

HARVARD KENNEDY SCHOOL

magazine

WINTER 2016



GETTING TO WIN WIN:
THE SCIENCE OF COMPROMISE

RUNNING START:
A POLITICAL EDUCATION

LEADERSHIP PLAYBOOK:
A COACH'S JOURNEY

GIVE VOICE

Bruce Western tells the complicated,
human story of prison
and prisoners



THE SIXTH COURSE



GETTING INTO THE FORUM ON A LOTTERY TICKET NIGHT means you feel pretty good even if you're hanging from the rafters. In November, Ta-Nehisi Coates spoke about race in America. "Much of what people look at in black America and construe as anger is, in fact, deep, deep fear," said Coates, author of the bestselling *Between the World and Me*. The event was moderated by Bruce Western, director of the Malcolm Wiener Center for Social Policy. Noted sociologists Kathryn Edin and William Julius Wilson later joined Coates and Western on stage.

Photo by Kristyn Ulanday

SINCE THE ANNOUNCEMENT of my appointment as dean, I have had the great pleasure of becoming better acquainted with the amazing people who make up Harvard Kennedy School. I am delighted to be joining a community of such smart and committed individuals.

As someone who has worked for many years on the front lines of public policy, I begin my time at the Kennedy School with a deep appreciation for the work that is carried out here. In my discussions over the past few months with the school's faculty, staff, and students, I've had the chance to learn much more about its expertise in a wide range of policy issues and about its truly global reach. I am extremely impressed.



The work featured on the following pages reflects the breadth and depth of the school's activities. This issue's cover story focuses on one of the major issues of our time—our country's broken criminal justice system and the critical need for reform. Bruce Western's research starkly illustrates the failures of our current system and offers real hope for change. The issue also discusses Jenny Mansbridge's research on another vitally important issue—the persistent gridlock of the U.S. political system. Her thoughtful work offers politicians a path toward attaining compromise on issues that divide them. And we cover the work of John Ruggie who helps to monitor the intersection of corporate behavior and human rights.

In addition, this issue showcases some of the important work of alumni who are public leaders in so many areas and in so many parts of the world. You will read about Katherine Chon MC/MPA 2010 and her efforts, beginning as a young college student, to combat human trafficking and support survivors. You will also read about Daron Roberts MPP 2004 and his experiences as an athlete and NFL coach, which he turned into an opportunity to teach leadership skills. And we report on the presence of both faculty members and alumni at the global climate talks in Paris last month.

The stories in this issue demonstrate the key role that our faculty and alumni are playing in tackling the critical issues of our time. As part of the ongoing capital campaign, I have already begun to meet with friends of the school to discuss ways in which we can further advance our work and make an even larger difference to the well-being of our fellow citizens around the world. I am very grateful for the commitment of so many people to the mission of the Kennedy School.

Finally, I want to express my admiration and appreciation for the exceptional service of David Ellwood as dean of Harvard Kennedy School. Thanks to his work, and to the outstanding leadership of Academic Dean Archon Fung as acting dean during the past six months, the Kennedy School is in wonderful shape as I begin my tenure. With all of you, I look forward to building on the foundation of the school's many past accomplishments as we begin the next phase of its remarkable history. I am confident in, and proud of, the role the Kennedy School plays in making the world a better place, and I am immensely grateful for the opportunity to be a part of it.

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On the cover: Bruce Western with Azan Reid

PUBLIC INTEREST



Rossana Ramirez MPA 2005 asks a question at the alumni technology panel in San Francisco

Top Scholars

HONORS Joseph Nye, Jr., Harvard University Distinguished Service Professor and former Kennedy School dean; Stephen Walt, Robert and Renée Belfer Professor of International Affairs; and Kathryn Sikkink, Ryan Family Professor of Human Rights Policy, were recently named three of the top 15 “most influential scholars of the past 25 years” in international relations by the 2014 Ivory



Tower Survey. The survey is a collaboration between *Foreign Policy* magazine and the Teaching, Research, and International Policy project at the College of William & Mary.

Arts Champion

LEADERS Deborah Borda took a break as the Los Angeles Philharmonic’s president and chief executive officer last fall to join the Center for Public Leadership as one of the first Hauser Leader-in-Residence fellows. Borda’s career, which has included several years as executive director of the New York Philharmonic, has been marked by a commitment to finding the intersection between society and music. While at CPL, the classically trained violinist and violist hosted a series of conversations with highly accomplished artists, bringing to campus theater, opera, and film director Julie Taymor; former CEO of Walt Disney Co. Michael Eisner; architect Frank Gehry; and composer John Adams.



“Great leaders have to move people outside of their culture, but they have to think about strategic and more careful ways of doing so.”

Deborah Borda on creative leadership, speaking to the Harvard Gazette in November.

Focus on Tech

ALUMNI Acting Dean Archon Fung kicked off an alumni event at Google headquarters in San Francisco by asking a panel of alumni from the technology sector to describe projects they had worked on that used technology to solve public problems. Panelists at the October event included Kellyn Blossom MC/MPA 2015 from Uber, Ryan Buckley MPP 2009 from Scripted.com, and Rey Faustino MPP 2012 from One Degree. Benjamin Renda MPA 2008, director of operations and head of global scaled services at YouTube, introduced Fung. Steve Grove MPP 2006 of Google hosted the event.

Schiraldi at Criminal Justice

RESEARCH CENTERS Noted criminal justice reformer Vincent Schiraldi, formerly senior advisor to the New York City Mayor’s Office of Criminal Justice and commissioner of the New York City Department of Probation has joined the Malcolm Wiener Center for Social Policy’s Program in Criminal Justice Policy and Management as a senior research fellow. In his new role he will lead the program at a time when criminal justice reform is at the top of the national agenda. He will also direct the Project for Justice in a New Century, a policy reform and research effort provisionally supported by the Laura and John Arnold Foundation.



Government Innovators

HONORS A charter school for incarcerated and at-risk individuals run by the San Francisco Sheriff’s Department and a New York City participatory budgeting project that fostered greater community engagement in the budget process were recognized for developing innovative and successful government programs by the Ash Center for Democratic Governance and Innovation. The San Francisco Sheriff’s Department Five Keys Charter School earned the 2015 Innovations in American Government Award for developing a high school program for inmates that has a recidivism rate nearly 30 percent lower than that of programs for other prisoners. The participatory budgeting in New York City project, a collaboration that brought “new voices” into the budgeting process, received the Roy and Lila Ash Innovations Award for Public Engagement in Government. Both winners received a \$100,000 award in their home cities in October.



Steve Good (left), the Executive Director of the Five Keys Charter School and Ross Mirkarimi (right), former San Francisco Sheriff

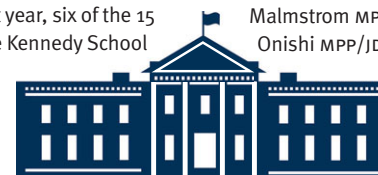
COP21

FACULTY As director of the Harvard Project on Climate Agreements, Kennedy School Professor Rob Stavins co-hosted a series of panel events at the UN Climate Change Conference in December in Paris, France. Events included “Bilateral Cooperation between China and the United States: Facilitating Progress on Climate-Change Policy,” “Comparison and Linkage of Mitigation Efforts in a New Paris Regime,” and “Key Elements of the Paris Agreement and Implications for Business.” Alumni convened from around the world for the climate talks. Many joined Stavins at a special alumni event organized by the Harvard Club of France.



Alumni Named White House Fellows

ALUMNI For the second year in a row, Harvard Kennedy School alumni represent a large portion of those selected to the White House Fellows program. Four of the 15 selected this year for the prestigious program are HKS alumni. Last year, six of the 15 fellows were Kennedy School graduates. Established in 1964, the White House Fellows program provides promising young leaders the opportunity to work at senior levels within the U.S. government. This year’s appointees are September Hargrove MPP/UP 2011, Erik Malmstrom MPP/MBA 2012, Rei Onishi MPP/JD 2011, and Maxeme Tuchman MPP/MBA 2012.



Iran Briefing

RESEARCH CENTERS “The Iran Nuclear Deal: A Definitive Guide,” prepared by the Belfer Center for Science and International Affairs, received high praise from Washington insiders for its scholarship and bipartisanship. Its editor and lead writer, Gary Samore, executive director for research at the Belfer Center, delivered the brief last April to the Senate Foreign Relations Committee, the committee’s staff, and nearly all other congressional staffers. According to Samore, the briefing “tried to present a balanced view of the strengths and the weaknesses of the agreement so that Congress and the public can have dispassionate and objective information in order to make a decision on whether or not to support the agreement.”



HUBweek

EVENTS Last fall, #Tech4Democracy Showcase and Challenge, an event sponsored by the Ash Center for Democratic Governance and Innovation, drew more than 350 people to campus, where 28 teams from the local tech community competed to take home cash awards for developing new technologies that best benefit civic life. The winner of the Judge’s Choice Award went to **Agora**, an online civic network dedicated to purpose-driven dialogue between decision-makers and concerned citizens. The winner of the People’s Choice Award was **DoneGood**, an app that makes it easy to find businesses with like values. The Women and Public Policy Program presented a panel discussion about the public-private-academic partnership that resulted in innovative, research-based interventions to reduce the wage gap in the city, an initiative facilitated by the Office of the Mayor of Boston and the Boston Women’s Workforce Council. The events were part of HUBweek, a joint venture between the *Boston Globe*, MIT, Massachusetts General Hospital, and Harvard University.



Bob Schieffer at HKS

RESEARCH CENTERS Longtime CBS news reporter Bob Schieffer has been a popular figure on campus since joining the Shorenstein Center on Media, Politics and Public Policy last fall as the Walter Shorenstein Media and Democracy Fellow. Schieffer, who will be in residence on a visiting basis throughout the 2016 election season, has been meeting with students and faculty members, speaking at various events for the Harvard community, and participating in Shorenstein Center activities.

MIDWAY THROUGH FALL SEMESTER, Steve Jarding, lecturer in public policy, stands in front of his class commenting on the recent one-on-one media training sessions that by now almost all his students have completed. On a 20-point scale, most of the on-camera interviews and speeches given by students rate an 11 or 12, he says, noting quickly that most politicians rarely rate much higher than that. He gives the 2004 Democratic convention speech that helped launch then-State Senator Barack Obama to the presidency a 17 on a 20-point scale—an extremely good score.

“When you watch yourself on screen,” Jarding says, “you’ll see you underutilize emotion. All human beings connect with passion.” Preparing the students in his class *The Making of a Politician* for the podium speeches they will be delivering post midterm, he rattles off techniques they should employ: Feet should be four to five inches apart with one foot ahead of the other, allowing for a five-inch pivot from side to side. “Do that in the beginning and don’t change it,” he says. Arms should be parallel to the ground and move within the “gesture box”—the space from waist to chin. “Hand gestures coupled with facial expressions and passion in your voice are what really connect with the audience,” he says.

The students in Jarding’s class are here to learn the nuts and bolts of running for office. Many plan to run—or are toying with the idea of running—for elected office someday. Others are simply curious, but may—years down the road—use the lessons learned to seek office. At whatever stage in their careers they decide to run or to work in politics, Jarding’s course is part of the school’s overall curriculum that will help prepare them—if and when the opportunity arises.

Who will someday make that leap isn’t obvious, according to David King, a senior lecturer in public policy who teaches classes on Congress and U.S. public policy. “If I tried to predict, I would almost always be wrong, because you don’t know what’s happening inside somebody’s heart and how vulnerable they’re willing to be, and running for office is the ultimate exercise in vulnerability,” King says. “There are some people here now who are going to run, but they have no

A Running Start



idea they’re going to run, and we don’t know they are going to run, but at some point the light goes on.”

For Massachusetts State Representative Lori Ehrlich MC/MPA 2005, the light went on soon after graduation. A Certified Public Accountant (CPA) and activist on clean energy issues, Ehrlich entered the Kennedy School wanting to dig deeper into energy matters so that she could work more effectively with elected officials. Toward that end, she studied energy policy and sought out the Women and Public Policy Program’s From Harvard Square to the Oval Office program—an initiative that supports women in the electoral process—so that she could help candidates she supported run for office.

“It never crossed my mind that I would be that person,” Ehrlich says. “I was that mild-mannered CPA.” But the Oval Office program helped demystify the process. She recalls learning how to fundraise—to shake hands and “ask for something that’s uncomfortable to ask for.” When her state representative moved on, she was the first to throw her hat in the ring. “Never having run for office before, it was the skills and confidence I gained at the school that propelled me to victory, and my energy policy skills have made me an effective representative.”

A remark made on the first day of Jarding’s *The Making of a Politician* opened Justin Hartley’s eyes to the possibility of a run for office. “He made the point that Bill Gates [at the time the world’s richest man] can make a difference like few people; but in Congress, the equivalent of Gates’s entire wealth is spent every few days,” says Hartley MC/MPA 2015. “A good legislator has the potential to have the greatest impact of all. It transformed my thinking.” When the time is right, he plans to run in his native country of Australia.

“Everyone who leaves the school should be thought of as walking away with a tool kit, and the tools in that kit should include economics, management skills, and the ability to analyze political situations,” says King. “For some, if they want to do the work they were meant to do, they have to open that tool kit and run for office.”

As a freshman congressman, Seth Moulton MPP/MBA 2011 (D-Massachusetts) uses the tools he learned at the Kennedy School in elected office. His negotiation course, he says, has probably been his most useful. “You negotiate every day of your life, all day long. It was a science I had never used before. I had never been taught the practice and the science of negotiating.”

Moulton, who as a Marine served four tours of duty in Iraq, never considered running for office when he was a student. “I was saddled with student debt, no politics

“
If I tried to predict, I would almost always be wrong, because you don’t know what’s happening inside somebody’s heart and how vulnerable they’re willing to be, and running for office is the ultimate exercise in vulnerability.” David King
”

in my family, but when this opportunity came my way, it certainly helped knowing I had this Kennedy School network—people whom I could ask for advice.” He turned to the school to learn more about polling, and as an elected official, he has sought out his transportation and national security professors for advice. And his course with Jarding on how to run an effective campaign suddenly became pertinent. “When the time came, I knew what a campaign manager was supposed to do,” he says.

Those already in office also have much to gain from attending the Kennedy School, according to Massachusetts State Representative Marjorie Decker MC/MPA 2007, who was serving on the Cambridge City Council when she entered the Mid-Career program. “My time at the Kennedy School gave me the opportunity to step back and dig deeper into issues,” Decker says. “Elected officials are juggling so many balls in different arenas, and to have experts and peers who can help you think through issues at your fingertips is wonderful.”

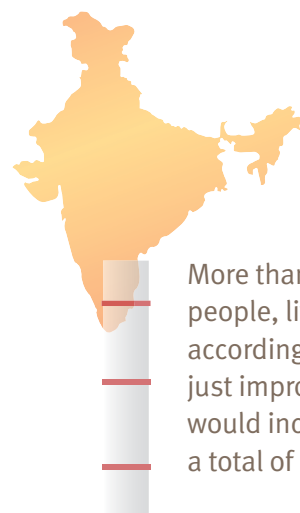
For Drazen Komarica MC/MPA 2012, who plans to run in the near future for a seat in the European Union parliament representing Croatia, the lessons he learned in Jarding’s class have already proved invaluable. As president of the Zrinski Institute for Peace, a social change organization he co-founded, Komarica helped organize a summit in 2013 in the Republic of Srpska that brought together the leaders of parliament from the former Yugoslavia. Komarica credits techniques he picked up in *The Making of a Politician* for helping him deliver his message and welcome summit participants.

“When I walked up to the podium in front of political and religious leaders from all over Eastern Europe and the diplomatic community, my knees were shaking, but Steve’s techniques were running through my head: ‘When you come up to the podium, stop, look out, and look what’s going on around you. Hold it for as long as you can.’ I was freaking out, but I remembered: ‘Whatever you do, don’t stand parallel, one foot forward. Don’t grab the podium.’ All this clicked: when to pause, when to raise my voice; his techniques were so anchoring. And worked in practice.” « SA

Steve Jarding



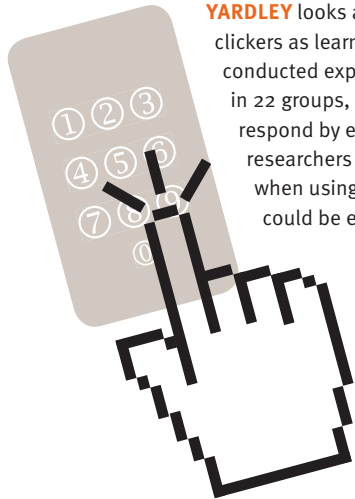
David King



More than half of India's population, about 660 million people, live in areas where air pollution is so bad that, according to a paper by **ROHINI PANDE** and colleagues, just improving air quality to the national standard would increase life expectancy by 3.2 years on average—a total of 2.1 billion life years.

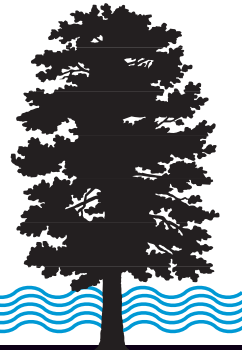
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ASKING STUDENTS TO RAISE THEIR HANDS is a technique as old as teaching. But is it the best way for teachers to gauge what students are learning? A new study by **RICHARD ZECKHAUSER**, **DAN LEVY**, and doctoral student **JOSHUA YARDLEY** looks at the value of a public show of hands versus clickers as learning and teaching tools. The researchers conducted experiments with more than 1,100 participants in 22 groups, dividing groups in half and asking them to respond by either using clickers or raising hands. The researchers found that students gave different responses when using raised hands versus clickers. The difference could be explained in part by the fact that “students raising their hands have a tendency to herd and vote with the majority,” the researchers wrote. This could be bad news for teachers trying to find out if the class has understood a concept and is ready to move forward. “By contrast, clickers, and other audience response systems, allow students to respond on an individual basis.”



