chartered Institute of Personnel and Development UK as well as a fellow status of the Australian Human Resource Institute.

Dimitry Leger MC/MPA reports that in December 2013, HarperCollins bought the world rights to publish his first literary fiction novel, *God Loves Haiti*, the story of an adulterous woman's crisis of faith after an earthquake devastates Haiti.

Robbin Peach MC/MPA recently left the Collaborative Institute for Oceans, Climate and Security as founding executive director to become the first program manager of resiliency at the Massachusetts Port Authority. Massport has made resiliency planning a top priority—ensuring that investments better prepare infrastructure and operations for man-made and natural threats. Massport owns and operates a world-class transportation network, including three airports, and significant maritime property in the port of Boston, and it leases more than 500 acres in abutting neighborhoods. Robbin is thrilled to be involved in this cutting-edge initiative and welcomes correspondence from classmates with similar experience or knowledge.

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Philippa Soskin MPP delved into the world of medicine following her time at HKS. She graduated from Stanford Medical School in 2006 and is currently finishing her residency training in emergency medicine at the University of California, San Francisco and San Francisco General Hospital. In August, Philippa will begin a position as an attending physician in Pittsburgh.

Aswin Techajareonvikul MPA, president and CEO of Berli Jucker, is the latest Thai to make his name known internationally as a member of the prestigious World Economic Forum's Young Global Leaders.

2007

Erika Dowd MPP writes, "My husband and I recently welcomed our first child, Lukas Allen Lanman, born on August 8, 2013. We are living in Silicon Valley, where I work as the director of development for ReSurge Interna-

tional, a development organization providing free reconstructive surgery in 13 developing countries."

Lisa Hemmerle MC/MPA, after working for the city of Boston for five years, is now at the city of Cambridge as the director of economic development. "I am excited to be part of business attraction and policy development in a city that is a major epicenter for life sciences and technology," she writes. "My husband, Michael, and I are expecting our first child in July—a boy. We couldn't be more excited."

Juanita Irizarry MC/MPA started a new job in Illinois's Office of the Governor in January. She is the statewide housing coordinator for long-term care reform, helping to remake the state's system to better serve people with disabilities in integrated, community-based settings. She also has just begun as an adjunct faculty member in the DePaul University School of Public Service, teaching foundation management.

TO THE NINES

Every year, the Kennedy School comes together as a community at the all-school reception, hosted in November at the John Joseph Moakley U.S. Courthouse on Boston Harbor. This year Dean David Ellwood and 1,000 of his closest friends — students, faculty, staff, fellows, and guests — showed up, including Katherine Blaisdell MPA/MDiv 2016 and Mick Power MPP 2015.



Siri Khalsa MC/MPA, fulfilling a lifelong dream to own a book shop, launched BOMO, the Book Boutique of Monaco, in December. BOMO is an independent English-language bookshop located in the Principality of Monaco.

Tom Massimo MC/MPA has been appointed COO for the Massachusetts Department of Transitional Assistance. He is in charge of internal operations, including internal controls, program integrity, project management, training, and human resources. DTA provides aid to families, the elderly, and disabled individuals across the Commonwealth. Federal and state assistance exceeds \$2 billion annually. Tom moved to DTA after 17 years at the Massachusetts Department of Environmental Protection.

Anupam Shome MPP misses afternoon chats in the Forum with Helaine Daniels and Sodexo pudding cups.

Timothy Sommella MC/MPA is finishing up his sea duty down in Jacksonville, Florida, on board the CGC *Valiant*. He will transition next year to serve as the Coast Guard liaison in Haiti for a year.

Frederick Wellman MC/MPA writes, “After three years of growth with my firm, ScoutComms, we have recently converted the company to a social enterprise focused exclusively on veterans and military families. We are one of the first benefit corporations, B-Corps, focused on veterans and military family issues in the nation. We accomplish our mission by supporting companies, nonprofits, and foundations that are providing

programs and charitable giving efforts in support of these communities. We are working with a number of major companies and nonprofits, including GE, The Home Depot, BAE Systems, and the Institute for Veterans and Military Families at Syracuse University.

2008

Godwin Chan HKSEE was elected by his municipal peers to the national board of directors of the Federation of Canadian Municipalities in 2013, and now serves on two standing committees — community safety and crime prevention, and international relations. He will be seeking his third term as councillor of Richmond Hill, the largest town in Canada, in October 2014.

John Crowley MC/MPA has been researching and writing a book for the past year on open data and disasters for the World Bank Group’s Global Facility for Disaster Reduction and Recovery. On March 19, the World Bank released the *Open Data for Resilience Initiative Field Guide* as its contribution to the White House Climate Data Initiative. The publication is available online at qfdr.org/odrifg.

Brian Emeott JD/MPP and his wife, Claudine, welcomed a daughter, Jane, on February 15. He currently lives in San Francisco and works as a privacy program manager at Google, heading up internal privacy policy and performing privacy reviews for Google products.

Tomohiro Hamakawa MPP and his wife, Aska, were blessed by His Holiness the Dalai Lama as *Unsung Heroes of Compassion 2014*

in San Francisco in February. The *Unsung Heroes of Compassion 2014* is a celebration of the efforts of 51 individuals from around the globe who work to alleviate the suffering of others without expectation of reward. In addition to their acknowledgment by His Holiness the Dalai Lama, the event is a call to action — a reminder that the well-being of our communities and world is ours to shape through our own daily acts of kindness and compassion.

Amara Konneh MPA was selected by the *Banker Magazine* of the Financial Times Group as Africa Minister of Finance of the Year 2014. He writes, “My studies at the Kennedy School in no small measure contributed to achievement, for which I would like to express my gratitude.”

Naveed Malik MPP and Mena welcomed their first child, Rasheed, into the world on December 5. He has his dad’s good looks and his mom’s lovely disposition. Meanwhile, Naveed will depart India in the fall, headed for Washington, DC, where he’ll be working at State/PRM as a refugee officer for African countries. “Football on the mall, anyone?”

Matt Nohn MPP writes, “My wife, Sabrina, our kids Ida (three) and Moses (one), and I are enjoying our second residence at Harvard. A Loeb Fellow at the Graduate School of Design, I do research on inclusive government responses to the world’s urbanization challenge. My particular interest is in identifying physical, economic, social, and legal instruments that fruitfully work together and create an interface between traditional top-down and (often informal) bottom-up systems — such as community land trusts or waste picker cooperatives — as an organizing principle for informal settlers and workers. In the summer we will most likely return to Europe and look forward to seeing you there.”

Yewande Odia MC/MPA writes, “I lost my father, **Solomon Odia** MC/MPA 1971, on March 20, 2014. He was my inspiration. He was a leader in a difficult environment, but he believed that with hard work one would always overcome. I thank God for his life.”

Jose Luis Romo MPP recently published *The Mexican Flu: Chronicle of a Crisis and Lessons to Face the Next Global Pandemic*. The book tells the story of how key Mexican government officials, including the author, handled the crisis to contain a virus that was unknown until then. It shows the dilemmas faced by a policymaker during a crisis and how an institution should operate under uncertainty and chaos. It also contains practical recommendations for businesses and individuals to address the avian flu virus that scientists expect to appear at any time.

Janet Rosenzweig MC/MPA was appointed vice president of research and programs for Prevent Child Abuse America, a national NGO working to ensure the healthy development of children nationwide. The organization

promotes that vision through a network of chapters in 50 states and nearly 600 Healthy Families America home visiting sites. A major organizational focus is advocacy for a national policy framework for children and families while promoting evidence-based practices that prevent abuse and neglect from ever occurring. Janet will focus on developing a national technical assistance center for child sexual abuse prevention and incorporating research findings into all policy and program areas.

Jamie Snashall MC/MPA is still the deputy director of government relations for Telstra, Australia’s largest telecommunications company. Jamie and Narelle welcomed their second son, Ned, in February 2014. Two-year-old Darcy is still adjusting to the new reality of a brother!

Manu Tandon MC/MPA was named one of the top 100 IT Premier Leaders in the world for 2014 by Computerworld. Manu is the chief information officer for the Department of Health and Human Services on the Commonwealth of Massachusetts. He was recognized as a visionary helping reduce costs and improve quality in the U.S. health care system.

Shehzad Tarique HKSEE is presently in Nepal as IMF advisor to the Nepal Rastra Bank (Central Bank). His wife, Dr. Hadia, continues as an educationist and a health care specialist. “In general, enjoying Nepal’s natural beauty. A great place to visit.”

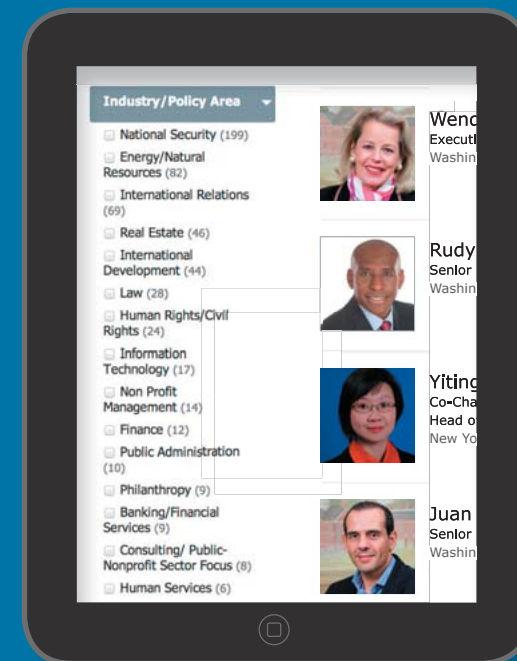
Nick Zimmerman MPP recently began working at the White House as the National Security Council director for Brazil and Southern Cone Affairs.

2009

Elena Barmakova HKSEE is the founder of Fontvieille Capital Inc., a financial firm that specializes in developing opportunities in Russia for foreign investors and introducing Russian investors to opportunities in other world economies. She brings to the world of business and finance more than 18 years of international capital market experience in the successful arrangement and development of special situations and cross-border opportunities. She is both a regular attendee and a speaker at major conferences such as the Forbes Conferences, Milken Global Conference, World Economic Forum, and others. In 2009 she was honored by the World Economic Forum as an active member of Young Global Leaders.

Gonzalo Fanjul MC/MPA will be the lead author of this year’s UNICEF flagship report on child poverty in developed countries (Innocenti Report Card). He writes, “The report is always a reference in such a challenging debate, but this year’s issue will be focused on the impact of the economic crisis on children (which I can already tell you is huge). You can imagine how sensitive it will be and how

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honored I am to be leading it. (A good occasion to put good Deb’s statistical background in action, too!).”

Ulrick Gaillard HKSEE, founder and CEO of the Batey Relief Alliance (BRA), was invited by former president Bill Clinton in 2011 and 2013 to join the Clinton Global Initiative (CGI) and presented a CGI Commitment about BRA’s maternal-child health program in Lima, Peru.