BOND. GREEN BOND.

FROM 2007, WHEN GREEN BONDS emerged as a way to finance environmentally oriented projects, to 2014, nearly \$37 billion worth of bonds were issued. A new report by **LINDA BILMES** finds that the next few years will prove critical in determining whether they become a powerful new source of capital for sustainable land use and conservation or fizzle out once the novelty of the label has worn off. “Our research,” Bilmes writes, “revealed two potential ‘sweet spots’ for green bond issuances and land conservation projects: state-level issuances and connections to water management.”



LIFT SOME BOATS

MORE THAN 100,000 REFUGEES left Cuba for America during the 1980 Mariel boat lift. More than half of those settled in South Florida. Professor **GEORGE BORJAS** looked at the impact that influx had on the job market, specifically on those without a high school education. The number of high school dropouts in Miami's labor market increased by 20 percent, and the wage decline over the five-year period following Mariel was between 10 and 30 percent, Borjas found. “Immigration has both benefits and costs, and the costs, in terms of the wage decline caused by additional labor market compensation, can be substantial and can be borne by some of the most disadvantaged groups in our society.”



THE LONG VIEW



“THE HISTORY OF GREECE is a narrative of debt, default, and external dependence,” writes **CARMEN REINHART** after reviewing Greece's financial history since 1829, which has included four defaults. “Overall we have no basis to conclude that greater reliance on domestic savings will be a panacea of economic stability but we do have 200 years of evidence to support the view that chronic reliance on external capital has repeatedly led to ruin.”



CHOICE SCHOOLS

MANY SCHOOL DISTRICTS NOW OFFER school choice, in the hope that disadvantaged students' parents will have the power to choose schools on the basis of quality rather than location. A study coauthored by **CHRISTOPHER AVERY** found that market forces can undercut that approach by compressing the distribution of house prices and subsequently driving away many high- and low-income residents and leaving those in the lowest-income brackets worse off. A broader implication of the study is that systemic changes beyond school choice might be necessary to reduce inequality in educational opportunity. “One such approach addresses the residential choice directly by transferring low-income families to better neighborhoods.... A second approach involves efforts to directly influence the quality of schools available to low-income families.”



Character Counts



After a distinguished 30-year career in the U.S. Air Force, retired Brigadier General Dana Born joined the Kennedy School, where she teaches courses on leadership development and is affiliated with the Center for Public Leadership. Born, with leadership scholars William Hendrix and Scott Hopkins, recently published a paper looking at the benefits of transformational leadership and character for organizations.

Q Can you say a little bit about transformational leadership and how it's different from other types of leadership?

Transformational leadership is more about changing or transforming individuals or organizations by inspiring them to greater levels of achievement. It is an intellectually and emotionally stimulating type of leadership. The distinctive contribution of our current work is to look at the qualities of character and at how crucial they are in *complementing leadership* to achieve positive organizational outcomes.

Q Did you find this type of leadership to be more effective?

Our studies validate that character is critically important in leadership development and may result in longer-term benefits than other attributes associated with leadership—competence for example. Individuals perceived as low in character were seen as fostering environments where others either make or accept unethical decisions that can negatively influence job performance. An individual's leadership and character are critical to an organization financially, but perhaps even more important, they are absolutely crucial to its long-term health, esprit de corps, and reputation.

Q Are transformational leadership and character becoming part of the school's leadership curriculum?

We're in conversations with our colleagues who teach ethics to better understand the implications of our ethics and leadership teaching. Our focus on teaching leadership and character is not about attaining leadership positions. Our focus is challenging our students to reach an even higher level where leaders are driven by a moral compass. The people who come to the Kennedy School want to make a difference in the world, and it's our mission to educate, train, and inspire them to do so... to imagine what we can do together.

Q Are there other factors that have been shown to be related to organizational effectiveness?

Yes, we are presently investigating whether job enrichment influences organizational effectiveness more than character and leadership. Our preliminary results indicate that it not only adds to the prediction of organizational effectiveness, but in some cases it is more powerful than leadership or character. This suggests that there are three major pillars of organizational effectiveness: job enrichment, transformational leadership, and character of the leader. << SA



KENT DAYTON

PHOTOS BY MARTHA STEWART

KENT DAYTON



Business Plan

A LOT HAS HAPPENED in the decade since John Ruggie was tapped to head the United Nations effort to monitor the difficult and volatile intersection of human rights and corporate responsibilities.

First came the six years of travel and the scores of consultations with multinationals, nonprofits, advocates, and, of course, governments. Then came the drafting of a document—a sort of charter of corporate responsibility—that addressed those contentious concerns for the very first time. In 2011 came the unanimous adoption by the UN itself. And in the period since has come the harder work of putting the United Nations Guiding Principles on Business and Human Rights (to give them their full name) into practice.

“The world has discovered that it’s not enough to rely on states and state-based institutions to advance respect and protection of human rights,” says Ruggie, the Beitz Professor in Human Rights and International Affairs at Harvard Kennedy School.

Traditionally, human rights were the responsibility of states and the business of NGOs, such as Amnesty International, which monitored state compliance and advocated for greater respect. But, spurred by the acceleration of globalization in the 1990s, attention shifted to the human rights implications of the operations of approximately 80,000 multinational corporations and their 800,000 subsidiaries. Mining and oil companies were coming under fire for practices that

saw communities displaced and natural environments degraded. Through successful international campaigns, people began to connect the purchase of a T-shirt or soccer ball from their favorite apparel maker to the appalling conditions in the sweatshop where it was made, half a world away.

Ruggie had served as an assistant secretary-general at the UN and had worked on establishing ties between the business community and the world body. When he was tapped by then Secretary-General Kofi Annan to work on the guiding principles, Ruggie found a business community that had already begun to take heed. “It was clear that a community of practice was being built up, especially among the leading companies,” he says. “They increasingly realized that they needed to on-board the capacity to deal with some of the social and environmental consequences of their actions, if only to reduce reputational risk or the risk of being sued by somebody.”

Corporations also saw competitive advantages. “I remember one CEO visiting us in the secretary-general’s office,” Ruggie says. “He happened to be the CEO of one of the world’s biggest oil companies, and he said, ‘Look, we are basically an engineering business. Everybody can pay the same salary. What’s our competitive advantage vis-à-vis other people, other companies? We want to retain the best possible engineers. We want to make them feel good about where they work. We want them to feel committed to the company, and one way to make them feel committed is to ensure that the company does everything possible to do the right thing.’”

Corporations with long time horizons—those that expect to be in a community for decades—knew that getting off on the right foot would make all the difference.

The guiding principles have come under fire for their lack of teeth, especially from the advocacy community. That criticism is also perhaps commonly directed at the United Nations itself. Like the UN, however, the charter influences not by force but by its convening and normative power, Ruggie argues.

“When business associations would come up with their own set of standards, China would say, ‘Who are you? You’re the chemical industry, why should we be paying attention to you?’” Ruggie says. “But when the UN based recommendations on universally accepted principles that governments themselves had endorsed, China was fine with that, and India was fine with that, and Brazil was fine with that.”

Four years after the adoption of the guiding principles, the international community is indeed showing signs of falling into line. A recent case in point: FIFA. Beyond the scandals roiling its Swiss headquarters, the world governing body of soccer has been criticized for the dangerous conditions endured by laborers building the stadiums for the 2022 World Cup, which is scheduled to be held in Qatar. By some counts, more than 1,200 workers, mostly imported from South Asia, have died during construction. Together with Mary Robinson, the former president of Ireland and UN high commissioner for human rights and now patron of a nonprofit in London called the Institute for Human Rights and Business, Ruggie reached out to FIFA offering to provide the organization with a blueprint for human rights reforms. In 2015 the global sports body announced that it would revise its bidding requirements and has asked for help in creating a system that will build respect for human rights into its contracts. The issue is now on the agenda of other mega sporting events, such as the Olympics, the Commonwealth Games, and Formula One racing.

“Today, there are large communities of practice in the private sector whose job it is to manage these issues,” Ruggie says. “So, in that sense, we’re certainly making progress. Are we where we should be? No. There’s lots more work to be done.” ◀ RDO



“They increasingly realized that they needed to on-board the capacity to deal with some of the social and environmental consequences of their actions, if only to reduce reputational risk or the risk of being sued by somebody.”

John Ruggie

A young man works constructing shoe boxes in a factory/sweatshop in the Dharavi slum of Mumbai

A LARGE MAP OF EASTERN MASSACHUSETTS, covered with tacks, hangs on the wall of Bruce Western's spare Harvard Kennedy School office. Each one represents a man or a woman who has spent time in prison, identified by different colors according to gender, race, and ethnicity. The tacks are placed, approximately, at the person's last known address.

For each former prisoner Western has a file containing transcripts from interviews as well as personal information. The information is coded, allowing Western and his team to compile, categorize, and score the grim statistics of the incarcerated: crimes committed, economic hardship, history of family violence, drug dependency. But the files also contain unique stories, told by the prisoners in their own voices, describing their experience.

There are only 150 tacks, but in a sense the map tells a story of America's prison system, which on any given day counts more than 2.2 million inmates: overwhelmingly male, disproportionately black, and concentrated among the poorest.

Through massive data sets and intimate portraits, Bruce Western, Daniel and Florence Guggenheim Professor of Criminal Justice Policy and director of the Malcolm Wiener Center for Social Policy, is working relentlessly to document the moral, economic, social, and personal costs of a failed system and spur it to change.

GIVE VOICE

BY ROBERT O'NEILL

PHOTOS BY MARK OSTOW



BRUCE WESTERN AND AZAN REID

Western remembers a moment when he realized the depth of the problem. A research associate had just given him a number, and Western, thinking it was off by a decimal point, asked her to run it again. As part of a research project into the country's prison system, he was looking at the incarceration rate for African American men under 40 who had failed to finish high school. The research associate had come up with 35 percent; the national incarceration rate was 0.7 percent. So she ran the numbers again. But it didn't change; it was frighteningly accurate.

"I thought, 'We've stumbled on a new social fact here,'" recalls Western, who speaks in a slow, thoughtful voice marked by an Australian accent.

America has 5 percent of the world's population but accounts for 25 percent of the world's prisoners. Its rate of incarceration, with about one of every 100 adults in prison or jail, is five to 10 times higher than those of other Western democracies, and the number of American men and women in prison is about eight times what it was in the early 1970s.

Most of those behind bars are male, under 40, saddled with drug or alcohol addiction and mental illness and little in the way of education or marketable skills. Minorities account for 60 percent. Hispanics are sentenced at three times and African Americans at six times the rate of non-Hispanic whites. At the beginning of the millennium, more than a million black children—nearly 10 percent of those under 18—had a father in prison or jail.

Western, a sociologist, began his career studying union workers. Perhaps because of his mixed-race heritage in a predominantly white society (his mother was Thai, his father white), he was always drawn to the underdog, he says, and in his native Australia the underdog was the union member—the factory worker or laborer. Western was interested in comparing union participation in different countries and understanding the contexts of organized labor and inequality. He moved to the United States as a graduate student to continue his work. Several years later, during a casual conversation, a friend and former colleague made a joke: Europe has a social safety net, America has a prison system. It was an offhand remark, but it stayed with Western, and it began to occur to him that in America he would have to go significantly deeper than union workers to find the bottom rung of society.

"Trying to understand the underdogs of American society, trying to understand the floor, meant going significantly deeper than American union workers," Western says. "I think that prison is getting close to rock bottom."

And so, in the early 2000s, while still on the faculty at Princeton University, he began digging, and as he dug further, he realized he was unearthing something new and important.

"I really felt I was sort of stumbling onto something big here that wasn't well understood, and that got me going into prisons, teaching in prisons, and speaking to people," Western recalls. "I was a quantitative social scientist who was used to crunching these big data sets; this was taking me into a very different social reality from what I was used to, but I found it very compelling."

His interest developed as America's prison population was peaking, fueled by decades of tough-on-crime policies that included more-aggressive policing and more and longer prison sentences. Western never lost sight of the real crimes, often violent and with terrible consequences, committed by many of those behind bars. But he focused on the penal system's emergence "as a novel institution in a uniquely American system of social inequality."

In 2007, Western published *Punishment and Inequality in America*, which attempted to look behind the bars at the men who populated prisons and jails and at the social conditions that formed them and that they in turn helped form, focusing particularly on the aspect of race. Later work with the National Research Council, including a seminal report titled *The Growth of Incarceration in the United States*, added to a body of evidence that the country's criminal justice policies were creating and hiding more problems than they were solving.

"I've been talking about the statistics of mass incarceration for a long, long time, and I thought the numbers would speak for themselves," Western says of his quantitative work.

His work has gained some traction in policy reform. And both the Great Recession, which pushed states to reduce the enormous costs of keeping so many prisoners, and the post-Ferguson conversation on race and criminal justice policy have played large roles in refocusing the conversation. But Western is dissatisfied with the appetite for rethinking and for reform. He is keen to see more being done and believes that the moment is ripe for change.

Just as he had been changed by his direct experience interacting with those behind bars, it began to occur to Western that perhaps more compelling than all the shocking numbers were the voices of those caught in the criminal justice system. Allowing them to speak, through deep scholarly research that also told their stories, could help steer the national conversation about prison reform and the underlying social problems in a different direction.

"It became more and more urgent for me to give voice and shine a light on really a very impenetrable institutional domain," Western says. "To try and explain the human stories that are in play here and to try and improve public understanding that way. There's a person there."

In Bruce Western's office, Azan Reid is rolling out the names of the state correctional facilities he was locked up in: Norfolk, Pondville, Concord. (Prison authorities don't want to ever let you get too comfortable, he says, explaining his frequent moves.)

He is about to speak to a Harvard sociology class, *Poverty in America*, and is catching up with Western, whom he has known since 2012. Reid, now 33, was convicted of being an accessory after the fact to a murder. He spent seven years behind bars and was released in 2013.

He has since worked hard to rebuild his life. He runs a small business with a friend, selling clothes they design. And he works advising at-risk teens on their future, helping them to avoid the pitfalls that he could not.

The pitfalls began when he was eight years old, riding around the neighborhood on his bike and acting as a lookout for drug dealers. His father struggled with drug use and his mother raised him largely on her own, working two jobs.

By 17, he was getting in trouble with the law. He was dealing drugs. School interfered with prime drug sales hours (early morning to noon—"You've got to know these things when you're dealing," he says), and nobody was around to encourage him to make different choices, to study a little more, to stick with basketball. When the police did arrest him, it was for stuff he wasn't even guilty of, he says, like the time he was nabbed for trespassing while sitting on a friend's porch. And then came the accessory conviction.

"It's just a bunch of violence, drugs, and hard living," Reid says, summing up his life in Mattapan.

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Bruce Western

AZAN REID

Western appreciates Reid's directness and thoughtfulness, the way he can see in his own situation and upbringing (while making no excuses for his criminal life) the larger forces at play: the poor schools, the lack of social services, the lack of mentoring or role models. And Reid is here, on a November day, to share his insights with Harvard undergraduates and answer their questions.

Western began looking closely at the lives of former prisoners like Reid in 2012. More than 600,000 prisoners are released each year, most to poor neighborhoods, often with little in the way of support. He wanted to see what happened when they reentered a community, so he and a group of researchers launched the Boston Reentry Study, a collaboration between Harvard researchers and the Massachusetts Department of Corrections.

The researchers studied 122 prisoners, as representative as possible of the general prison population in age, gender (15 were women), race and ethnicity, length of sentences, and offenses, which included violent, drug, and sex crimes. (The sample was about one-third of all prison releases to Boston, and the researchers maintained a 94 percent response rate over a year of follow-up—a much higher rate than in previous studies.)

It was a new type of work, Western says, though in the tradition of community studies done by sociologists in the past.

In the meticulously kept files (given the strict privacy rules, each physical file is identified only by a number, with no name; the names associated with each number are kept on a secure computer that is completely offline) is as much information as possible: prison records, unemployment insurance,

family history, and, of course, the five interviews conducted immediately before and then subsequent to release.

Although all the interviews have been conducted and several research papers have been published, the study is still ongoing. But it is already apparent that the study is important both for what it describes and for how it describes it: The research includes exhaustive data of a large sample as well as the transcripts of the in-depth discussions.

"Because we're collecting data at such scale, we can see things that qualitative research doesn't observe," Western says. "But we're doing it with a level of depth that you can't get with a regular survey."

Qualitative studies, such as deep interviews conducted with small samples, can lead to overgeneralization. "We think of prisons often as repositories for young men involved in violence and drugs," Western says. "But it's the end of the road for all the different social policy failures. They can be the lack of economic opportunities in African American neighborhoods. But it can also be the rank failure of the mental health system for people who are struggling with addiction."

But the depth of the interviews, which include extensive personal histories, provide richer and more complete portraits.

The Reentry Study's findings on the role of violence are an example. Violence was often part of the respondents' lives and, for 40 percent, the reason for imprisonment. The study reveals just how violent their environments were and how often they were victims of violence themselves, both as children and as adults.

At an even deeper level, Western finds the voices of the respondents often profoundly affecting, such as a mentally ill young man's moving description of his biggest challenges and the enormous meaning to him of small acts of kindness.

When he began, Western says, he was "checking boxes on an interview script," doing the usual quantitative sociological work. But over the course of the project, he found he couldn't ignore the humanity of the interviewees.

"That very much moved me," he says. Western is now exploring narrative as a way of describing these social realities. "You get to know them as people, you begin to care about them as people, and it became important for me to write about that, too."