Kimberlyn Leary MPA writes, “This spring and summer I am thrilled to have the opportunity to serve as senior policy advisor in the White House Office of National Drug Control Policy, working on issues of maternal health and neonatal abstinence. In September, I relocate to Washington, DC, full time as a Robert Wood Johnson Health Policy Fellow. HKS friends and faculty were helpful all along the way! I am sincerely appreciative.”

Antonio Nuñez Martin MC/MPA, as a partner at Paragon Partners, is devoted primarily to senior management consulting, boards of directors, and executive search. During 10 years he led several departments at IESE Business School, working with a large number of executives and major international companies, and created and managed the Center for Public Leadership and Government. His experience in public management has been developed in his position of social policy director for the cabinet of the president of the government of Spain. Currently he is the president of the Harvard Kennedy School Alumni Association in Spain and a member of several boards of directors.

Akinwale Ojomo HKSEE reports that the Center for Management Development Nigeria has awarded him and the Diaspora Innovation Institute, a company based in Lagos, Nigeria, management of the diploma in entrepreneurship studies. That was a result of his work on

TOP TO BOTTOM: MARTHA STEWART; COURTESY OF JOSE LUIS ROMO



The More Things Change

FROM THE FIELD MORRA AARONS-MELE MC/MPA 2008

The principles of people wanting to connect are going to remain the same.

Morra Aarons-Mele MC/MPA 2008 can remember a time of online message boards. Of course, that was only the late 90s, but from our vantage point of Facebook, Twitter, Pinterest, and Instagram instantly reached from a smartphone, it does seem, if not prehistoric, at least antique.

But the more things change, Aarons-Mele says, the more they remain the same. And so what she learned by being present at the creation of online communities still holds today. “The principles of people wanting to connect are going to remain the same,” she says.

Aarons-Mele started out in the online world with iVillage, a pioneer in online communities for women, learning about creating real community and real connections on the internet by bringing people around a topic, such as pregnancy, or relationship, or breast cancer. Being online provided a strange mix of intimacy and anonymity in those early days. (Today, with social media, that anonymity has largely vanished, and people have to carefully curate an image of themselves they want the world to see.) It also provided convenience, for example allowing a stressed new mother to connect with her peers late at night, when she finally had a few quiet moments.

Aarons-Mele continued to build on that knowledge, working on political campaigns, such as John Kerry’s in 2004, as well as in the private sector. When she arrived at the Kennedy School, hungry for mentorship, she was able to see a way to marry theories of leadership, social networks, and social capital to the work she had been doing for years.

Her company, Women Online, leverages that knowledge for companies and nonprofits. But even as she lauds the value of the communities created by new technology, she also pauses to worry about what dangers it poses.

“I just worry, both on the work front and on the home front, about what this technology that’s so engaging and so invasive and immersive is going to do to us, even as it sets us free,” she says.

Aarons-Mele spoke at Ideasphere on “The Promise and Peril of the Internet.” RDO

diaspora, development, and entrepreneurship. The program is to promote entrepreneurship education, with a focus on environmental sustainability. Akinwale relocated to Nigeria in 2012 to attract African talent back to the continent via the institute and assist returnee relocation—value-added services in both private and public sectors. He was nominated as a Young Global Leader of the World Economic Forum in 2009.

Diego Osorio MC/MPA writes, “Greetings from Baghdad. I continue working with the UN Mission in Iraq. As well, my wife, Tatiana, and I welcomed our baby, Emma Gaia, in July. Since last year I am also a guest lecturer in Humanitarian Action at the Pontificia University in Cali, Colombia. Cheers.”

Arman Rezaee MPP and **Janna Rezaee** MPP 2008 welcomed their daughter, Simone Olivia Rezaee, into the world on April 30, 2013. Janna, Arman, and Simone are living happily in Berkeley, California, where Janna is a PhD candidate in political science at UC Berkeley. Her research focuses on efforts by Congress and the White House to increase accountability for policymaking in the federal government. Arman is a PhD candidate in economics at UC San Diego. His research aims to improve governance in developing countries using technology. Simone is currently “waddling.”

Iram Tariq MC/MPA writes, “Harvard really changed my life. I chose to join the business department of Prince Sultan University in Riyadh, Saudi Arabia, in 2011. Teaching young girls, including some from the royal family, I know I am playing a role in changing the mind-sets of the women of the next Saudi generation. Talking of leadership, integrity, women’s rights, and learning to say ‘no,’ I feel I am making a difference to someone. I see tears at times and I know girls love me and I love them. It’s the only place I feel happy in a very oppressive society...but only for women.”

Hassan Tetteh MC/MPA, after completing the Robert Wood Johnson Health Policy Fellowship and assignment at the Congressional Budget Office, was selected for the position of physician health policy advisor on the Strategic Healthcare Planning Team at Defense Health Headquarters. Additionally, his new novel, *Gifts of the Heart*, made the best-seller list on the eBook platform for two consecutive months.

Todd Theringer MPA became executive director of NCUH, a nonprofit health organization that represents 38 urban health care centers.

Olufemi Tolani MC/MPA completed a doctoral program in early 2013 and accepted the position of director of partnerships development with Alberta Infrastructure, Canada. He writes, “I am excited because this position presents a unique opportunity and responsibility for me to meet the critical challenges of our time!”

MARTHA STEWART

Leah Vincent MPP published her memoir *Cut Me Loose: Sin and Salvation After My Ultra-Orthodox Girlhood* with Nan A. Talese/Doubleday in January and continues her work as an activist seeking reform within the ultra-Orthodox community and empowering other former ultra-Orthodox Jews. She recently joined the board of Footsteps, the only organization in the United States serving former ultra-Orthodox Jews.

2010 | 5th reunion

Josh Archambault MPP has recently joined the Foundation for Government Accountability, a market-oriented think tank, as a senior fellow. His work will center on alternative health care reforms at the state level.

Sohaib Athar MPP, after three years with the World Bank in Pakistan, writes “I have recently joined the country office of the International Growth Centre, a policy research organization based at the London School of Economics with a presence in over a dozen countries. I work as a country economist, bringing frontier academic research to policymakers in Pakistan.”

Armando Barrera Barrios HKSEE just became a father. He writes, “Had a beautiful daughter named Hannah. I am currently a journalist for *Merca 2.0* magazine; the most important marketing and advertising magazine in the Spanish language.”

Tasce Bongiovanni MPP and **Zack Bongiovanni** MPP 2006 were delighted to welcome their first-born child, Lucas Shepherd, into the world in September 2013. Lucas is already inquiring as to admissions requirements for the Kennedy School, but is being encouraged to enjoy childhood. Tasce is currently on sabbatical from her surgical training at USCf to research solutions to health care disparities among Native American populations as a Robert Wood Johnson Clinical Scholar at Yale, while Zack is managing the Caribbean region for NRG Energy in developing renewable energy solutions to reduce the region’s reliance on fossil fuels for electricity generation.

Sandy Dang MC/MPA is a cofounder and the principal of 11plus Philanthropy. In December 2013, Sandy led nine donors on the first Travel Philanthropy Program to Vietnam. The 11-day journey took the participants across Vietnam, providing opportunities to experience the country’s urban centers, historic towns, and stunning landscapes. Along the way, the group met with local organizations working with orphans, people with disabilities, and farmers. During each visit, they met with inspiring leaders who lifted their spirits. The trip raised \$58,000 from the donors and other supporters who funded six nonprofit organizations in Vietnam.

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Ryan Keith MPP writes, “Since graduating from HKS, Ryan is now the father of two little girls. He continues leading Forgotten Voices, which quietly equips churches in Zimbabwe and Zambia to care for children orphaned in their communities. He continues to teach an undergraduate course every other year at Messiah College, called Preparing for Public Service. Ryan, his wife, Katie, and their girls reside in Grantham, Pennsylvania, just outside the state capital. (For more on Ryan’s work, see the story on page 9.)

Nayyar Mahmood Khan HKSEE is working on an education reform project in the UAE as a training specialist. She writes, “My work involves supporting an ambitious government project that aims to improve schools by building capacity and developing sustainability. Before that I also worked as a leadership advisor on an education reform in Malaysia. The HKS course I attended taught me a lot about

change management, understanding people and situations and developing skills to reshape them so that everyone is a winner.”

Philippe Leroux-Martin MC/MPA reports that his book *Diplomatic Counterinsurgency: Lessons from Bosnia and Herzegovina* was published by Cambridge University Press in January 2014.

Shamis Mohamud MPP is working as a foreign service officer at the U.S. consulate in Shanghai.

Fernando Mora HKSEE writes, “During the past year, I have been working as the senior legal advisor for the Temporary International Presence in Hebron, an international organization invited by the Israeli and the Palestinian authorities (the parties), whose main task is to observe and to report on breaches of international humanitarian law and international human rights. In such capacity, I assess twice a week at the management level all the

RICHARD HOWARD



TJ Menn MPP 2015, an active duty Army officer, on his family's farm in western Illinois last summer. TJ, who plans on returning to West Point to teach economics, used the time to prepare for his work on agriculture policy in Hawaii Governor Neil Abercrombie's office.



incident reports, and I write and present the legal assessments provided in our monthly, situation, and periodic reports addressed to the parties.”

Denise Payan MPP and husband, **Daniel Payan** MPP, have resided in Los Angeles since graduation. She writes, “I am beginning my fifth year in the public policy PhD program at USC, where I study the effects of obesity-related state policies on health behavior. I was previously an RA at the RAND Corporation and am now working part-time as an evaluation researcher at USC. Daniel completed the public interest program at UCLA School of Law in 2013 and is presently finishing his first year as a management assistant with the city of Long Beach.”

Esther Wang MPA writes, “Greetings from Lusaka, Zambia! **Paul Wang** MPA/ID 2011 and I welcomed Abigail June on January 1. She took her first flight to Zambia six weeks later like a champ. We're settling back in as a family of three. We are both still with *idinsight* (*idinsight.org*), which has grown tremendously over the past couple of years. Drop me a note if you pass through southern Africa!”

2011

Brandon Barford MPA writes, “I am excited to announce that this past February I cofounded a new independent policy research firm, Beacon Policy Advisors LLC, in Washington, DC. The Beacon team advises a select group of top-tier institutional investment firms. We strongly believe that public policy research is a critical element of investment analysis in order to mitigate the risks—and to seize the opportunities—associated with legislative, regulatory, political, and geopolitical developments. I wanted to thank all of my

“You are never too young to found a start-up, ignite a movement, invent and change culture or communities.”

—Tamecca Tillard
MC/MPA 2011

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HKS friends for their support during the planning of this endeavor! Additional news about Beacon can be found at beaconpa.com.”