"The kind of work, or research, that we want to promote I think has a central role for the human voices and stories of the people who are experiencing criminal justice involvement, eviction and housing insecurity, and deep material deprivation," Western says. "We thought this could come to define a style of work in the poverty field, and part of our hope for it is we could use work like this to engage a public conversation."

Studying incarceration has moved Western toward a wider understanding of the context of inequality in the country.

"Our prisons and jails are fundamentally entwined with American poverty," Western says. "It's true that nearly everyone in prison has been involved in serious crime or has known serious violence in their lives. But it's also true that just about everyone in prison is poor, and that struck me as a rather overwhelming social fact. That somehow we'd arrived at a place where a whole variety of social problems, not just crime, were being dealt with through incarceration."

His studies have also helped bring to the surface a less reserved social scientist. Western speaks openly and directly about the huge human and fiscal costs of the American penal system.

"It's bad policy," he says. "And so I think as a policy researcher, when you see bad policy, you have to advocate for alternatives."

Western calls for sentencing reforms, including scaling back prison time, especially for drugs; eliminating mandatory minimum sentences (especially for less serious crimes); and reducing very long sentences. (He points out that in America about 50,000 people are serving life without parole; in the European Union the number is in the double digits.)

"We've lost perspective on what's proportionate," he says.


He also calls attention to the very real problems associated with poverty, including crime and violence, untreated addiction and mental illness, and persistent unemployment, especially for undereducated men.

But despite the size of the problem, Western is optimistic, because the policy prescriptions are there. "When we start talking about policy, it doesn't seem too far fetched," he says, "that someone with a mental health problem should have access to their antipsychotic medication when they come out of prison."

Western's perch at Harvard Kennedy School is helping him push in that direction. He remembers a conversation with former dean David Ellwood as he began his work: "Ellwood said quite clearly that it was the mission of the school to do good in the world. That resonated with me so clearly, and it was so liberating to hear a dean speak about the intellectual mission in those terms. This research is an effort to do good in the world."



As Western continues to work on the Reentry Project, he is launching another project, funded by the Ford Foundation, called the Justice and Poverty Project. He and fellow Harvard sociologist Matthew Desmond are exploring mass incarceration, low-income housing and housing instability, and severe poverty.



We think of prisons often as repositories for young men involved in violence and drugs. But it's the end of the road for all the different social policy failures.

Bruce Western



Getting to Win Win

BY LEWIS RICE

ILLUSTRATION BY JAMES STEINBERG

In 2007, Democratic Senator Harry Reid introduced a bill that Republican President George W. Bush supported. The Comprehensive Immigration Reform Act would have enhanced border security and enforcement to hinder illegal immigration while allowing for a path to citizenship for the millions of people who had already entered the country illegally. As the support of Reid and Bush suggested, the bill contained provisions favored by each party. Yet it never even came to a vote, killed by forces on both sides of the debate who refused to accept elements that didn't conform to their vision of the ideal solution.

For Jane Mansbridge, that piece of failed legislation illustrates, as she puts it, that "polarization in the U.S. Congress is the new normal; it is here to stay for the foreseeable future." But, she says, even enemies can negotiate. Mansbridge, the Adams Professor of Political Leadership and Democratic Values, in her term as president of the American Political Science

Association from 2012 to 2013, headed a task force that produced a report, "Negotiating Agreement in Politics," and later a book, *Political Negotiation*, that she coedited and to which she contributed.

"We're not saying everything can be negotiated," Mansbridge says. "We're saying that more things can be negotiated than people think. A lot more."

As she notes, negotiation faces distinct roadblocks in the U.S. political system because of our strong separation of powers. Different parties often control different branches of government, and close two-party competition inspires each side to block any achievements by the other. Yet, drawing on lessons from other democracies and on negotiation theory, Mansbridge recommends specific "rules of political engagement" that have been shown to produce fruitful results.

These rules facilitate "deliberative" negotiation, which rests on each party's not only finding out as much as possible about the needs and



interests of the other but also seeking fair compromises. The “rules” include long-term repeated interaction, which builds mutual respect among adversaries; closed-door interaction, which allows parties to eschew grandstanding for more-honest debate; “side payments” or incentives, whereby parties offer each other enticements in order to bring about agreement; and “penalty defaults,” which threaten consequences that neither side wants if they do not come to agreement.

Mansbridge says that public acceptance of a negotiation hinges on trusting the individual negotiators. In addition, for side payments to be justifiable, they must be good for the country, not just for the election prospects of one member of Congress. Some of the rules of engagement may on the surface appear contrary to democratic ideals. For example, citizens may disapprove of elected representatives negotiating in private. Yet she contends that well-intentioned “sunshine laws” that give public access to meetings have diminished the ability of congressional committee members to work together, build trust, and develop expertise.

“We’ve jumped on transparency as a fix for something that’s deeper,” she says. “In the context of negotiation, it’s not a good fix. It has huge costs for negotiation.”

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Businesspeople don’t have a problem with compromise; they do it all the time. It’s the politics of honor, the politics of ideology that has a problem with compromise. Compromise has become more ‘dirty’ as we’ve moved from acting like businesspeople to acting like ideologues. *Jane Mansbridge*

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Mansbridge cites the Clean Air Act of 1990 as an example of a deliberative negotiation that produced a widely accepted policy. That negotiation involved two congressmen, Senator Timothy Wirth, Democrat from Colorado, and Senator John Heinz, Republican from Pennsylvania, whose constituencies had opposing interests. Yet they were also longtime friends with a mutual interest in and understanding of environmental issues. They helped forge an agreement that balanced the interests of business and environmentalists, bolstered by another important element in negotiations: the acceptance of facts generated by a neutral party, in that case the scientific community’s consensus on the causes of acid rain.

In contrast to more-recent attempts regarding immigration reform and many other issues the country faces, the passage of the Clean Air Act was made possible by major efforts to find out what each side really needed most. It also required compromise. As Arlen Specter, then-Republican senator from Pennsylvania, said about the failure of the Comprehensive Immigration Reform Act of 2007, which he supported, “There is nothing inappropriate about the politics of compromise. That means we sacrifice the better for the good.”

In fact, Mansbridge notes, the United States has long embraced compromise as a necessary and normal part of commerce: “Businesspeople don’t have a problem with compromise; they do it all the time,” she says. “It’s the politics of honor, the politics of ideology, that has a problem with compromise. Compromise has become more ‘dirty’ as we’ve moved from acting like businesspeople to acting like ideologues.”

Mansbridge points to data showing that ideology increasingly trumps any desire to negotiate. In fact, she says we have greater polarization now in Congress than at any other time in the past 150 years—both by the most advanced measures and by the simple measure of how few times lawmakers vote with the other party. She and her colleagues have determined that we’ve reached this point of deadlock because of three main factors: a realignment following the passage of the Civil Rights Act of 1964, which caused many white voters to leave the Democratic Party and resulted in more homogeneity of views within the parties (there are far fewer liberal Republicans or conservative Democrats than there once were); the closeness of elections since 1980, which inspires each party to attempt to

prevent the other from gaining the slightest advantage; and income inequality, which is now again at the peak it reached during the Gilded Age, in exact parallel with polarization. That polarization produces stalemate and inaction, just as it did at the turn of the century.

The stakes are higher now than ever, Mansbridge argues. When underlying processes are moving in a bad direction, inaction does not simply retard progress; it lets things continue to worsen—from issues the left cares about, such as climate change, to those the right cares about, such as the national debt.

The challenge is to persuade people that it’s beneficial to negotiate even with their enemies, Mansbridge says. She cites the phenomenon of “negotiation myopia,” which causes people to fail to see their own advantage in embarking on a negotiation and mutual agreement. One of the most harmful types of myopia, she notes, is fixed-pie bias, which leads people to presume that if one party gains in a negotiation, the other party by definition loses. Often this bias is stronger in politics than in commercial negotiations because of the competitive nature of the electoral process. Self-serving bias, which causes over optimism and leads people to see issues through the lens of their own interests, also impedes negotiation. In politics, this bias causes each side to expect too much from a negotiation. It also leads parties to assign nefarious motives to the other side while attributing their own motives to reasoned judgment.

Trust, close relationships, and a commitment to fairness, which spurred the negotiations surrounding the Clean Air Act, help overcome these biases, according to Mansbridge. These elements of deliberative negotiation—rare in a time of extreme political polarization—allow parties to exchange ideas that can facilitate mutual gains and create opportunities for both sides to “expand the pie.” But even in situations of little trust, few close relationships, and little commitment to fairness, a keen understanding of the other’s interests, arrived at by asking questions and learning the other’s constraints and needs, can produce successful negotiation under the “rules of engagement” that she and her colleagues advocate.

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We’ve jumped on transparency as a fix for something that’s deeper. In the context of negotiation it’s not a good fix. It has huge costs for negotiation. *Jane Mansbridge*

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“The idea is that when we design institutions we should be thinking consciously of how to design them to be partial cures for the mistakes our brains habitually make,” says Mansbridge. “That’s how you get the rules of political engagement.”

The professor is trying to impart those lessons to the next generation of leaders. She has taught political science for more than 40 years, nearly 20 of them at the Kennedy School, where she now teaches Democratic Theory. Prior to her academic career, she was involved in the women’s movement of the late 1960s, and later in the fight to enact the Equal Rights Amendment. Her experience in social movements sparked her interest in how to make democracy work better—something she explored in her first book, *Beyond Adversary Democracy*, published in 1980.

Her interest in improving democracy has only grown over the years, she says. Now, however, her motivation is different than it was when she was a young activist.

“Whereas my interest in making democracy work in the ’60s was based in hope, my interest now is based in fear,” Mansbridge says. “We’re entering a period in human life in which we’ve never been more interdependent. That growing interdependence is producing an exponentially growing number of situations that require regulation. To regulate efficiently and with legitimacy, we need to come as close as possible to agreement. That agreement usually requires negotiation.” Thinking of the Paris climate talks, she adds, “If we don’t learn how to negotiate better quickly, the result might be disaster.”

Lewis Rice is a freelance writer living in Arlington, Massachusetts.



Let's get started

AS DOUGLAS ELMENDORF, the new dean of Harvard Kennedy School, moved into his Littauer building office in January, a 125-foot crane was beginning to install the steel beams that will frame the school's new buildings. The blueprints for the construction have been drawn. The structures are taking shape. But as Elmendorf sits down at his desk, at the center of a community of thousands of master's, doctoral, and executive education students, tens of thousands of alumni and friends, and hundreds of faculty and staff, he has begun to think about other ways the school can build on its excellent foundation.

BY ROBERT O'NEILL

PHOTOS BY MARTHA STEWART AND TOM FITZSIMMONS

“The world is changing, and the demands the world is placing on the Kennedy School are changing; we need to make sure that we are keeping up with that,”

Elmendorf says. “Because the school is a powerful force for good in this world, and the world is desperate for the sorts of people and ideas that come from the Kennedy School, we need to keep doing the best we possibly can.”

Elmendorf, who headed the Congressional Budget Office before being chosen as the school's ninth dean, begins his tenure as the school prepares to enter a new phase of its existence. Under former dean David Ellwood, the school began to formulate a broad long-term vision in which it identified intellectual and public policy issues it wanted to invest in, focused on greater financial support for students and on new ways to teach them, and envisioned an enhanced physical plant capable of supporting those ambitions. It then launched a \$500 million capital campaign in support of that plan. Four years into the seven-year campaign, it has already raised more than \$470 million.

“I think the foundation that David Ellwood has laid is the perfect foundation for us to build on,” Elmendorf says, referring to his predecessor. “If the buildings weren't coming up, if the school weren't in good financial shape, if progress hadn't been made in many academic areas, then we would need to work on those things. But because David and others did those things so well, now we can take the next steps.”

Since the announcement of his appointment, in June, Elmendorf has been thinking about what those next steps might be and how they might be taken. His first step has been to ask a lot of questions and to listen carefully.

“I've met with a large number of people inside the school and supporters of the school from the outside, but I think I've just scratched the surface,” he says. “The Kennedy School is a large and complicated place. I feel like I'm peeling an onion: I peel off a layer, and there are more layers, so I peel another layer and I just keep going. I have a long way to go, but I've learned a tremendous amount already.”

Loath to commit to a future course of action until the issues have been thoroughly studied, Elmendorf is nonetheless offering some sense of what his priorities will most likely be.

He wants the school to explore ways in which it can train students even more effectively, including providing more practical experience to students; using new technology more widely to improve both instruction and learning; and better integrating the different sorts of skills and approaches that students will need when they are public policy leaders.

Like his predecessor, Elmendorf also wants to provide students with more financial aid. “If we can lessen the financial burden on our graduates, then we will free them up to take jobs that have low pay but high rewards to them and to society in other ways,” he says.





Elmendorf sits at the center of a community tens of thousands strong, of students, teachers, researchers, alumni, donors, friends, and staff. In the months before taking the reins as dean, he met a lot of them.



STEPHANIE MITCHELL

He also believes the school should continue to be responsive to changing conditions in the world, focusing on new policy issues as they arise and incorporating them into research and teaching. Elmendorf noted that a number of faculty and students have talked with him, for example, about the role of technology in governance and the rising importance of Asia. Lots of good work has already been done in those areas, Elmendorf recognizes, but more is needed. And he wants to build on the school's outstanding faculty ("the best collection of people that one could hope for").

In all this is a recognition that what happens here at the school has real value and significance in the world. **"Schools of public policy are more important than ever,"** Elmendorf says.

With so much riding on the effectiveness of public policy, he argues, what's needed is smart people with training in analytic techniques and in leadership. "That's what the Kennedy School is providing," he argues. "And I think there's a huge reward for people who go into public policy with those sorts of skills, because they will have a chance to change the lives of their fellow citizens in very important ways."

Elmendorf speaks from experience. After completing his PhD at Harvard, he taught for four years as an assistant economics professor in the economics department. But he had always been drawn to the significant consequences, for good or ill, of public policy, so he left academia for the world of Washington and a career in public service. (His dissertation committee in graduate school consisted of three macroeconomic heavyweights—Martin Feldstein, Greg Mankiw, and Lawrence Summers—all of whom were engaged both intellectually and practically in addressing economic problems.)

In Washington, he held a series of increasingly influential roles, working on economic policy at the Federal Reserve Board, the Council of Economic Advisers, and the U.S. Treasury Department. He also worked in the nonprofit world, directing the Brookings Institution's Hamilton Project, an economic policy forum, before being appointed in 2009 to head the Congressional Budget Office, the nonpartisan agency tasked with providing economic and budget information to Congress. Managing the 235-person staff gave Elmendorf insight into a broad spectrum of public policy issues. And wading into debates on legislation such as the Affordable Care Act or a potential increase in the federal minimum wage, even if only to provide technical analysis, placed Elmendorf in the middle of intense political battles.

He hopes that experience will give him a unique and practical outlook in guiding the Kennedy School.

"I've come from the world of governance, I've come from one of the places where public policy is really made," Elmendorf says. "And I hope that gives me perspective on the combination of skills, the combination of traits, that are needed to be effective in public leadership."

It is perhaps appropriate, then, that Elmendorf's faculty title is Don K. Price Professor of Public Policy: Price served as the school's third dean, from 1958 to 1977, after spending much of his career in public service. The school's other deans have come from either the Kennedy School or the broader Harvard faculty.

But Elmendorf's academic credentials, along with his previous professional and personal relationships with some of the faculty, will no doubt facilitate his integration into the academic setting—as will his management style, which he describes as collaborative, inclusive, and decisive.

"I can't do anything on my own; I can only be effective to the extent that I can persuade a critical mass of other people at the school to march in the same direction I want to march," he says. "To figure out the best way forward, I expect to have a lot of patience and a lot of persistence in asking hard questions. But once we've worked out a plan, I will be forceful and decisive in advancing that plan. I'm not going to act precipitously, but we are going to act."

In the end, Elmendorf brings a sense of resolve. He seems driven by the understanding that the world's biggest problems will not wait and that every successful organization is at great risk of becoming too satisfied—no matter how sound its foundations. "The Kennedy School and Harvard University are very successful places, and it's appropriate to celebrate those successes, but we also need to be sure that we are not complacent and not afraid to try new things.

We can't afford to move slowly."



ON A PERSONAL NOTE:

Elmendorf was born and raised in Poughkeepsie, New York. *"I'm a product of the public schools."* He and his wife, Karen Dynan (above), met at Harvard, as economics graduate students, 25 years ago, and she is now assistant secretary for economic policy at the Treasury. *"Yes, our kids do complain that we talk about economics over the dinner table."* Their twin daughters, Laura and Caroline, are juniors at Williams and Wesleyan. One wants to be a chemist; the other may be headed into the family business. *"I'm sitting next to Leon Panetta, and my daughter is trying to Facetime me. She's calling with a question about how interest rates affect money demand."* Elmendorf also has a 13-year-old black Lab named Hobie that he is fond of and likes to show pictures of. *"My kids say, 'No surprise Daddy has a photo of the dog instead of us on his phone.'"* The family likes to travel together and has spent a lot of time visiting and hiking in national parks, especially in the West. *"I don't have a lot of hobbies. I basically have had hard jobs, and I have kids I spend a lot of time with."*

HIDING IN PLAIN SIGHT

BY JULIA HANNA

GOING INTO HER SENIOR YEAR at Brown University, Katherine Chon MC/MPA 2010 was an introspective, self-described “science nerd” seeing a neatly planned path ahead: a PhD program in clinical psychology, followed by private practice. Then two things happened. The 9/11 attacks awakened Chon to new levels of violence that can affect communities. And newly appointed Brown University President Ruth Simmons challenged the campus to examine the school’s founding history and early ties to the slave trade.

“As these conversations were happening, I remember wondering where I would have stood on the issue of slavery if I had lived in that time,” Chon recalls. “I remember saying, very passionately, that I would have taken a firm stand for abolition.” But Chon could say next to nothing when the subject shifted to present-day slavery—human trafficking. She simply didn’t know much about it.

She threw herself into research. She learned of a police raid on a nearby brothel masquerading as a massage parlor where six young women from South Korea had been forced into prostitution. With victim-protection laws still years away, the women were criminally charged, despite clear signs of physical abuse. “I was born in South Korea, and the women were right around my age,

so that story really hit home,” says Chon. The moment was a turning point. Slavery wasn’t just a historical fact: It was here and now. The firm stand Chon had talked about taking wasn’t hypothetical anymore. After graduating, in 2002, she moved to Washington, DC, and started a nonprofit to help victims of trafficking. Today she is a federal government point person on the issue.

ACCORDING TO INTERNATIONAL LABOR ORGANIZATION statistics, human trafficking is a \$150 billion industry that affects 21 million people around the world, including 5.5 million children; 55 percent are women and girls. Trafficking is often equated with the sex trade, but many more people—an estimated 14.2 million—are trapped in forced labor in industries that include agriculture, construction, domestic work, and manufacturing. Uncertainty about the term “trafficking” is common, with many conflating it with smuggling. But in fact, moving people across borders illegally, although it may be a factor, is not a prerequisite for trafficking, which is the enslavement of one person for another’s profit.

And the problem is not a distant or foreign one. A national hotline that Chon set up as part of her nonprofit received reports of 23,000 domestic cases of human trafficking in the past eight years. Unlikely as it may sound, young, vulnerable people have even been trafficked to sell magazine subscriptions door to door.

Victims are targeted in any number of ways. A young woman looking for opportunities beyond her home country might respond to an ad promising a job as a model, a waitress, or a nanny in exchange for a travel fee. Once relocated—with no local contacts or support—she discovers the job was a myth. Her passport confiscated, she is physically abused and forced to work in a brothel, a factory, or a private home with no pay.

In other instances, traffickers lure victims by pretending to be a friend or a lover before turning someone over to their network. (Traffickers may be one-off solo operators or part of an organized international ring.) Or a family that has fallen on hard times might unknowingly turn their child over to a trafficker in the belief that the child will be well taken care of and educated in a new country with better prospects. Instead, he or she is forced to work long hours in a factory, beaten, and given no schooling. Sometimes the victim is simply abducted.



Similar to other forms of violent crime, like domestic violence and child abuse, often victims don't realize they're victims.

Katherine Chon

WHEN SHE GRADUATED IN 2002, Chon headed to Washington with her classmate Derek Ellerman, another convert to the cause. In their last few months as college students, the pair had envisioned a sort of organization that didn't exist when they began to research human trafficking—one that would not only educate the public but also offer an easy, immediate way to report potential trafficking situations. They launched the nonprofit Polaris Project, named for the North Star that had guided American slaves to freedom. Polaris began providing services to survivors of human trafficking, advocating for stronger state and federal anti-trafficking legislation, and supporting grassroots efforts to combat trafficking at

the community level. It also set up the National Human Trafficking Resource Center, which operates a toll-free 24-hour national hotline.

Chon and Ellerman chose Washington because it was home to the federal agencies that were beginning to seriously address the issue of trafficking. Their research also showed that the city had a well-established network of brothels operating in close proximity to millions of tourists and government workers, a fact that captures the everyday reality of trafficking and the public's tendency to look the other way.

"When I talk to survivors who have been on the DC streets, they often say they wish people had looked at

them and asked if they were okay or if they needed a safe place to go," says Chon. "When that didn't happen, it reinforced the trafficker's message that no one cared about them." To complicate matters, people often assume that victims will seek out and accept help. "Similar to other forms of violent crime, like domestic violence and child abuse, often victims don't realize they're victims," she adds. "I regularly go back to Harriet Tubman's quote: 'I freed a thousand slaves. I could have freed a thousand more if only they knew they were slaves.'"

After years of working in the field, Chon gained perspective on trafficking's systemic patterns and challenges during her time at the Kennedy School. HKS also gave her an appreciation for the various governmental systems of care accessible to victims.

Chon started working for the federal government's Department of Health and Human Services (HHS) in October 2012, as the United States commemorated the 150th anniversary of the Emancipation Proclamation. Her first task was to help develop a five-year strategic action plan to strengthen the nation's services for victims and survivors of human trafficking. Anti-trafficking responses from more than 12 departments and agencies were included in the plan, which was co-chaired by the Departments of Justice and Homeland Security along with HHS.

The voices and empowerment of victims and survivors of human trafficking is a central theme of the plan, as is strengthening the government's coordinated victim assistance response. Improving the collection and use of data across agencies is another key component.

"We've been able to see some trends emerging from past years," Chon says. "Ultimately, that is what will better inform our policies and programs to positively impact the people targeted by traffickers."

Last June, Chon was named director of the newly established Office on Trafficking in Persons, within HHS. The start-up seeks to create a more cohesive service delivery system for victims, open up and use data to inform anti-trafficking strategies, and form community partnerships to change the social norms that drive human trafficking.

Dark and violent as that world can be, Chon says, she is inspired by survivors who somehow manage to move on and build a new life. She cites the case of Evelyn Chumbow, who was trafficked from Cameroon into domestic servitude at the age of nine and forced to cook, clean, and care for her trafficker's two small children without pay or schooling. Cut off from her family and the outside world, physically abused, and sometimes denied food and a bed for days at a time, she managed to escape at the age of 17. Now a college student with a family of her own, Chumbow aspires to work in the Department of Homeland Security, helping people like herself.

MARK OSTOW

MARTHA STEWART

"The hope she expressed through how she's living her life is an inspiration," says Chon, who also cites the momentum and strong bipartisan support for anti-trafficking measures as a source of optimism. "Stories like Evelyn's are a big motivation for people working in the trenches on this issue."

Chon is also heartened by the shift in attitudes she's seen in the 15 years since immersing herself in the issue as a college student. "The response back then was 'Who are you to do this work?' or 'This isn't really a problem' or 'This is too big a problem to solve.' Today I think we can say there's been a fundamental change in mind-set, from the growth of grassroots efforts to joint task forces between law enforcement and community organizations to faith-based efforts. It's not due to any one agency—in the field overall, there's been a great deal of progress." As much as she's been a part of that progress, Chon recognizes there is still much to do—but now the work is much less lonely.

THE CARR CENTER'S PROGRAM ON HUMAN TRAFFICKING AND MODERN SLAVERY conducts research on the causes underlying human trafficking in addition to bringing together scholars and practitioners to help shape public policy strategies. It also serves as a clearinghouse for information and volunteer opportunities related to the issue.

Siddharth Kara, the program's director and an adjunct lecturer, first learned about human trafficking while volunteering as a college student in a Bosnian refugee camp in 1995. After earning degrees in law and business and a brief career in investment banking, he returned to the issue, traveling to more than 30 countries to conduct research and establish concrete analytics around trafficking's economic impact.

His work, which includes two books to date, also puts a very human face on an issue that often seems foreign and far away. "When I was in Bosnia, I learned the importance of listening: People needed to know that they weren't ghosts, that they weren't voiceless," Kara says by phone from Los Angeles, where a film, *Trafficked*, is in post-production. Based on Kara's second book, *Sex Trafficking: Inside the Business of Modern Slavery*, the movie, *Trafficked*, traces the interwoven fates of three young women, from the United States, Nigeria, and India, who are trafficked to the same brothel in Texas. With a screenplay written by Kara, the film stars Ashley Judd *MC/MPA 2010* and Sean Patrick Flannery. "I hope this will be one of those films that will stick in a person's heart," Kara says, "and hopefully get them motivated to be part of the solution."



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



THE Leadership

PLAYBOOK

BY KEN SHULMAN MC/MPA 2004

THE RELATIONSHIP BETWEEN A COACH AND AN ATHLETE is a special one. Daron Roberts MPP 2004 believes that it can also be a crucial one, especially for high school athletes. “In study after study, student athletes point overwhelmingly to their coaches as the most influential people in their lives,” says Roberts, a former first-team All-District strong safety for the Mt. Pleasant High School Tigers in Texas. “It’s not surprising, with so many players coming from single-parent households or homes in distress.”

With seven years spent coaching in the NFL and the NCAA, Roberts knows what coaches can accomplish. And he knows the obstacles they encounter. To help them help their athletes, Roberts founded the Center for Sports Leadership and Innovation at the University of Texas at Austin in January 2015. The center teaches high school coaches how to shape their athletes into responsible citizens, role models, and leaders. “The men and women who coach in high school can have enormous influence on the young people they coach,” says Roberts. “At the center, we work to help them cultivate character and leadership in their athletes.”

Although Roberts always enjoyed athletics, his true passion was the classroom. His mother, an elementary school principal in Mt. Pleasant, taught him

PHOTOS BY JEFF WILSON

the first-grade curriculum when he was still in kindergarten. When he entered first grade, she taught him second-grade math and reading. He tracked in advanced classes throughout his school years and went on to earn degrees at the University of Texas, then at HKS, and finally at Harvard Law School.

But there was a problem. “There weren’t a lot of kids who looked like me in my high school classes,” he recalls. “As I got older, I began to see there was a large part of the school and town I didn’t have a chance to connect with.”

Like any other fifth-generation Texan, Roberts knew there was one activity that would put him in touch with all of Mt. Pleasant and almost all of Titus County: football. On his high school varsity squad, Roberts worked out with students of all abilities and backgrounds. Playing strong safety, he helped shut down rival passers in front of fathers and grandfathers and shopkeepers who’d worn the Mt. Pleasant colors during their high school years and who, like the rest of the town, planned their weekends around the Tigers’ home and away games.

“I was a much better student than I was an athlete,” says Roberts, who served as class president in each of his four high school years. “I was one of two black males in the gifted and talented program. Football was a way for me to stay connected to a community I didn’t see in class. I had no intention of staying with it after high school.”

Roberts did hang up his helmet and pads after his senior season. Planning to pursue a career in politics or policy, he enrolled at the University of Texas at Austin, where he double-majored in plan II honors and government. He also interned for Texas Lieutenant Governor Bill Ratliff, and was elected class president his senior year. After his graduation in 2001, he found work in the office of Senator Joseph Lieberman (D-Connecticut), where he worked on the governmental affairs committee.

In the fall of 2002 Roberts started his MPP program at the Kennedy School. The program included a memorable leadership course with Marshall Ganz. “Professor Ganz pushed us to ask ourselves whether we were doing things that came from our core or things that would just do good to other people,” says Roberts. “His was the class where I learned to ask who I was. And why I was.”

A few months after he graduated from HKS, Roberts began work on a JD at Harvard Law School. He still planned to work in politics, most likely as an elected official. Then, as he was finishing his second year at HLS, a college friend invited him to spend the summer at a football camp at the University of South Carolina. “I’d been out of football since

high school,” says Roberts. “But as soon as I started work there, I knew that I liked it a lot more than the jobs I’d been working at in law firms.”

It wasn’t a surprise that teaching kids to block and tackle was more fun than reading cases or filing briefs. But there was more to it: Roberts found his calling at the South Carolina summer camp. He’d always intended to enter public service; he’d just never considered that football would play a role. “I watched how this football camp brought kids together from all over the country,” he says. “I saw how easy it was for kids from the South Side of Chicago to form friendships with kids from the south side of Los Angeles on the field. I realized that I could do my public service as a coach, working with young people in the trenches every day. This was who I was. And why I was.”

In 2007, his final year of law school, Roberts made what must count among the most unusual career decisions ever made by an HKS or HLS graduate. Instead of looking for an associate’s position at a law firm or an opening on a Senate campaign, he contacted more than 160 college and professional teams to offer his services as a coach. One of them, the NFL’s Kansas City Chiefs, offered him an internship. By 2008 he was on the payroll as a defensive quality control assistant, with duties that included helping the team’s defensive backs adapt to life in the NFL on and especially off the field.

Roberts rode the gridiron express across the country for seven years, moving to the Detroit Lions in 2009 and then to West Virginia University, where he coached special teams and inside receivers. In the meantime, he launched 4TH and 1, a nonprofit organization that offers free SAT preparation, football coaching, and life skills development to at-risk high school students in Texas, Michigan, and Florida. To date, 4TH and 1 has served nearly 400 student athletes.

It was, Roberts admits, a fun ride. Then the train skidded to a halt. It was January 2014, in Cleveland, Ohio, where Roberts had been working with the Cleveland Browns. The team had just failed to make the playoffs for the 11th consecutive year. He and almost the entire coaching staff were encouraged “to seek employment elsewhere,” he says. Being let go was tough. But the real wakeup call came a few weeks later, when he was having breakfast with his son Dylan in their Cleveland apartment. “My son said, ‘Wow, Dad, you’re having breakfast,’” says Roberts, now a father of four. “And I realized that with my crazy NFL schedule, my kids rarely saw me in the morning. I started crying so loudly that my wife came into the room to ask what was wrong.”

That family breakfast prompted Roberts to think about changing his schedule. It also prompted him to look for a venue where his leadership could have a broader and more incisive impact. The time was certainly ripe. Professional sports was riddled with people behaving badly. A video had emerged showing the NFL’s Baltimore Ravens running back Ray Rice assaulting his fiancée in an elevator. An audiotape released to the media exposed NBA Los Angeles Clippers owner Donald Sterling as an abject racist. A year earlier, the cyclist Lance Armstrong had been exposed as a cheat.

Roberts spent the spring drafting a syllabus for a college course titled Leadership Strategy in Sports. When it was finished, he sent it to the director of the liberal arts honors program at his alma mater, the University of Texas at Austin. By the fall he was teaching two upper-division honors courses in sports leadership there. Midway through the semester, NFL Commissioner Roger Goodell came to the Austin campus for a meeting on domestic violence with head football coach Charlie Strong. He requested that Roberts attend.

Inspired by the meeting, Roberts drafted a blueprint for the Center for Sports Leadership and Innovation. “We know that Daron has the skills to move the ball down the field on this initiative,” Goodell said when the center opened last January. “And we look forward to supporting him.”

Roberts and his colleagues hosted their first pilot program five months after the center opened. Twenty-three high school coaches from across the state came to Austin to work on best practices in recognizing signs of substance abuse and domestic difficulties in their athletes and on developing safe and effective social media strategies for their players and teams. The center is also developing

“I saw how easy it was for kids from the South Side of Chicago to form friendships with kids from the south side of Los Angeles on the field. I realized that I could do my public service as a coach, working with young people, in the trenches every day. This was who I was. And why I was.”

Daron Roberts

Daron Roberts on the University of Texas campus in Austin

programs in financial literacy for student athletes and will promote student and faculty research on the way athletes make decisions.

“Young people see athletes more than they see any other agents in our society,” says Roberts, who plans to invite as many as 100 coaches to the 2016 workshops and hopes to eventually scale the program statewide through the University of Texas system. “Athletes are going to be role models, whether they want to or not. They can have enormous influence. Because of that, I believe we have a responsibility to present those athletes with a template for good character.”

Ken Shulman MC/MPA 2004 is a freelance writer living in Cambridge, Massachusetts.



Ripe for the Picking

EVENT | From the nuclear deal with Iran to North Korea's nuclear ambitions; from China's expansion in the South China Sea to the Russian annexation of Crimea; from the civil war in Syria to the Israeli-Palestinian conflict, the problems in the world are legion. So when Secretary of State John Kerry visited Harvard Kennedy School in October, Graham Allison, Dillon Professor of Government and director of the Belfer Center for Science and International Affairs, asked him how he "picked his targets."

"There is such a thing as a ripeness in foreign policy," Kerry said. "There are ample number of frozen conflicts, and some of them, because of the nature of the leadership, because of the dynamics of the politics in the country, because of how we relate to them or they perceive us—there are all kinds of dynamics that go into the judgment—they're just not ripe. You can't move it. But others are moving. And so some places ripen on their own and you can get a sense of whether or not the leadership is prepared to make tough choices to do things."

Still, Kerry said, the United States was not picking and choosing what vital issues to tackle. "I can't think of a time when the United States of America has been leading in as many places simultaneously, engaged in as many life-and-death challenges around the world," Kerry said. The challenge of violent religious extremism, though, was perhaps the most immediate. "It's the challenge of our generation, of all of us together," he said. "And we're going to have to do a lot more to help countries to help themselves. If we don't do a better job of taking our values and our interests and marrying them and engaging with the rest of the world to give greater capacity to international multilateral efforts, it's going to come back to haunt people."



FORUM | On His Terms "There are so many conservative Christians who are amenable to reasoned engagement and argument," Matthew Vines (right), author of *God and the Gay Christian*, said in October during a Forum event on the conservative case for marriage equality. "But the way that it happens, when it happens purely on secular or political terms, is not really going to be adequate for them."

Vines, 25, dropped out of Harvard University after his sophomore year in order to concentrate on reconciling his sexuality with his faith. He said he felt a deep chasm between the liberal world of Harvard and the conservative, religious world in Kansas he had grown up in. And he has dedicated himself to "engaging conservative Christians on this topic really on their own terms, through a strong commitment to scripture and wanting to be respectfully, reverently engaging the text of scripture rather than setting that aside." Journalist Andrew Sullivan (left) and former Chief Justice of the Massachusetts Supreme Judicial Court Margaret Marshall (center) also served as panelists.



FORUM | Where the Laws Are Made "I have also wondered," Joyce Banda mused when asked by Professor Calestous Juma what drove her to go into politics. Banda, the former president of Malawi and a longtime advocate for women's rights, was speaking at the Forum in October.

"Going into politics and public life for me was a detour. I looked at what I had done, mobilizing women, providing microfinance, providing education, but I think what was lacking was somebody to sit in parliament and fight the laws that negatively impact women and children."

She won a seat ("I wish there was another way to get into parliament, but you have to fight") and made an immediate impact, becoming minister for women and children and helping to pass a domestic violence law.