Annika Brink MPP, after two years of utility work at the Alliance to Save Energy, has joined the National Housing Trust's state-level policy work to increase energy efficiency in affordable housing nationwide. She writes, “I am based in Washington, DC, where I am fortunate to see other HKS alums on a regular basis.”

Susie Dorn MC/MPA is back in Maine after a year in Cape Town, South Africa. In a new role at Bowdoin College, she is fundraising for financial aid so that any student who is accepted into the college, regardless of financial means, is able to attend. She thanks HKS for its own scholarship programs, which helped her to do the same.

Sebastian Gallander MPA writes, “Calling all fellow HKS alumni of the world: Wherever we may live, we all know, parents of special-needs children give everything. Nestwaerme Germany supports them. To raise money for this group I will walk across the Alps. Please give what you can and share this link via Facebook, Twitter, and email. Thank you: betterplace.org/de/fundraising-events/sebastians-alpeneberquerung.”

Ziad Haider MPA is an attorney at White & Case LLP in Washington, DC, where she represents clients in international investment disputes and counsels them on national security matters.

Bryna Lipper MC/MPA was recently appointed vice president of relationships for 100 Resilient Cities—pioneered by the Rockefeller Foundation. She facilitates the organization's partnerships with city leaders, ensuring the creation and implementation of resil-

ience strategies, support of chief resilience officers, and development of a global learning network for resilience practitioners.

Matthew Raifman MPP joined the Office of the President at the World Bank Group in January, where he is part of a small team of analysts in a newly created delivery unit. For the past year, he was working on international sustainable transport at the World Resources Institute and was a coauthor on a number of reports, including one that examined financial flows to sustainable transport and another that assessed the benefits of bus rapid transit.

Suat Seyitoglu HKSEE graduated from the public administration department of Gazi University of Ankara in 1996. He worked in the Health Ministry for eight years. He took task as district governor for five years within the different cities of Turkey. Over the last five years, he has been working as a deputy governor in Turkey. He took courses from National Security Academia of Turkish War Colleges in 2001 and enrolled in Management School of Sheffield University of UK in 2002. Soon after returning to Turkey, he took his master's degree from the political sciences department of Ankara University in 2006. As a member of Transatlantic Network 2020, he participated in Global Young Leaders Forum in Ireland in 2008 and in Chicago in 2010. Prior to coming to Harvard Kennedy School he also attended the Young Professional Summit program of German Marshal Fund in March 2011 in Brussels. As one of his most important experiences, he received a certificate from the HKSEE program Public Leaders in Southeast Europe. He also is currently studying for a PhD in sociology at Hacettepe University.

Tamecca Tillard MC/MPA writes, “You are never too young to found a start-up, ignite a movement, invent and change culture or communities.” This was the thinking behind Learning Curve, a teen STEAMD (Science Tech Engineering Art Math + Design) entrepreneurship accelerator/incubator, founded by Tamecca, a tech entrepreneur and education activist. Learning Curve is an accelerator for the 99%—an ecosystem and movement to make innovation and investment tangible for all. Learning Curve will admit 20 teen entrepreneurs-in-residence (EIRS) in 2014 and teach teens how to make and monetize inventions that matter. “Learn more and join our *#occu-pystartup* campaign at joinlearningcurve.com.”

2012

Byron Adkins HKSEE was approved for non-competitive appointment to the Senior Executive Service. Byron is a 2013 graduate of the Department of Commerce SES Candidate Development Program.

Chike Aguh MPA got engaged to Crystal and moved to Laurel, Maryland—equidistant between Baltimore and Washington, DC.

“I have joined a few nonprofit boards in the area related to education and technology,” he writes. “As far as work goes, I have joined the Advisory Board Company as an associate principal in their Higher Education Corporate Strategy and New Ventures department. I will be spending my days trying to find opportunities to use technology to drive excellence and equity in the education

space—particularly global higher education, at-risk student retention, and online learning.”

Jonathan Bailey MPP/MBA and **Kendall Fitch** MPP/mba were married in South Carolina in May surrounded by family and friends—including many from HKS.

Andrew Buks HKSEE has joined the University Center Initiative in South Dakota, where he teaches courses in the area of international business, banking, and finance on behalf of the Northern State University. In addition to his teaching schedule, Andrew manages two

academic programs and promotes international business and global issues in western South Dakota.

Ceridwen Cherry MPP writes, “After graduation, I returned to Boston to clerk for the U.S. District Court for a year. I got married in Boston in September of last year, and after spending several months traveling, we recently settled in Washington, DC, where I am working in the litigation department of WilmerHale, LLP. I'm looking forward to reconnecting with classmates in the DC area.”

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Khishigdelger Dulamdorj HKSEE writes, “All my friends asked me, ‘Why did you study at HKSEE? You’re not a famous politician and wealthy businessman.’ I said, ‘That’s why I really wanted to see and feel how the world leaders develop themselves at Harvard.’ Yes, I am a little guy from the countryside of Mongolia, why can’t I get it? The education that I earned at HKS will be dedicated to my country. I really wanted to clear that air pollution in Ulaanbaatar. My project idea and philosophy is bio gas production. I call it Smart Bio Energy. Let’s work together to do better for Mongolian development.”

Forrest Dunbar MPP has launched a bid to replace Alaska’s longtime incumbent congressman. He writes, “We had to suspend the campaign for four months in the winter as I completed some training with the Alaska Army National Guard. But we have relaunched the campaign since my return to my home state, and the outpouring of support has been amazing. My campaign staff and supporters have been tremendous, and we have a chance to bring real change to the state. Please learn more about our campaign at forrestforalaska.com.”