"Initially that was the reason: Let me go where the laws are made."



"This is the central thorn in the side of our democracy. **Race** is not something we should write about once in awhile or when a community explodes."

New York Times Magazine staff writer Nikole Hannah-Jones at a brown bag in October.



"He wants a building that speaks to not a finished **idea**—I think it's maybe in counterpoint to the Apple campus, which looks very finished, every hair in place."

Architect Frank Gehry, about his collaboration with Facebook founder Mark Zuckerberg on designing a new building for Facebook, at a Forum in November.

"**Public education** in urban areas and poor rural areas is the challenge of our times, and I don't think any of us have figured out the right way to get this done yet."

U.S. Senator Claire McCaskill (D-Missouri) at a discussion at the Institute of Politics in October.



"A lot of great boxing champions have **won** matches on points in the past."

Nicholas Burns, Goodman Family Professor of the Practice of Diplomacy and International Relations, about whether the Iran deal will have less legitimacy because it got through essentially on a technicality in September.

Nikole Hannah-Jones event sponsored by the Shorenstein Center on the Media, Politics and Public Policy. Frank Gehry event sponsored by the Institute of Politics and the Center for Public Leadership. Claire McCaskill event sponsored by the Institute of Politics. Nicholas Burns event sponsored by the Future of Diplomacy Project, the Middle East Initiative, the Managing the Atom project, and the Belfer Center for Science and International Affairs. Photos by Nilagia McCoy and Martha Stewart.

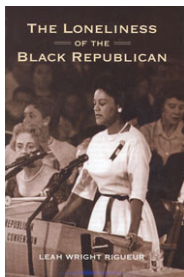


One-Party System

The Loneliness of the Black Republican Pragmatic Politics and the Pursuit of Power

Leah Wright Rigueur, Assistant Professor of Public Policy

IN RECENT YEARS, black Republicans have often been portrayed either as “a kind of bogeyman,” as one African-American newspaper wrote, or as defying the “plantation” mentality of the Democratic Party, as some Republican commentators have contended. Both viewpoints are “deeply unsatisfying,” writes Leah Wright Rigueur, and overlook the choices made by, and the complexity behind, members of a diverse constituency who continued to identify with the party of Lincoln after most black Americans abandoned it.



Rigueur, a historian by training, surveys the period from 1936, when the African-American community embraced the candidacy of Franklin Roosevelt and the New Deal, to 1980, which marked the beginning of a new conservative movement with the Reagan presidency. As she points out, into the beginning of the 20TH century, the notion of a black Democrat seemed as incongruous as a black Republican came to be in more recent times.

But Roosevelt attracted more than 70 percent of the black vote, a product of growing disenchantment with Republican presidents since Reconstruction.

Yet with few civil rights initiatives emanating from the Democratic Party, blacks remained divided in party affiliation into the 1960s, she writes. The Republican Party made attempts to woo back this traditional voting bloc, with an important

caveat: They “attempted a balancing act between appealing to black voters and ignoring them, depending on whether these efforts would alienate white voters.” Rigueur details efforts such as a Republican committee report in the late 1930s studying the “peculiar relationship between the Negro and the Republican Party” and the work in the 1960s of the National Negro Republican Assembly, which sounded an alarm that the brand of conservatism represented by Barry Goldwater would alienate black Republicans.

Goldwater’s presidential candidacy did indeed lead to a major defection of black Republican voters, but also, Rigueur writes, to “the emergence of a ‘New Republican Negro,’ a proactive political figure embodying an increased determination to transform the party and advance the cause of African Americans.” The election of Edward Brooke of Massachusetts, the first African-American U.S. senator since Reconstruction, revived black support for Republican candidates. The book also covers Richard Nixon’s effort to promote “black capitalism” as a catalyst for economic civil rights; the presidential campaign of Gerald Ford, when black Republicans were “marginalized by their party”; and a speech Jesse Jackson gave to the Republican National Committee in 1978, in which he urged the party to compete for black voters.

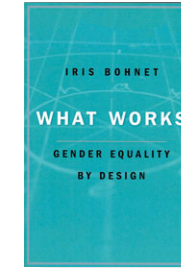
Black voters have been willing to support Republican candidates if they showed empathy and reached out to African-Americans while offering solutions that addressed their concerns, Rigueur contends. For the Republican Party to regain these voters, she writes, it must “commit to forging a broad-based message that takes into account conservatism and the perspectives of racial minorities and does not pit them against one another.”

MARTHA STEWART

What Works

Gender Equality by Design

Iris Bohnet, Professor of Public Policy;
Director, Women and Public Policy Program



THE PROPORTION OF WOMEN MUSICIANS in the most acclaimed orchestras in the United States has climbed from 5 percent in 1970 to more than 35 percent today, and a lot of the credit is due to a curtain. Starting with the Boston Symphony Orchestra, musicians were asked to audition behind a screen. The sex, ethnicity, or appearance of the player became secondary. And the likelihood that a female musician would advance to a subsequent round of auditions increased by 50 percent.

“A simple curtain transformed what orchestras looked like and doubled the talent pool,” Iris Bohnet writes. “Benefitting from 100 percent talent is good for business, for orchestras and just about every other organization.”

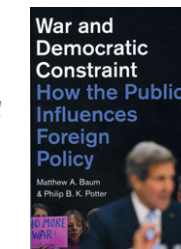
But gender gaps, often yawning chasms, persist. Bohnet’s latest book, *What Works*, straddles her two great areas of concern: the “stubborn, costly problem” of gender inequality, and the use of behavioral design to help overcome cognitive limitations and redress the influence of bias to more successfully achieve goals. Behavioral interventions (often dubbed “nudges,” after a seminal book on the subject by the Harvard scholar Cass Sunstein and the University of Chicago economist Richard Thaler) have been used successfully in everything from improving retirement account participation to increasing voter turnout, from minority recruitment to healthier eating habits. Dedicated governmental units focused on behavioral designs are now popping up across the world.

“Behavioral design is the most useful and underutilized tool we have,” Bohnet writes. As director of the Women and Public Policy Program and cochair of the Behavioral Insights Group, housed at the Kennedy School’s Center for Public Leadership, Bohnet has been at the forefront of research on the subject. In this book she scours the field for the most pertinent insights, providing 36 “research-grounded design suggestions” to help readers design their own interventions and a process for doing so that includes data collection, experimentation, and implementation. An example comes from a Boston program, 100% Talent, in which the Women and Public Policy Program is involved. The 50 member companies that have signed the compact (as of publication) all pledged to try out at least three research-based interventions to reduce the gender wage gap. “Companies, universities, and governments from around the world have begun a quest to design gender equality,” Bohnet concludes. “We can move the needle toward a fairer and better world today.”

War and Democratic Constraint

How the Public Influences Foreign Policy

Matthew Baum, Marvin Kalb Professor of Global Communication, and Philip Potter



AS THE UNITED STATES prepared to embark on an invasion of Iraq—and sought support from democratic allies around the world—citizens in Great Britain staged massive protests against the action, mirroring

strong public opposition. Yet Prime Minister Tony Blair remained one of the most prominent supporters of the invasion, committing more troops than any other country outside the United States. At the same time, democracies such as Canada and France refused to support the invasion in the face of their own citizens’ opposition. For Matthew Baum and his coauthor, Philip Potter, of the University of Virginia, such discrepancies in the ability of the public to constrain leaders can be traced to the extent of independent political opposition and the public’s ability to access information about that opposition.

As the authors note, citizens are particularly dependent on media and political elites for information about foreign policy because most of them have limited knowledge of events taking place outside their country. In some democracies, they lack access to information. “At the same time,” Baum and Potter write, “media access and institutions are irrelevant if there is no strong, independent opposition to generate credible information about foreign policy.”

The nature of the opposition also matters. Presenting data on the coverage of conflicts such as those in Kosovo and Libya, the authors posit what they term the “Downsian Premise” to show that multiparty democracies offer more-varied policy coverage and more challenges to government policy than two-party democracies do. In the former, opposition to the wars in Afghanistan and Iraq was greater and fewer troops were committed as access to mass media increased. Democracies with fewer parties had less opposition to the wars and more troops committed as media access increased.

The authors note that public constraint is not necessarily good or bad. After all, public opposition in the United States to entering World War II may have inhibited the country from challenging Nazi Germany sooner. But without robust opposition and broad public access to media, they argue, leaders may manipulate the policy information available, hampering citizens’ ability to make informed decisions.

The Next Great War?

The Roots of World War I and the Risk of U.S.-China Conflict

Richard Rosecrance, Adjunct Professor of Public Policy, and Steven Miller, Director, International Security Program; editors



THE TIMES WERE VERY DIFFERENT 100 years ago, when the world embarked on a disastrous war, than they are today, of course. Yet that era can still provide lessons—and warnings—relevant to the present day and possible conflict between two of the world’s current great powers, the United States and China.

Produced under the auspices of the Belfer Center Studies in International Security (whose U.S.-China Relations Project is directed by Richard Rosecrance and International Security Program is directed by Steven Miller), this book features essays by international experts on subjects such as the causes of World War I, military power, coalitions, and parallels between then and now.

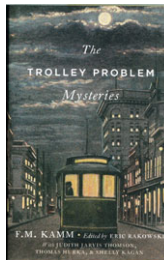
Former Harvard Kennedy School deans and professors Joseph Nye and Graham Allison (who directs the Belfer Center for Science and International Affairs) contribute chapters on the value and perils of historical parallels of conflict between existing and rising powers.

As the contributors detail, the conditions that led to World War I are for the most part absent today. That conflict was stirred by a toxic mix of the glorification of war, a widespread belief that offensive military doctrine would result in quick victory, and hypernationalism. The international context also differs significantly, as Europe's warring powers stood in close proximity and had roughly equal forces, which decreased deterrence. The world then also lacked the international institutions to soothe conflict and the nuclear weapons that can serve as a check against aggression.

The writers raise concerns, however, that just as allies rose to protect one another during World War I (as Rosecrance writes: "World War I happened because allies had to be bailed out"), the United States could rise to the defense of Asian allies in conflict with China. Given that "the stage is clearly set for rivalry," as Miller writes, including the potential for a new arms race, the contributors recommend that the United States seek closer ties with China before any future crisis unfolds.

The Trolley Problem Mysteries

F.M. Kamm, *Littauer Professor of Philosophy and Public Policy*



THE COVER OF THIS BOOK, on which an old-fashioned trolley travels down a city street on a dark and cloudy night, suggests that an Agatha Christie detective may be solving the mystery afoot within its pages. This is a case for a master philosopher rather than a master detective.

That philosopher, F.M. Kamm, may not be able to exactly solve this mystery, but she does offer guidance on a long-standing moral conundrum. (She also provided the vintage postcard used for the cover illustration.) First proposed nearly 50 years ago, in an essay by Philippa Foot, the original trolley problem asks if it is morally permissible to redirect the vehicle in a way that would kill one person if by doing so five people's lives would be saved. Kamm delivered two lectures on the subject, which are reproduced in the book, as part of the Tanner Lectures on Human Values: one on the issue of who turns the trolley, and the other on how it was turned. The book also features responses to Kamm from other leading philosophical thinkers along with her reaction to that commentary.

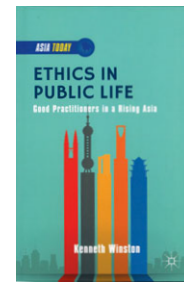
In the first lecture, Kamm discusses bystander cases, in which people witnessing the potential calamity involving the trolley may, she thinks, permissibly redirect it to save lives. Still, in some of these cases, she writes, the permissible action may depend on who is turning the trolley: "This is because who threatens people with a trolley could affect whether those people have

a complaint against being so threatened, a complaint that is needed to justify redirection." In the second lecture she draws a distinction between doing what harms a person as a means, such as toppling someone on the tracks, to stop the trolley, which she finds impermissible, and doing what harms a person but also saves multiple people, such as turning the trolley, which she finds permissible. Such distinctions between "whether the result follows from something good or only from a means to it," as one respondent writes, are "among her many novel contributions to ethics."

Ethics in Public Life

Good Practitioners in a Rising Asia

Kenneth Winston, *Visiting Scholar, Ash Center for Democratic Governance and Innovation*



A DOCTOR WHO REFUSES to be involved with any patient seeking an abortion is the only physician available when a woman seeking an abortion gives birth to a premature fetus. A government official who pledged never to take part in corruption is asked to engage in hiring practices that would compromise his ideals but may bring about public good. The people who faced these moral quandaries are former students of Kenneth Winston, a lecturer in ethics at HKS, whose stories are included as case studies in a book that examines the ethical decision making of practitioners and the skills they can develop to pursue a responsive and effective vocation.

The book also features case studies of missionaries in China both religious and secular (specifically efforts to export the rule of law to China); the journey of an Indian political activist to discover how best to serve the most needy in her country; and another former HKS student, a Western journalist in Cambodia who goes to a hospital to help injured colleagues but becomes involved in the care of two women she encounters by happenstance. Throughout, the author offers his perspective and occasional critiques of the actions taken while expressing admiration for the individuals involved. For example, Winston notes that the doctor may have done the right thing by saving the baby, but questions whether he should have drawn on his personal beliefs to do so. And he suggests that the official's refusal to accept any compromise of his ideals might, under the circumstances, be seen as self-indulgent.

The cases all take place in Asia, owing in part to Winston's experience in the region and efforts to shine a spotlight on a diversity of voices in developing countries. At the same time, the case studies draw lessons for practitioners everywhere who seek to achieve "moral competence" in public life. Certain virtues in particular serve practitioners: civility, prudence, reflection, respect, and proficiency. As the case studies demonstrate, in Winston's words, "Good practice encompasses not only what practitioners do but how they do it."



Acting Dean Archon Fung at the all-school reception in November, held at the John Joseph Moakley United States Courthouse. Fung returned to his role as academic dean in January, with the arrival of Douglas Elmendorf.

1955

Robert Manley MPA writes, “Having incorporated the Center for Global Responsibility, a small think tank, in 2009, I’m working to finish two books, one focusing on the concept of and dimensions of global responsibility, the other on aspects of my background relevant to the GR orientation.”

1963

Stephen Sloane MPA, who, after a career as a naval officer now serves on the faculty at Saint Mary’s College of California, has been awarded the Best Ethnographic Symposium Best Paper Award by the University of Liverpool for his paper “The Inspired Maverick: Dirty Harry Lives on the Edge.”

1966 | 50th reunion

1967

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

1970

Geoff Dutton MCRP continues to work as a technical writer/editor and enjoys writing articles and stories on many topics. “Find a selection at cowbird.com. My work in software and IT for a long time made me innovation-averse, and so I’m working on a book describing how digital technologies are fundamentally changing humanity and what drives these changes. In October I’ll present a paper at the Digital Earth Summit summarizing my work in the field of discrete global grids that I began at a fecund lab in the GSD that just had a 50th birthday party!

1971 | 45th reunion

Gibbs Kinderman MC/MPA writes, “I read with unease the description in the latest HKS Magazine of the new HKS behemoth under construction. Has the school developed an edifice complex? In the first MPP class (1969–70) we had one room in Littauer and a stellar cast of teachers. An epigram defined an ideal

college as ‘Mark Hopkins on one end of a log and a student on the other.’ We had that amazing chemistry in the baby MPP program. Are spontaneity and personhood surviving in the new mega-Kennedy School?”

1972

Henry “Duke” Ryan MC/MPA writes, “My book, *Turning Points: Stories of Crime, Love, and Faith*, became available last November. It consists of four short novels that have been called ‘a mature mixture of realism, romance, and thrills . . . Immensely entertaining and at the same time thought-provoking’ (BookWire). The stories ask, ‘What is evil, what is sin, what is the power of love and its loss?’ These questions can force themselves upon us, making everything else insignificant, as they do with the characters in these four stories.”



Henry “Duke” Ryan MC/MPA 1972 wrote *Turning Point: Stories of Crime, Love, and Faith*.

1974

Jay Urwitz MPP has been named deputy general counsel of the U.S. Department of Education, after 32 years at Wilmer Cutler Pickering Hale and Dorr. After receiving his MPP and law degrees, he clerked for a federal appeals court judge. He was then the legislative assistant for domestic policy for Senator Edward Kennedy. At WilmerHale, he practiced education law and was on the executive committee. Prior to joining the government, Jay was a trustee of Teachers College, Columbia University and the Woodrow Wilson National Fellowship Foundation. He has written for a number of publications.

1976 | 40th reunion

Sheila Burns MCRP writes, “Armed with my notable degree from HKS, I am fortunate to have made a contribution to my community in

the field of public transportation and public policy. I am thankful for my many blessings, including a thriving logistics business, great friends, and most importantly, a loving and supportive family, which now includes my boy/girl twin grandbabies. Here’s hoping the next decade brings continued blessings!!”

Wendy Gray MPP writes, “Classmates and I mourn the recent death of our dear friend **Laurie Miller** MPP after a yearlong battle with brain cancer. After graduation, Laurie served as special assistant to Secretary Joseph Califano and deputy commissioner of the Administration for Children, Youth and Families at H&W. She attended Yale Law School. Upon graduating in 1988, Laurie clerked for Justice Byron White and then became a trial lawyer, focusing on government investigations and white-collar defense. Active in numerous professional organizations, Laurie loved and supported the arts and mentored students. We will remember her insatiable, passionate love of learning and fun.”

Shalom Saar MC/MPA says the past few years have been very exciting. “Serving as a full-time professor of leadership at Cheung Kong Graduate School of Business in Beijing. CKGSB is a leading business school in China and has just established a partnership with HKS. My book, *Leading With Conviction*, published by Wiley, is doing very well and will be going through a second edition. I am currently working on my book on China, comparing Western with Chinese executives’ ways of thinking. I also worked as a strategic advisor to Moshe Kahlon, who is now serving as the minister of finance in Israel.”