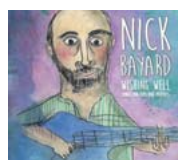
Mitch Gearhart NSF writes, “I want to say hi to all my NSF 2012 friends and let them know that Maggie and I are doing great and miss them very much. Our year at Harvard was something we will never forget. I’m headed back to Afghanistan in April for a six-month tour. I will be working at ISAF Joint Command.”

Erica Harrison MPP is in her second year practicing law in Atlanta with Alston & Bird LLP. She has joined the advisory board of KIPP Atlanta Collegiate High School and also volunteers by representing parents and elementary school students on behalf of the Truancy Intervention Project. Erica’s consulting business, HarMcC Heritage LLC, continues to help clients prepare competitive applications for college. She will wed Marcus Arnold in January 2015 in her hometown of Athens, Georgia.

Sharam Kohan HKSEE was elected unanimously in May by the board of directors of Poverty Free Alliance as its next president and chief executive officer.

Alfred Kwok HKSEE writes, “As a regional director with the U.S. Department of Labor, Veterans’ and Employment Training Service, my team and I have been working tirelessly to reduce the number of unemployed veterans. With the United States continuing to draw down its mission overseas, we expect to see an influx of transitioning service members. When our veterans start a new chapter in their professional lives, we’re working with our partners to provide them with transition services so that they can find meaningful careers.”

Scott LeRoy HKSEE recently attended the Public Health Emergency Conference in Atlanta. He writes, “Lots of great information



Nick Bayard has produced an album of children’s music that aims to honor the intelligence and creativity of children, *Wishing Well*.

about outbreak prevention or mass treatment of populations. Also, EPA is using and recommending the on-the-ground methods we used in Danbury to eliminate anthrax in a residential setting.”

Ilka Rodriguez-Diaz HKSEE writes, “My experience at HKS was enriching personally and professionally. I met some amazingly talented people who are making a difference in our world and I learned so much that I’ve been able to use in my career. Since then, I’ve been promoted to the CIA’s Senior Intelligence Service, which is the senior executive cadre of our organization, and I keep applying my valuable HKS lessons every day.”

Marina Schwabic MC/MPA heads the Tesla Science Foundation in New York and is deeply committed to promoting the life and legacy of the scientist, inventor, and futurist Nikola Tesla through science, education, and energy efficiency platforms. In the past two years, as the executive director of Turnaround Arts California, a program of the President’s Committee on the Arts and Humanities, Malissa was hired by Frank Gehry to start this program in California, which they launched at the White House in May.

Malissa Feruzzi Shriver HKSEE received the national arts education award in June from Americans for the Arts. She is now the executive director of Turnaround Arts California, a program of the President’s Committee on the Arts and Humanities. Malissa was hired by Frank Gehry to start this program in California, which they launched at the White House in May.

Recep Erdem Erkul HKSEE, regional national plan manager for Microsoft’s legal and corporate affairs in the Middle East and Africa, participated in the 52nd CEPIS Council in Geneva. Recep delivered a speech and made a presentation on “The role of NGOs in Public Participation and the Policy Making Process.” At the end of the meeting, European representatives, who are presidents/vice presidents of European informatics associations, nominated him for election as vice president. The election will be held in Brussels in November 2014.

Ryosuke (Reo) Watanabe MC/MPA writes, “After taking some leadership courses at HKS, I became more interested in an ideal education model for the future generation in Japan. My conclusion is that liberal education will be a breakthrough for Japan, so I now help Japanese universities and high schools to strengthen liberal education. Concretely, I help them make a partnership with universities and schools in the world and recruit faculty and students from the world. I am also engaged in promoting the benefits of liberal education in Japan, because it is not common there. I am still based in Boston, so you are all welcome when you come back.”

2013

Gogo Anyanwu HKSEE is making efforts to expand and also consolidate the concept he conceived in 2010. “Encouraging and assisting indigent students in my state to actualize their fundamental education dreams has been a thrilling experience,” he writes. “Extending the Gogo Humanitarian Support Network assistance to indigent university students has been quite fulfilling. Leveraging my trade unionism experience, the network is currently working with a law firm on modalities of creating a platform for advice and legal support to employees who have industrial relations challenges with their employers. The above experiences give me that emotional sense of reward — giving back to the society.”

Nick Bayard MPA/ID is engaged to marry Sedia Dennis HGSE this spring in Abraham Lincoln’s Cottage in Washington, DC. After graduation, Nick embarked on a music career that has produced two albums — an album of children’s music that aims to honor the intelligence and creativity of children, *Wishing Well*, and an album of original acoustic folk music, *Memento*. These albums are available at nickbayard.com. Nick is also president of the Friends of Paraguay and works to strengthen diplomatic relationships with Paraguay through an extensive network of returned Peace Corps volunteers.

Miguel Espinoza MPA and his wife, **Gina Di Domenico** MPA, recently moved home to Los Angeles. Miguel returned to work at the Los Angeles County District Attorney’s Office, where he is assigned to a special unit dedicated to prosecuting felony sexual abuse and domestic violence. Gina is currently serving as a judicial clerk for Judge Beverly Reid O’Connell, a recent appointee of President Obama to the federal district court.

Lynn Fine MPP leads Code for America’s international program, Code for All. She works with local partners all over the world to leverage technology to improve local governance and foster civic engagement.