1977

Bill Ballenger MC/MPA writes, “Two years ago I sold my subscription newsletter, *Inside Michigan Politics*, which I founded in 1987, but I’m still writing for it. Also continuing my

TV and radio stuff as well as a lot of public speaking to trade groups, PACS, and professional associations.”

Alfred Marcus PHD, professor of strategy and technological leadership at the University of Minnesota, has published *Innovations in Sustainability: Fuel and Food* (Cambridge University Press).

Michael Phillips MCRP was recognized by the FDIC board of directors with the Douglas H. Jones Award for outstanding legal counsel at the FDIC. He has served in the FDIC’s Legal Division since 1989 and has been active in the implementation of the Dodd-Frank Act.

1979

Rina Spence MC/MPA has been named the honorary consul for Monaco in Boston, covering the New England states.

1980

Alexandra Schweitzer MPP recently joined an amazing start-up, Iora Health, founded by **Rushika Fernandopulle** MPP 1994 to transform health care. “My job is to help bridge the work and cultures between our health plan sponsors (lots of rules and regulations) and our practice operations (built to break the rules and put patients first, always). Very energizing and inspiring to be so close to the front lines of bringing humanity to health care.”

1981 | 35th reunion

Edward Edelson MC/MPA is running for his third term as the chief elected official of Southbury, Connecticut. “As the only Democrat to ever be reelected, I have had strong and vocal opposition from local Republicans since my reelection in 2013. They have brought frivolous lawsuits against me and accused me of many ridiculous and untrue things. Sound familiar? However, I still feel it is a rewarding position where I can use my skills and background to improve the quality of life for this town. Governance at any level is hard work.”

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

1982

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

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Guy de Fontgalland MC/MPA is launching an NGO dedicated to providing assistance to remote and deprived rural schools in developing countries—providing financial assistance mainly for repair and enhancement of physical facilities as well as building new low-cost schools in remote areas. “We plan to work in cooperation with ministries of education in each target country. We also plan to leverage our assistance program to build community-focused education programs as part of our strategy to assist schools in nation building—peace, economic development, and social cohesion among rural communities. Wish to be connected with interested HKS alumni and students.”

Elliot Gordon MPP writes, “After a 30-year litigation career, I have become a full-time arbitrator and mediator in Los Angeles, with a primary focus on health care, employment, and complex litigation matters.”



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1983

Denise Fort HKSEE writes, “I’m working on climate change mitigation, as so many of us are. In particular, trying to reduce the use of coal by electric utilities and supporting the control of methane (a potent greenhouse gas) by the oil and gas industry. Glad to collaborate with others in the field.”

Kay Goss HKSEE was elected U.S. president of The International Emergency Management Society and selected as 2015 Distinguished Alum of the Year at the University of Arkansas.

Verna McDaniel MC/MPA writes, “Greetings, class of 1983! After a long career in public service, I retired in May of 2015. I am back on contract until they find a new county administrator for Washtenaw County, Michigan. Go to ewashtenaw.org.”

Muhammad Siddiqi MC/MPA has been teaching in the management school of a public university since his retirement from civil service in 2002. “Discussing the governance issues, I give a reference to what is happening



(Left to right) Raul Tapia MC/MPA 1976, Lourdes Tinajero HKSEE 2011, David Rosenberg MC/MPA 1986, and Mario Acosta-Velez HKSEE 2005 at an HKS event in Washington, DC, in October.

TOP TO BOTTOM: COURTESY OF HENRY “DUKE” RYAN; NOUN PROJECT; IDEY WANG.

ISTOCK

in the United States and other developed and developing countries. Fortunately, I have visited more than 40 countries on official visits, and acquired a global perspective. I enjoy sharing this knowledge with MPA students. My association with HKS is a feather in my cap — Harvard certainly has a unique distinction in the academic world. I am promoting the cause of education in so many ways!”

1984

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

Michael Cichon MC/MPA, after 27 years in the UN system (i.e., the International Labour Office), was elected president of the International Council on Social Welfare in 2012 (mandate expires in 2016) and appointed professor of social protection at the Graduate School of Governance at the United Nations University in Maastricht, the Netherlands, in 2013.

Ned Daly MCRP reports that his short video *Pastiche Vol 1 No 1* (2014) was an official selection of the 2015 Arlington International Film Festival (held last October) and was selected for screening at the Bideodromo 2015 in Bilbao, Spain. A French-language version was released in 2015.

Carol Landsman MPP writes, “After 30 years as a transportation planner — thank you Tony Gomez-Ibanez — I shuttered my consulting practice last year and retired. I am loving it. Doing political activism work, Palestinian solidarity and police accountability, volunteer work with women entering or reentering the job market, traveling — I held a baby orangutan in my arms — playing tennis and weight lifting. I can bench 285. Life is good.”

Nam Pham MPA was appointed assistant secretary for business development and international trade by Massachusetts Governor Charlie Baker in January 2015. Nam oversees the Massachusetts Office of Business Development, Office of Travel and Tourism, Office of International Trade, Film Office, and Sport Marketing Office.

1985

Tessie Catsambas MPP founded EnCompass LLC in 1999 with **Laverne Webb** MPA 1984. “We work in leadership development, training and e-learning, and evaluation. A recent evaluation of Brazil’s Early Childhood Development Initiative brought me to Harvard, where I interviewed Ron Heifetz, whose adaptive leadership model is part of the Initiative. What a joy to circle back to HKS! Now, with the 30th HKS reunion, the MPP 1985 class has been reconnecting, and it is great to see

all the good things everyone is doing! From cyber security to the U.S. Congress, from social service to defense. Yeah MPPs ’85!”

Ken Davies MC/MPA has just moved to Jinja, Uganda, upon retirement from the UN, after 26 years in Africa, Asia, and World Food Programme headquarters in Rome. “Old friends welcome for a visit and would love to hear from you. Greetings to all.”

Frances Fabian MPP was promoted to associate professor in management at the Fogelman College of Business and Economics at the University of Memphis. She devotes her time to multiple research projects, PhD mentoring, and class teaching, concentrating on entrepreneurship.

Darryl Garrett HKSEE has been selected as the senior coach for Washington Mayor Bowser’s FitDC initiative, a city-wide effort to improve the health and fitness of DC citizens. He also has been appointed as a docent for the CIA Museum. In September he received his certificate in health coaching from Georgetown University. He continues to serve on the boards of Hitachi Data Systems Federal and AvePoint Public Sector, and as a consultant within the intelligence community.

Gabriela Romanow MC/MPA writes, “Life took us on an unwelcome turn in 2014 when our then 20-year-old son was diagnosed with neuromyelitis optica (NMO), a rare autoimmune disease of the central nervous system. Since then, I’ve retooled my time to focus on raising money to find treatments and a cure.” See diningformmo.org.

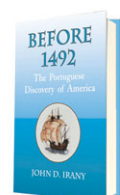
1986 | 30th reunion

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

Casey Corr MC/MPA is living in Yakima, Washington, and editing an international magazine that covers the tree fruit and wine grape industries.



Daniel Forster MC/MPA 1986 recently published an eBook *The Winter Bird*.



John Irany MC/MPA 1986 wrote *Before 1492: The Portuguese Discovery of America*.

“I’ve retooled my time to focus on raising money to find treatments and a cure.”

— Gabriela Romanow MC/MPA 1985



Daniel Forster MC/MPA recently published an eBook titled *The Winter Bird*, a novel about Alaska. “The book mixes my own actual experience as planning director for the world’s largest municipality, Inuit history and legends, arctic living, with a bit of horror added for drama. The story covers a broad swath reaching back to ancient Egypt, prejudice, climate concerns, oil and gas development, voracity of the press, and staying true to one’s core values and maintaining cultural values in changing times.”

John Irany MC/MPA argues in his recently published book, *Before 1492: The Portuguese Discovery of America*, that Portuguese mariners, who were the preeminent European explorers in the last half of the 15th century, stumbled upon the New World at least a decade before Columbus set sail from Spain on his historic voyage. The evidence — in a map now on permanent display in the Library of Congress and in pre-Columbian European artifacts left behind in America — is abundantly clear if we discard the fixed notions drilled into us since the third grade. The book is refreshingly not-taught-at-Harvard nautical history.

Felisa Tibbitts MPP writes, “Bonjour! I’ve relocated to Brussels to head up research for Education International (www.ei-ie.org), the world’s largest federation of unions, representing over 30 million educational personnel worldwide. The advocacy work of EI dovetails well with my passion for human rights and education, and I’m enjoying being based in Europe again. Friends, let me know if you will be passing through Brussels. We can enjoy together some of the city’s legendary food and beer!”

1987

Luise Druke Crousillat MC/MPA was elected cochair of the Inter University Committee on International Migration at MIT. As a visiting scholar at Harvard Law School and fellow of the Harvard Humanitarian Initiative, she published her last book on innovations for refugee protection in January 2014, which was presented at the Carr Center for Human Rights Policy at the Kennedy School and Law School. Luise married Michel Crousillat from southern France in a beautiful ceremony at Harvard Memorial Church in April 2015, which can all be viewed at youtube.com/user/luise-druke. Michel will be coteaching European politics and modern French literature at Harvard (HILR) with Luise. “Greetings to all!”

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

Jim Klocke MPA has been appointed chief executive officer of the Massachusetts Non-profit Network, a 750-member statewide association.

Ian McAuley MC/MPA writes, “For me, the enduring take-home message from HKS was Herman Leonard’s aphorism ‘The hard jobs are left to the public sector.’ Drawing on his inspiration, with a colleague, Miriam Lyons, I wrote a book about the good work of government. *Governomics: Can We Afford Small Government*, was published by Melbourne University Press last year. Our finding: ‘small government’ comes at a cost — lost opportunities to contribute to the collective good, corrosive inequality, and the need to pay more for privatized services than we save in taxes.”

Joyce Murphy MC/MPA, executive vice chancellor of UMass Medical School’s Commonwealth Medicine division, was appointed to the Schwartz Center for Compassionate Healthcare board of directors in October. “The Schwartz Center is critical to improving the current health care delivery system, which must work to construct a better framework to support enhanced compassion in the delivery of care.”

Josef Reum MC/MPA reports that the board of trustees at George Washington University awarded him professor emeritus status. Josef has returned to full-time consulting with private sector organizations, NGOs, higher ed, and philanthropies. His more than a decade of public service, 20+ years in the academy (14 in a decanal role), and commitment to organizational development and leadership “in the moment” all coalesce to make this next step remarkable.

Torsten Thiele MPA writes, “After returning to Harvard for a wonderful year as 2014 Advanced Leadership Fellow, I am back in London, promoting ocean governance through a not-for-profit, the Global Ocean Trust.

1988

Michael Becker MC/MPA writes, “Just to say hello. Life is good.”

Bob Levy MC/MPA recently received his credentials from the International Public Management Association as a certified professional in human resources. “Still (26 years) town manager of Pembroke Park, Florida, and an elected city council member (12 years) of Plantation, Florida.”

Alan Loeb MC/MPA presented “Rocket 88: The Music and the Machine” at the Business History Conference in June. The paper shows how General Motors helped introduce rock and roll, and how that ultimately led to the Clean Air Act of 1970. “(True story!)”

“For me, the enduring take-home message from HKS was Herman Leonard’s aphorism ‘The hard jobs are left to the public sector.’”

— Ian McAuley MC/MPA 1987

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1989

James Brett MC/MPA has been reappointed by President Obama to the President’s Committee for People with Intellectual Disabilities. He also was appointed chairman of the Governor’s Commission on Intellectual Disability by Massachusetts Governor Charlie Baker.

Shari Davis MPP is now serving as codirector of the Santa Monica College Public Policy Institute, a unique California community college-based program giving diverse students pathways to associate’s degrees and certificates in public policy, while providing community forums on a variety of issues.

Russell Hawkins MC/MPA recently returned from a business trip to Korea. “I’ve completed my 10th year with the Korea Trade and Investment Promotion Agency and 20th year in South Africa. Seems like only yesterday. Other activities include Harvard Alumni Association SA and Young African Leadership Institute. Life’s good.”

Junki Kim MPP was recently appointed as director of Korea’s National Assembly Budget Office, an equivalent of the Congressional Budget Office in the U.S. He was dean of the Graduate School of Public Administration, Seoul National University prior to his appointment.

Janice Saragoni MC/MPA writes, “Still toiling away at Saragoni & Company, the Boston-based public affairs and media relations firm I launched in 1997. I’ve been living in Cambridge since 1990 but am moving “across the river” to North Allston in early winter. Have been spending as much time as possible in Greece, where I have a little cottage on the island of Hydra. Would love to hear from classmates near and far.”

1990

Mark Francis MPP, over the past four years, has been leading teams at Intel to reimagine personal computing and develop breakthrough experiences enabled by technology. As a result of these efforts, Mark was recently awarded a patent by the U.S. Patent Office. He and his team at Intel have pushed innovation in the design, usability, product definition, and core technologies for the wearable computing and “internet of things” markets. The first released product resulting from these efforts is the MICA bracelet, introduced at Fashion Week — New York, codesigned by Opening Ceremonies, and sold through Barney’s New York.

Mark Levin HKSEE has retired as city administrator of Maryland Heights, Missouri, a position he had held since the city incorporated in 1985. Mark is now a clinical associate professor in the School of Public & Environmental

Affairs at Indiana University in Bloomington, where he is teaching graduate courses in urban management and government budgeting.

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

Scott Stucky HKSEE writes, “In April, I delivered the annual George S. Prugh Lecture in Military Legal History at the Army Judge Advocate General’s School in Charlottesville, VA. I spoke on the history of appellate review of courts-martial in the United States. I am a judge of the U.S. Court of Appeals for the Armed Forces in Washington, DC.”

Jeff Thinnis MC/MPA writes, “Was great seeing so many old (in both ways) friends at the reunion in May. Wow, 25 flew by fast. Reminded me what a unique and special place HKS is. Traveling to 12 countries in next few months for anti-corruption training. Had some fun with the FIFA issue and role of corporate sponsors.”

1991 | 25th reunion

Fabiana Feld MPA, chief investment officer with International Finance Corporation, is managing relationships with multinationals such as Walmart, Coca-Cola, Nestlé, and Unilever to develop solutions in the food supply space and finance resilient supply chains in emerging nations and fragile states.

Mike Scott MC/MPA attended the 2015 Harvard commencement for daughter Tiffany, who received her undergraduate degree. “This is the first formal event attended since leaving K-School. Saw renovation under way at school and thought about the 25th reunion next year. Will be looking forward to working on the planning committee for the 25th reunion.”

Will Shafroth MC/MPA is the president and CEO of the National Park Foundation, the official charity of the National Park Service. After four-and-a-half years working for the secretary of the interior, he leads a campaign to mark the 100th anniversary of the world’s leading national park system in 2016.

Diane Stollenwerk MPP leads the team at StollenWerks Inc., a strategic consulting firm focused on health policy. Based in Baltimore, her company works with national agencies and organizations in DC and with state and private sector groups across the country. She spends time with her wife, Delegate Maggie McIntosh, at their homes in Maryland and on the Delaware coast, one of which is an historic church built in 1882 that they restored and transformed into a lovely home. Together they

enjoy longtime friends, adventurous travel, and projects that make the world a better place.

1992

Joyce Anagnos MPP has been a senior attorney with the city of Toledo, Ohio, since 2006, handling both transactional and litigation responsibilities regarding local government and utility matters. Thankfully the 2014 water crisis is in the past. Joyce was recently appointed to the board of directors of the Toledo Bar Association and reappointed as secretary of the TBA Membership Committee. Joyce is also an elected member of the Lucas County Bar Association's executive committee.

Juan Garcia MPP writes, "It's been a privilege to serve in the Obama administration for 6.5 years, and an honor to help lead the magnificent Navy/Marine Corps team as the assistant secretary of the Navy. But in June I left DC to take a position at Amazon HQ in Seattle. Will commute back and forth while Denise stays with the kids until the twins finish high school. Amazon's work culture is a little different from the Pentagon: jeans

& T-shirts, dogs in the office, and first names, but whip-smart people and cool, challenging work."

Taegan Goddard MPP and classmate **Chris Riback** MPP run Good Guys Media Ventures, which helps companies and nonprofits create branded digital media properties—connecting actionable ideas and insights with key audiences to increase client engagement and remain top of mind in highly competitive landscapes. Good Guys maintains an active list of public policy clients—companies and nonprofits that want to use content to remain relevant in important policy debates at the federal, state, and local levels. Industries include private equity, health care, energy, education, defense, and more.

Firdaus Kharas HKSEE was awarded an honorary Doctor of Laws by Carleton University in Ottawa, Canada, "in recognition of his innovative contributions to the advancement of public health and children's rights in a global context."

Chris Riback MPP and classmate **Taegan Goddard** MPP run Good Guys Media Ventures, which helps companies and nonprofits create branded digital media properties

The youth are actively engaged in pushing for policy change.

— Karen Feldman
MPA 1994

— connecting actionable ideas and insights with key audiences to increase client engagement and remain top of mind in highly competitive landscapes. Good Guys maintains an active list of public policy clients—companies and nonprofits that want to use content to remain relevant in important policy debates at the federal, state, and local levels. Industries include private equity, health care, energy, education, defense, and more.

Paul Tauber MPP is a partner in the business practice group at Coblenz Patch Duffy & Bass LLP in San Francisco. In February 2015, he traveled to Guantánamo Bay, Cuba, as a representative of the Pacific Council on International Policy. There, he observed a week of the pretrial hearings in the case *U.S. v. Khalid Sheikh Mohammed*, who stands trial along with four others in a military tribunal for the 9/11 attacks on the World Trade Center and the Pentagon.

1993

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

Susan Hammel MPP joined the advisory board for Sunrise Banks, a Minnesota-based CDFI (community development financial institution). As president and founder of Cogent Consulting Inc., her own consulting practice, she is continuing her lifelong passion to help do-gooders do better by being smart about money.

1994

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

Reinhard Junghanns MC/MPA writes, "Having served two consecutive terms as head of cooperation at the Delegations of

the European Union to El Salvador (2007–2011) and to Venezuela (2011–2013), I returned to EU headquarters. At DG DEVCO in Brussels I worked on budget support and financial management. On the occasion of our class of 1994 reunion I enjoyed returning to the U.S. for the first time since graduation. Finally, I decided to retire from the European Commission in July 2014. However, I continue to travel and give advice to NGOs and local authorities in El Salvador and the Dominican Republic."

1995

Michael Feiner MC/MPA writes, "Currently at the end of my term as German ambassador to Niger (if in doubt as to the exact location, please check a map). About to be reposted, at time of going to press no reliable information as to when and where, though."

Lorene Flaming MPP writes, "Since February 2015, I've been working in Nepal on a food security project with Winrock International. I'm also serving as a knowledge management and learning advisor to the USAID Mission, focusing on efforts to understand and measure resilience in the wake of the 7.8 earthquake in April, political instability, and other shocks and stressors."

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

Mike Walker MPA launched AlterAction Inc., a consulting firm specializing in behavioral and social marketing, in early 2002. For the past 14 years, AlterAction has helped clients such as EPA, FEMA, UPS, and the U.S. Department of Health and Human Services develop and implement strategies for large-scale human behavior change. Mike lives in Hingham, Massachusetts, with his wife, son, and daughter.

Shlomo Zusman MC/MPA participated in the 70-year celebration of Community Water Fluoridation in Chicago in September. "Such a simple method to improve the (dental) health of the people with an excellent return."

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1996 | 20th reunion

Paul Clarke MC/MPA concluded his Air Force career in 2007 and returned to San Francisco. He is a consultant, working in civil-military relations, security sector reform, and combating violent extremism projects overseas. He also is a senior defense analyst with RAND, leading a team to help Guinea's military transition to democratic practices in the midst of the ebola crisis. Somehow, this Air Force vet found himself an adjunct professor with the Naval Postgraduate School. He leads the local chapter of the UN Association. He and Jane are looking forward to seeing familiar faces at the 2016 reunion.

Patricia Davis MC/MPA writes, "Minnesota Senate President **Sandy Pappas** MC/MPA 1994 presided over the 4th annual convening of Forward Global Women in August 2015. Along with colleagues from the Middle East, she co-founded the organization in 2012 to train and promote women as peacemakers

and to bring together Arab, Israeli, and American women leaders to share experiences and best practices in conflict resolution. Twenty-five women from Israel, Egypt, Jordan, Morocco, Tunisia, Palestine, and the United States were nominated to participate in the convening, including HKS graduates **Mary Jo McGuire** MC/MPA 1998 (and FGW board chair), **Patricia Davis** MC/MPA 1996, and **Yara Asad** MC/MPA 2015.

Todd Harper MPP, an HKS Edith Stokey Society member, continues to find new outlets for his philanthropic and volunteering passions. Applying the lessons learned while at HKS, Todd led a team presentation resulting in City Blossoms—a DC-based group dedicated to developing kid-driven community green spaces—winning a 2015 Board Leadership Award from the Center for Nonprofit Advancement. Last year, Todd received recognition as one of the top three individual contributors among all federal employees nationwide for Feds Feed Families. During the day, Todd has



Andrés Acevedo MPP 1993, an emergency services coordinator with the San Jose State University Police Department in San Jose, California, participating in the Urban Shield exercise in September.

ken.sc/flickr_youarehere



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Alex Robinson HKSEE 2004 (right) with Justin Trudeau in Winnipeg, Manitoba, just prior to Trudeau's election on October 19 as prime minister of Canada. Robinson is Trudeau's national fundraising cochair.



Fred Kacher MPP was recently selected as the 2015 recipient of the U.S. Navy League's John Paul Jones Award for Inspirational Leadership. Named after the U.S. Navy's founding father, the award is given annually to a naval officer who has made an outstanding contribution to the high standards of leadership in the naval service. He recently completed command of Destroyer Squadron Seven, the U.S. Navy's first permanent afloat major command in Southeast Asia since the Vietnam War, and will return to San Diego for his next assignment.

1998

Daniel Garcia-Diaz MPP writes, "At a hearing on July 10 before the House Subcommittee on Housing and Insurance, I presented GAO's work on HUD's public and Indian housing programs. These programs account for \$28 billion, or 60 percent of HUD's budget, and serve over 3 million low-income households. I testified on the need for continued oversight and improvements in these programs. Areas of focus included streamlining HUD's single largest program (vouchers), providing guidance on how to handle reserve funds, and developing outcomes information for certain key programs. HUD Principal Deputy Assistant Secretary Lourdes Castro-Ramirez assured the committee of her goal of implementing GAO's recommendations."

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

Roger Goodman MPA is serving his fifth term in the Washington state legislature (first elected in 2006), representing the 45th District, including the Seattle suburbs of Kirkland and Redmond. Since 2012 he has chaired the House Public Safety Committee, with jurisdiction over the state's criminal justice system.

Jenny Korn MPP has been helping to plan activities for Chicagoland HKS alumni and encourages other Harvard Kennedy School alumni in the Chicagoland area to join them through the Facebook group ([facebook.com/groups/Chicagohks](https://www.facebook.com/groups/Chicagohks)). "We look forward to seeing you in person soon!"

Elsa Manzanares MPP is now cochair of the international trade group at her law firm, Gardere Wynne Sewell LLP in Dallas. "This is

my 10th year living in Dallas. I live here with my husband, James, and two-year-old daughter Alexandra."

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

1999

B. Dan Berger MC/MPA was appointed to the national board of directors of the Florida State University Alumni Association.

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

Richard Farias HKSEE 1999, 2001, 2005 reports that the White House Initiative on Hispanic Educational Excellence recently endorsed his nonprofit for its Latino Education Summits, which will be held throughout the Houston area, impacting more than 20,000 students and parents over the next 10 years. A minimum of eight summits will be held annually. The summits focus on improving early childhood development, K-12, college access and Bilingual Teacher Recruitment, and STEAM.

John Fetterman MPP is mayor of the western Pennsylvania town of Braddock and a Democratic candidate for U.S. Senate from Pennsylvania. For the past 10 years as mayor, he's been fighting to rebuild Braddock from one of the poorest communities in the commonwealth — successfully reducing crime, creating jobs, and attracting new businesses and residents. In 2013, John defied state law and officiated at one of Pennsylvania's first same-sex marriages. John previously served with AmeriCorps and Big Brothers/Big Sisters. John is married to Gisele Fetterman, who was once undocumented; they have three children and a bulldog, Dave.

Femi Richards MPP was recently named a recipient of the 2015 Recognising Those Who Care Award. Since 2011, RELX Group has annually granted the Recognising Those Who Care Award to eight employees in recognition of their exceptional dedication to community service. As president of the African-American employee resource group serving the Washington, DC, metro region, Femi leads an orga-

nization that champions diversity and inclusion and drives local community service through a variety of grassroots outreach efforts. As for his "day job," Femi is vice president of information assurance and assessment at RELX Group.

2000

Clayton Bond MPP writes, "Ted, TABO, and I were pleased to welcome Lucile Elizabeth Bond-Osius to our family."

Janice Cooper MC/MPA writes, "As the country health representative for the Carter Center, in August 2015 we graduated 22 mental health clinicians to bring to 166 the number of clinicians trained since we began in 2011. This was our first cohort since the ebola outbreak."

Clarissa Martinez De Castro MC/MPA writes, "As deputy vice president at the National Council of La Raza, the largest national Latino civil rights and advocacy organization, I work to achieve sound and humane immigration policies and to expand Latino advocacy and electoral participation. This year I also had the privilege of being a member of the inaugural class of the Presidential Leadership Scholars program launched by Presidents George W. Bush and Clinton."



Steven Rahman MPP and Renee Rose were married at the Cameros Inn in Napa Valley in July. Attending were (left to right), Gene Paige HLS, **John Hodges** MPA, **Stan Byers** MPP, **Carmen Zechner** MPA, Steven, **Susan Harper** MPP, **Sid Espinosa** MPP, **Stephen Ostrowski** MPP, **Bryan Cummings** MPP, and **Rob Edwards** HKSEE 2008, 2010. Steven appeared recently in Bloomberg News discussing alternative uses for the blockchain technology that enables Bitcoin. He said, "Currency, it's just the first use case. You could imagine that anything, like prescriptions, could be managed with the blockchain technology."

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

Luis Socorro MC/MPA 2000 was appointed investigations advisor in charge of Global Fund to fight AIDS, tuberculosis, and malaria (GFTAM) matters by the United Nations Development Programme (UNDP). GFTAM projects represent over \$1.9 billion for UNDP implementation.

2001 | 15th reunion



Cristopher Ballinas Valdes HKSEE, in addition to continuing his work at the transparency and data protection agency and lecturing on public policy at Mexico City's ITAM, managed to save some time to represent his motherland at the World Kendo Championships in Japan early in 2015, finishing among the top eight. Prior to that, he won a silver medal at the Latin American Championships. Besides that, he drafted a new book on political struggles in the forging of autonomous agencies, to be published later this year.

Nathaniel Beers MPA was named COO of DC public schools in June 2015. Prior to his appointment he had been the chief of specialized instruction at DCPS. He is still seeing pediatric patients at Children's National as well.

Donna Ducharme MC/MPA has just completed a consulting project for FAO (Food and Agricultural Organization of the United Nations) proposing a new financial policy to reduce administration costs from 13 to 7 percent and eliminate cross-subsidization among resource streams. Member states and donors welcomed the proposed policy, which will provide more resources for program costs. The policy change should also result in streamlined internal processes as well as provide more transparency on costs for performance measurement and decision making. The governing body endorsed the new policy in March with implementation occurring by 2016. "I am now looking for another challenging consulting project!"

Malia Du Mont MPP, after serving as a Department of Defense civilian for several years, has moved to New York City and taken a job as director of strategy for Amur Capital Management.

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

Jon Jennings MC/MPA was recently selected as city manager in Portland, Maine. He moved to Maine to start the minor league affiliate of the Boston Celtics. After successfully founding and running the team for three years, Jon sold his interest and returned to the public sector in municipal government in Maine. Jon previously worked in the Clinton administration at the White House and U.S. Department of Justice. Prior to attending Harvard Kennedy School, he had been an assistant coach for the Boston Celtics.

Marco P. Lazo de la Vega MC/MPA was recently appointed chairman of the board of CRECER, the biggest microfinance institution in Bolivia, which provides credit and development services to poor women. He is also a partner in the corporate law firm Lazo de la Vega Abogados S.C.

Doug Shipman MPP completed his tenure as founding CEO of the National Center for Civil and Human Rights in June 2015. Doug served for eight years as CEO and led the fundraising, design, and launch of the \$100 million project in Atlanta. Doug joined BrightHouse Consulting, a Boston Consulting Group company, as CEO in July 2015. He continues to live in Atlanta with his wife, Dr. Bijal Shah, and two daughters.

2002

Brian Cox HKSEE has been overseeing a major initiative in the Syrian conflict under the auspices of the International Center For Religion and Diplomacy in Washington, DC. This has involved the development of a social contract between Syriac Christians and Syrian Kurds during a key workshop held in Midyat, Turkey. He has been a pioneer in the field of faith-based diplomacy and specializes in large-scale political and identity-based conflicts. Previously he spent eight years overseeing ICRO's project in Kashmir on both the Indian and Pakistani sides.

Paul Dioguardi MPA, after six years serving in the Obama administration, left his post in the Office of the Secretary of the U.S. Department of Health and Human Services at the end of July. He is now a partner in the new consulting firm Confluence Strategies, providing strategic advice to corporations, governments, and NGOs on complex public policy issues, particularly U.S. health care reform. He lives with his wife, Kate, and their sons, Teddy and Charlie, in the Washington, DC, area.

Marietta Irene Geckos Groepler MC/MPA was recently named as the first Smart on Crime liaison for the U.S. Attorney's Office in the Southern District of California, where she will join the executive staff. Marietta has served as a federal criminal prosecutor in a variety of capacities and offices for over 20 years, and now prepares to depart her current duties as a deputy chief in the Reactive Crimes Section of

"Cruising to mandatory military retirement in 2017. Now in the process of thinking about my next adventure."

— Todd Cyril
MPA 1997

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1997

Todd Cyril MPA returned from duty as the U.S. defense attaché to Israel in 2013. "I am in my third year as a special advisor to the deputy assistant secretary of defense for Middle East policy in the Pentagon, working regional policy issues and currently heavily focused on resources and coordination in support of the Iraqi fight against Daesh. Cruising to mandatory military retirement in 2017. Now in the process of thinking about my next adventure in post-military life."

COURTESY OF ALEX ROBINSON

TOP TO BOTTOM: ISTOCK; ALLYSON MAGDA



Hassan Tetteh MC/MPA 2009 (second from left), a U.S. Navy commander, is a thoracic surgeon and health policy advisor.



Heart of the Matter

FROM THE FIELD HASSAN TETTEH MC/MPA 2009

"I came to the Kennedy School by mistake," says Hassan Tetteh MC/MPA 2009. He was visiting Harvard to attend his niece's law school graduation, got lost on the way, and ended up at the Kennedy School campus. Years earlier, a mentor at college had suggested that he apply, but he took another road instead, going to medical school, enlisting in the navy, becoming a thoracic surgeon. But that spring day, attracted immediately by the energy and diversity of the place, he thought it might be time to travel down that path after all.

When he asked his superiors in the navy if he could enroll at the Kennedy School, they told him, "A heart surgeon doesn't need to know about policy."

Today Tetteh, whose rank is commander, is health policy advisor for the Navy Surgeon General, working on myriad issues, ranging from ways to ensure the physical or mental health of sailors and Marines, to maintaining the skills of doctors and surgeons in the service, to the future of medicine on the battlefield. He is a surgeon working on policy.

Tetteh was always aware that many of the decisions that affected him as a medical doctor were made elsewhere—often without the input of a physician. He remembers how colleagues would complain about reimbursement rates, or computer systems, and ask how those decisions could have been made.

His superiors in the navy told him, "a heart surgeon doesn't need to know about policy."

"It happened at some point with people sitting around a table making decisions, making policy," he says. "And we weren't involved with that." It was like a joke he often heard on Capitol Hill: If you're not at the table in Washington, you're on the menu.

"It's been impressed on me so many times, in so many different ways, that we do have to be involved in that process," Tetteh says.

Tetteh isn't hanging up his scalpel just yet. He continues to perform surgeries. And to keep things interesting, he is part of the heart and lung transplant team at INOVA Fairfax Hospital in Virginia, where, among other things, he's asked to travel on short notice to other parts of the country to arrange for the transport of organs for transplantation.

Borrowing mathematical terms, a mentor of Tetteh's, who was also a surgeon working on policy, once described the direct effect of medical practice on the lives of his patients as numerator work. Denominator work was the creation of policy—built slowly, patiently, but with the potential for a much broader impact.

"I like that," Tetteh says. "I like to do good numerator work and good denominator work." ❖ RDO

the office for her new role. She will be tasked with implementing the current Department of Justice multipronged Smart on Crime Initiatives, which focus on improved prevention, enforcement, and reentry issues. Marietta is also the author of *Daily Reflections for Bar Exam Study*, an *Inspirational Companion for Experienced Attorneys and Students Taking the Bar*, which can be found under the name M.G. Groepler.

Ernest Goodson MC/MPA, president of the Old North State Dental Society, was awarded a grant to support the North Carolina Missions of Mercy Project in Winston-Salem. Ernest was elected North Carolina director for the Southern Association of Orthodontists. This makes the first time in the history of the organization that an African American was elected to serve on the organization's board of directors.

Matthew Hennessy HKSEE writes, "My firm Tremont Public Advisors continues to grow, with new clients doing exciting work using blended learning to close the achievement gap for English language learners in K-12 schools. And as always, I've been keeping close tabs on national politics, opining on the pages of the *Wall Street Journal*, among others."

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

2003

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

Peter Cheung HKSEE writes, "Hi there! The relevant and compelling messages I took away from SEF, particularly regarding (1) the goal to do better, (2) the need to follow through relentlessly, and (3) any setbacks are temporary are still resonating in my mind. They enhanced my capacity to get the top civil service job on intellectual property in Hong Kong from 2011 to 2015, during which I championed my vision to develop international intellectual property trading to drive economic development. Since retirement, I have been transforming myself as a copyright creator. I am writing screenplays, composing songs, and making short movies for speculation. Cheers."

Maria Katsonis MC/MPA writes, "I published my first book, *The Good Greek Girl*, a memoir about my experience of mental illness. The first section is set during my mid-

career year at HKS, which still remains a highlight. The book then chronicles my descent into depression and subsequent recovery. Although I now live with a mental illness, I lead an active and purposeful life and have become a vocal mental health advocate."

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

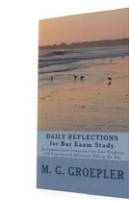
2004

Robert Manson MPA writes, "In April 2015 I traveled to the Sahara Desert and ran the Marathon des Sables, which is six marathons in five days with a total distance of 250 kilometers. I did it to raise funds for a homeless charity in Dublin and for a school for kids with special needs, where my son attends. We raised €45,000. Separately I have recently become president of the Harvard Club of Ireland. In September we will welcome the Harvard Alumni Association European Club Leaders Conference to Dublin for the first time. The president of the Harvard Alumni Association (HAA), Paul Choi (FAS 1986, JD 1989), and the HAA executive director, Philip Lovejoy, will both attend also."