Shaw Natsui MPA is working as a resident physician in emergency medicine at the Massachusetts General Hospital and Brigham and Women’s Hospital — and loving it.

Jenni Rissanen MC/MPA returned after graduation to the International Atomic Energy Agency, known as the world’s nuclear watchdog, in Vienna. As of February 2014, she is the team leader for strategic planning at the Department of Safeguards, which is the inspectorate arm of the agency, verifying that countries abide by their international obligation to use nuclear energy only for peaceful purposes. Her team is responsible for monitoring changes in the agency’s operating

COURTESY OF NICK BAYARD

FLYING THE FLAG

Class Marshal I-Chun Hsiao MPP 2014 at morning ceremonies on Commencement Day. Harvard Kennedy School’s Class of 2014 is comprised of approximately 585 students, representing 87 countries and includes high-ranking and elected officials from across the globe, as well as members of the medical profession, police enforcement, and the armed services.



environment and devising forward-looking strategies to help the organization stay effective in deterring nuclear proliferation.

Abhishek Singh MC/MPA became chief of staff (private secretary) to India’s minister of state for finance, Department of Revenue. The department is responsible for collection of revenues — direct and indirect taxes, including corporate tax, income tax, custom duty, excise duty, and service tax. The total annual collection exceeds \$200 billion. “By May,” he writes, “I should be moving to Food Corporation of India as its executive director of IT and engineering. And personally, it has been a loving year with my kids, Khushi and Kartikeya, braving the loss of their mom and my beloved Shilpi.”

Dylan Taylor HKSEE was selected as a 2014 Henry Crown Fellow of the Aspen Institute.

Cynthia Villarreal MPP writes, “Hello, everybody! Just dropping a quick note to let you know that I am back in Mexico City, working for the federal government at the Ministry of Economy, focusing on international trade with North America. I welcome any questions or comments. Let me know if you are doing something similar or related. Do drop me a line if you happen to visit this beautiful city.”

Mohammed Zawaideh HKSEE is working on the next stage of his career in North America. “Also I have been working with our team in Oneteam Consultants on deploying our expanding strategy, as the past five years were an interesting ride in the Middle Eastern market. I am also working on a local initiative in Jordan to support and develop youth community in urban places.”



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

2014

Lawrence Egulu HKSEE just completed the Leading Economic Growth Executive Education program in February. He writes, “I am an economist with the Multilateral Cooperation Department of the International Labour Organization in Geneva. The department leads, coordinates, and promotes the ILO’s active involvement in the UN system and its cooperation with other multilateral organizations. It promotes the mainstreaming of the Decent Work objectives in the UN system and ensures a pro-active and coordinated ILO approach to the post-2015 development agenda. It also manages the ILO’s relationship with the international financial institutions. My preferred email address is egulu@hotmail.com.”

Hoh Kim HKSEE writes, “Based on my learning at LIC and past crisis management experiences, I cowrote (with Minyeong Yu) a full page column in *Chosun Ilbo*, the most influential Korean daily, about crisis management, especially in the context of the recent ferry tragedy in Korea.”

Winston Wenyan Ma HKSEE is the recipient of the 2014 Distinguished Alumnus Award at NYU, which is presented to a respected and distinguished graduate of any school, college, or division of NYU who has demonstrated extraordinary achievement and/or service in his professional, vocational, social, and cultural endeavors, and who deserves acknowledgement as embodying the spirit of distinction that brings pride to the University.

Grayling Williams HKSEE attended the Art and Practice of Leadership Development program in May 2014. He writes, “I currently serve as the chief inspector of the Office of Professional Responsibility at the Pennsylvania Office of the Attorney General. I am also retired from the federal government, having served as a special agent with the Drug Enforcement Administration and as director of the Office of Counter-Narcotics Enforcement at the Department of Homeland Security.”

In Memoriam

Warren Cikins MPA 1954
Jehangir Pocha MPP 2000
Solomon Odiá MC/MPA 1971

THE KISTEFOS AFRICAN PUBLIC SERVICE FELLOWSHIP
**BETTER LEADERSHIP
 THROUGH EDUCATION:
 A NEW FELLOWSHIP FOR ASPIRING
 PUBLIC LEADERS FROM AFRICA**



» I hope my small contribution over time can help educate the next generation of African public leaders.«

Christen Sveaas

CHRISTEN SVEAAS was a bit late for his interview with *HKS Magazine*, but for good reason: he was busy preparing for his company's 125th anniversary celebration. His firm, Kistefos, was started as a paper mill by his grandfather at the Kistefossen waterfalls south of Jevnaker, Norway. Now the company is a multi-industry conglomerate with interests in dry cargo shipping, arctic supply vessels, real estate development, telecom, and financial services.

Sveaas, who has a Lic. Oec. degree in business economics from the University of St. Gallen in Switzerland, recently made an \$11 million gift to Harvard Kennedy School for fellowships for students from Africa. He says public service education at the Kennedy School is an excellent investment. "Education is key for running good democratic governments," he says. "And I would like to give others the opportunity to get a better education to run public services and governments."

This sentiment works well with the Campaign for Harvard Kennedy School, which aims to raise funds for a variety of areas, including financial aid. Dean David Ellwood noted the importance of financial aid during the campaign launch celebration last May. "The single most powerful tool we have for attracting the best people to apply, to attend, and then to live a life of public leadership is lowering the cost of education by increasing financial aid," he said. "For every individual who accepts our offer of admission, a dozen more dare not even apply because they believe they cannot possibly afford it."

With his gift, Sveaas, who is a member of the HKS Dean's Council and Executive Committee, has established an endowment that will, in perpetuity, fund an HKS education for several African students each year. But why Africa? "The continent is in strong need of highly educated professionals to tackle its many problems, from violence to poverty to corruption and more," he says. "It doesn't always seem that democracies work as they should, and I hope my small contribution over time can

help educate the next generation of African public leaders."

» The single most powerful tool we have for attracting the best people to apply, to attend, and then to live a life of public leadership is lowering the cost of education by increasing financial aid.«

Dean David Ellwood

Says Dean Ellwood, "Throughout my deanship, Christen has been one of the strongest advocates and supporters of increased financial aid and ensuring the Kennedy School can attract outstanding leaders from across the globe. What I particularly admire is how he has stepped up in a way that encourages others to provide financial aid."

This isn't Sveaas's first gift to HKS: He initiated and supported the Dean's Council challenge fund and, in the mid-2000s, made a gift of \$1.2 million to enable students from Norway to attend the Kennedy School. One of those students, Laila Matar MPP 2014, says her fellowship had an immeasurable impact on her life. "Having the fellowship enabled me to attend the Kennedy School, which gave me the passion and interest to broaden my focus," she says. Before coming to HKS, Matar worked as a human rights advocate at the United Nations for the Cairo Institute for Human Rights Studies. Now she works as a campaigner for Avaaz, a global civic organization that promotes citizen activism on a variety of issues. "I don't think it's a coincidence that I am working at such a dynamic organization that is multi-issue in nature," Matar says. "This follows from my Kennedy School education."

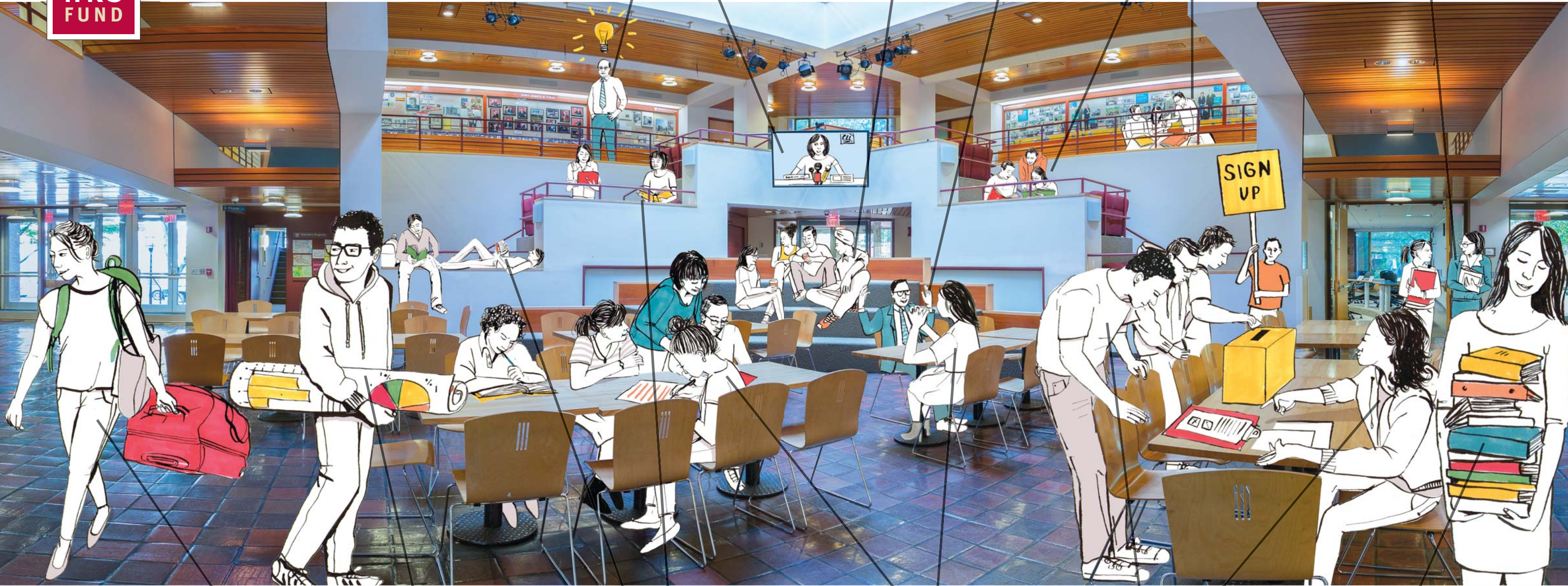
Matar is grateful for Sveaas's generosity. "Mr. Sveaas is someone from the private sector who is investing deeply in the public sector; it's a unique type of public-private partnership and an admirable contribution."

For his part, Sveaas feels it is important to assist others. "I've been very fortunate and highly privileged, so feel obliged and very happy to give something back," he says. "The satisfaction I get comes from getting good results from my giving."

Christen Sveaas

EXIT POLL »

CLOSE YOUR EYES AND REMEMBER THE FORUM, where you would question a world leader or eat your sandwich; where you would scramble to finish a project on deadline or maybe grab some quiet moments in a loggia. Look around the Forum and pretty much everything you will see is touched by the HKS Fund, the school's primary source of flexible financial support: new teaching projects, summer internships, alumni mentoring, quorum calls. The list goes on and on. And as the school seeks to increase participation in the HKS Fund, it is looking to you to help. Every dollar counts; every dollar has an impact.



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