2005

Chrisanti Bollinger MC/MPA, **Steve Diggs** HKSEE 2004, and **Shara Shoup** HKSEE 2004 served on the design team of Knoxville, Tennessee's first public charter school, Emerald Academy. The school opened its doors to the first class of scholars on July 27, 2015. Emerald Academy is a college preparatory K-8 school that predominantly serves lower-income urban youth. Urban parents' demand for this school was so strong that the number of applicants was more than triple the number of available seats. For more information about Emerald Academy, please visit emeraldacademy.org.

Tom DeWolf HKSEE serves as executive director for Coming to the Table (comingtothetable.org), which provides leadership, resources, and a supportive environment for all who wish to acknowledge and heal wounds from racism that is rooted in the United States' history of slavery. Tom's writing



Marietta Irene Geckos Groepler MC/MPA 2002 wrote *Daily Reflections for Bar Exam Study*.

"Six marathons in five days with a total distance of 250 kilometers."

— Robert Manson MPA 2004



was featured last summer in *Yes! Magazine* and *The Huffington Post*. He continues to speak and lead training workshops on trauma healing, diversity, and inclusion at universities, corporations, and conferences throughout the United States.

Bernie Henderson HKSEE, the president of Woody Funeral Homes in Richmond, Virginia, was installed as president of Jewish Family Services of Richmond in June 2015, and Governor Terry McAuliffe appointed him to the Virginia Conflict of Interest and Ethics Council in July of 2015.

Ulrich Hoerning MPA was elected mayor for general administration of Leipzig, Germany (population 550,000), assuming his position in early November. His portfolio will include all central and citizen services, HR, IT, and legal functions. The city of Leipzig was the home of composers Bach and Mendelssohn, is host to the Gewandhaus Orchestra, and proudly calls itself the origin of the peaceful revolution of 1989 in East Germany. Ulrich moved to Leipzig with his family from Washington, DC, where he was a senior economist with the World Bank's social protection and labor practice.

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

Bhakti Mirchandani MC/MPA married Vishal Kapoor in Poughkeepsie, New York, on April 4. A number of KSG alums were in attendance, including **Marc Diaz** MPA 2006 and, from left to right in the picture below, **Inder Singh** MPP 2004, **Bhakti**, **Vishal**, **Chris Neale** MPP 2004, **Michelle Blair** MPA 2004, and **Miro Vassilev** MPP 2007.

Christopher Mora MC/MPA serves in the Navy Reserve JAG Corps as operations officer and international law attorney for the Naval Forces Europe—Naval Forces Africa and U.S. Naval Sixth Fleet Force Judge Advocate Reserve Unit. In his civilian capacity, he is a real estate consultant and helps clients build and protect wealth management by acquiring

SHEIKH MACAULEY; INSET: CHRISTOPHER B. DEWING

TOP TO BOTTOM: COURTESY OF MARIETTA IRENE GECKOS GROEPLER; TIMA DOSHI



Jordana Barton MC/MPA 2005 (second from right) at San Elizario in El Paso County, Texas. Jordana, a senior advisor in community development at the Federal Reserve Bank of Dallas, led a research project on the Texas-Mexico border.

→ ken.sc/flickr_youarehere

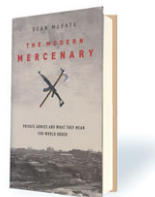
positive cash flowing real estate portfolios and investing in private mortgage notes via self-directed IRAs.

Andre Mueller-Wegner MPA was elected in April to the Cantonal Council of Zürich, the unicameral legislator of the Canton of Zürich, the largest of the 26 states in Switzerland. “It is my first mandate as a member of parliament. I continue to work full time in my job in the private sector. Mondays I spend in parliament; I therefore squeeze my banking job into the other four days. It is a stretch but I am very lucky to have a wonderful family—Isa (HBS 2005), Ben (4.5), and Lara (1.5)—that is very supportive of my public service endeavors!”

2006 | 10th reunion

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

Brooke Eisele MPP and her husband, Scott, welcomed their first child, Skylar, in August. Skylar is a ridiculously happy baby, likes cats and sweet potatoes, and has made her parents fall hopelessly in love with her. In other



Sean McFate MPP 2006 wrote his first book, *The Modern Mercenary*.

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news, Brooke switched jobs from the House Intelligence Committee to the Senate Foreign Relations Committee last January and is loving it so far.

Robin Hamilton MPA reports that her newly released documentary film, *This Little Light of Mine: The Legacy of Fannie Lou Hamer*, was screened through the Library of Congress, and has been selected to be shown in film festivals throughout the country.

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

Sean McFate MPP writes, “My first book just came out, *The Modern Mercenary* (Oxford University Press), and is based on research started while at HKS. I’m a professor at National Defense University and Georgetown University’s School of Foreign Service, where I teach national security policy and grand strategy. I’m also a senior fellow at the Atlantic Council. Life is good. I welcome seeing any HKS friends in the DC area.”

Rodolfo Neirotti MPP, vice president and co-owner of vinodivino, marked the opening of the young but growing company’s fourth and flagship wine boutique in Boston in October. Rodolfo firmly believes in giving back to the local schools in the four communities vinodivino serves, thinking of them as “mini private-public partnerships.” When not at work, he consults abroad to technology- and experience-driven wine start-ups. Rodolfo keeps a foot in the policy world with a keen interest in the relationship between business and government. He lives in Brookline, Massachusetts.

Carlos Alberto Rios Henckell HKSEE is an economist with specialization in microfinance. His participation at Harvard Kennedy School helped to greatly strengthen his knowledge and work practices in microenterprise. In addition, the program managed to guarantee his relations with other outstanding local and international actors. At present he is manager of the area microfinance in COPEME, as he takes part actively in consultancies and project administration of cooperation for organizations like USAID, FOMIN-BID, Citi Foundation, Ford Foundation, Oikocredit, and ADA, among others. Also he is a vice president in an MFI and advisor to Peru Opportunity Fund and the Microfinance Gateway of CGAP.

Clare Sanford MPP in April became director of government and community relations for New Horizon Academy, a large child-care company headquartered in Minnesota. “In this role I am also able to assist our CEO in his board service to two national early childhood organizations, and to serve as the government relations chair for the Minnesota Child Care Association. I’m also completing a women-in-public-office fellowship through Leadership for Educational Equity. I am darn proud that some of my KSG friends have already taken the plunge of running for office in places like Philly and Palo Alto!”

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

2007

Deborah Chatsis MC/MPA is now living in Guatemala, where she works as the ambassador of Canada to Guatemala, with concurrent accreditation as the high commissioner of Canada to Belize.

Juanita Irizarry MC/MPA ran for Chicago City Council in 2015 and came within 143 votes of a runoff. “I have since started a new

position as executive director of Friends of the Parks, a nonprofit organization dedicated to protecting, preserving, and promoting the use of Chicago’s parks and open spaces.”

Samuel Lee MPP joined Humanity United (a part of the Omidyar Group) as a technology innovations manager on the investments team. In other notable news, Sam and his wife, Sechin, welcomed their second boy, Logan, roughly 2.5 years ago.

Kai Monheim MPP writes, “For anyone interested in negotiation and mediations, I have started my own business in these fields, and it would be great to reconnect there! After eight years at Boston Consulting, it is great to move on. Best from Hamburg, Germany!”

Funmi Olorunnipa MPA writes, “I recently started at the White House Counsel’s Office, where I work on a variety of issues with a lot of HKS alumni. I regularly see and interact with HKS alumni in DC, and I am so inspired by all the things that my HKS classmates have accomplished!”

2008

Shaffi Mather MC/MPA launched MUrgency (One Global Emergency Response Network). MUrgency is using the power of mobile technology and networks to make emergency response available to anyone, anytime, anywhere, with just one tap on a mobile phone. MUrgency is a cloud platform and mobile application that connects people who need emergency response with their trusted network, other users of the app, or credentialed medical, safety, rescue, and assistance professionals as the situation requires and the individual in emergency requests. MUrgency will save lives, provide support, and render assistance as required in an emergency.

Ed Matthaideis MC/MPA, a lieutenant colonel, took command of 2d Battalion, 502d Infantry in the U.S. Army’s 101st Airborne Division (Air Assault) in May.

Stephen Ozoigbo HKSEE is a serial entrepreneur, investor, and advisor to multiple technology start-ups. He is currently the CEO of the African Technology Foundation. Stephen also serves as an international advisor for the Relativity School. Within the Relativity education unit, he is responsible for bridging knowledge gaps between the African media and entertainment ecosystems and Hollywood, as well as guiding Relativity’s engagement strategies in the region. He also advises on industry relations on the continent as Relativity seeks to build innovative platforms for capacity-building activities on the continent.

Gbenga Sesan HKSEE writes, “Al Jazeera screened a 30-minute documentary on my work at Paradigm Initiative Nigeria as part of their new My Nigeria series.”

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“The innovative technology we’ve developed allows us to do something never before possible: to rapidly develop drugs that halt metastasis without the toxic side effects.”

— Allison Crimmins MPP 2010

Jed Willard MC/MPA hosted two conferences at Harvard. Beyond Tomorrow, held in October, explored long-term planning for climate change and (gulp) beyond, while November’s Telling Our Story examined the role of narrative in U.S. politics and international relations. “The conferences were primarily for students but are open to alumni. See FDRfoundation.org for details.”

2009

Martin Alintuck MC/MPA has been named managing partner, Singapore for KREAB, a global consultancy based in 25 countries. KREAB advises companies on issues of strategic importance in business, finance, and politics. Martin has spent 15-plus years in Asia and is the 2011 winner of the Public Affairs Asia Gold Standard Award for Professional Excellence.

Elena Barmakova HKSEE is 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. Elena brings to the world of business and finance over 17 years of international capital market experience in the successful arrangement and development of special situations and cross-border opportunities. In 2009, she was honored by the World Economic Forum as an active member of Young Global Leaders.

Dominik Czesche MPA founded a strategic communications and negotiations advisory, pankestreet.com.

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

Sara Nadel MPA/ID writes, “I’ve spent the past three years in Latin America launching Farolito (*serviciosfarolito.com*), a company that identifies talent and creates job opportunities for entry-level jobs (retail, fast food, etc.). Last summer, I returned to New York to expand the company in the United States as StellarEmploy. Already, in our pilot work with a Dunkin Donuts franchise group in the area, we are demonstrating that our filter and learning algorithm lowers turnover significantly, and we are creating job opportunities for people who wouldn’t otherwise have them.”

Philip Schaffner MPP writes, “My wife, Katherine Moss, and I welcomed our first child, Skylar Sadie Schaffner, on June 23, 2015. Skylar is Tom Moss’s MC/MPA 1991 first grandchild.”

Hassan Tetteh MC/MPA recently completed a successful mission in Accra, Ghana, as part of the West Africa Disaster Preparedness Initiative hosted by the Economic Community of West African States (ECOWAS) and sponsored by the United States Africa Command (USAFRICOM) and others. Hassan taught the crisis communication module to Togo and Senegal delegations and facilitated an Ebola awareness course in his role as a defense institute for medical operations (DIMO) instructor. Early feedback from every level suggests the mission has engendered an increased capacity that will promote measurable positive growth, peace, and security in the West African region and beyond. (See article on page 48.)

Yang Wang MPP joined DC Fund, a major asset management company in China, last year. “If you are coming to Beijing, please let me know and I’d love to meet alumni here!”

Shareea Woods MPP and her husband, Aaron Woods, welcomed a baby boy into their family on June 11, 2015. His name is Sean Andrew.

Brent Wright HKSEE, colonel, has been appointed to the position of vice wing commander of the 138th Fighter Wing, located at the Tulsa Air National Guard Base, Oklahoma.

2010

Tase Bongiovanni MPP and husband **Zack Bongiovanni** MPP 2006 write, “We are excited to welcome our daughter, Caroline Nanibah Bongiovanni, into the world! She was born July 12, 2015, at home. Lucas is a very proud big brother.”

Akwaya Cletus HKSEE writes, “After successfully serving out my tenure as commissioner of information and later as special advisor on media and public affairs to the government of Benue State in central Nigeria, I have relocated to Abuja, Nigeria’s political capital. I have been appointed executive director/CEO of the Citizens Centre for International Relations Research. The center is a think tank that carries out policy advocacy, research, and training in international relations and diplomacy. We also publish an academic journal in the area of internal relations. The center organizes conferences and workshops and carries out election monitoring and observation in foreign countries.”

Allison Crimmins MPP reports that Remedy Plan will develop the first drugs that specifically and effectively stop the spread of cancer, instead of attacking both cancer cells and healthy cells. “The innovative technology we’ve developed allows us to do something never before possible: to rapidly develop drugs that halt metastasis without the toxic side effects inherent in chemotherapy and radiation. These drugs will be used in cancer

TOP TO BOTTOM: COURTESY OF JORDANA BARTON; WIKIMEDIA COMMONS; U.S. NEWS & WORLD REPORT COLLECTION AT THE LIBRARY OF CONGRESS; COURTESY OF SEAN MCFATE

NOUJN PROJECT

containment therapy, a new way of treating cancer patients. Our biotech start-up launched a crowdfunding campaign last September at fund.remedyplan.com. More information at remedyplan.com.”

Nizar Farsakh MC/MPA writes, “For the past two years I have been working at the Project On Middle East Democracy, where I focused on building the capacity of civil society organizations in the Arab world in advocacy, influencing policymaking and leadership. I learned a great deal about the challenges facing Arab societies, especially after and as a consequence of the Arab spring. Therefore, I have decided to become an independent Middle East specialist and leadership trainer in order to increase the breadth and depth of the capacity building and tailor it to the specific needs in these different Arab countries and contexts.”

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

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

Zara Snapp MPP married Ari Brickman in a beautiful ceremony in Tepoztlán, México, in August 2014, surrounded by loved ones, including many from the HKS family. Shortly after, she accepted an exciting position with the Global Commission on Drug Policy, a group of former presidents and high-level people, including Kofi Annan, where she strategizes and focuses on Latin America and UN processes. The urgency of drug policy reform continues to grow around the world, and Zara is passionate about the work. Ari and Zara are based in Mexico City, so feel free to drop by for a visit!

Marco Sordo HKSEE is currently employed as a financial auditor at GVM Care & Research, and he is studying at the Stanford School of Engineering to graduate as a Stanford-certified project manager.

Deanne Titus MC/MPA has been named to the board of directors of the Charm City Pearls Foundation, Inc. The foundation is a 501(c)(3) nonprofit charitable organization created to provide financial resources and community support to Alpha Kappa Alpha Sorority, Incorporated—Psi Phi Omega Chapter. The organization partners with selected city officials, corporate sponsors, and community organizations to provide community service and scholarship programs in Baltimore, Maryland.

Margaret Wilmoth HKSEE was recently promoted to major general in the Army Reserve and is serving as the deputy surgeon general for mobilization, readiness, and Army Reserve affairs in the Office of the Surgeon General, U.S. Army. “I am also serving on the Army Reserve Forces Policy Committee, which advises the secretary of the army on policy issues affecting both the Army Reserve and the National Guard. I had the privilege of laying a wreath at the Tomb of the Unknown Soldier, Arlington National Cemetery with international colleagues earlier this summer.”

2011 | 5th reunion

Shahab Ahmed HKSEE writes, “Last year we moved to Abu Dhabi, UAE, from Seattle on the next journey in our life. I am leading privacy law at Etihad Aviation Group, delivering the best airline travel experience in the world. New role, new city, new schools for kids—all very hectic but truly rewarding! If any of the mates are in Dubai/Abu Dhabi, look me up.”

David Bray HKSEE, chief information officer at the U.S. Federal Communications Commission, was selected in June as one of the top 100 CIOs globally as part of the “CIO 100.” He was also named to the “Fed 100” earlier this year and received the Outstanding Achievement Award—Civilian from the Armed Forces Communications and Electronics Association. The IT team he led received the AFFIRM Leadership in Cloud Computing award in 2015 and was named the “Most Social” CIO globally by *Forbes Magazine* and the *Huffington Post*. He tweets as @fcc_cio.

Sebastian Burduja MPP writes, “Holly and I welcomed Joann Ioana Maria to the family on July 10, 2015. We are both thrilled beyond excitement, along with families in Virginia and back home in Bucharest. We also look forward to moving back to Romania in early 2016 and hope to contribute something to the country’s and the region’s better future. Holly will continue to work in project management/cyber security, while I will dedicate myself entirely to growing the Caesar Foundation. Caesar is a leading Romanian think tank and civic action platform. We look forward to welcoming classmates to Romania in the future!”

Laure “Voop” de Vulpillieres MPP has founded My Thought Partner to help professionals think through solutions to their work problems. “Our entire team has taught at Harvard in project management, staff management, and leadership. Plus, we have all been executive directors of influential

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“I learned a great deal about the challenges facing Arab societies, especially after and as a consequence of the Arab spring.”

— Nizar Farsakh
MC/MPA 2010

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nonprofits, with extensive on-the-ground management experience. To learn more, visit MyThoughtPartner.com.”

Joan Fallon HKSEE is honored to be appointed as a distinguished fellow at the Athena Center for Leadership Studies at Barnard College/Columbia University, and as a senior mentor to the Henry Crown Fellows of the Aspen Institute.

Tim Flakoll HKSEE is serving as the chair of the Council of State Governments Midwestern Legislative Conference. The organization comprises 11 states and four Canadian provinces and represents over 80 million citizens. Tim, a North Dakota state senator, recently served as host for their annual meeting, which included working sessions to improve education, human services, transportation, and tours of North Dakota’s energy patch. Featured speakers included Astronaut Buzz Aldrin.

Rosanna Gallo HKSEE is sole owner of Eu-tropia, an HR consultancy firm. “Working with first-line managers on leadership development and well-being in the workplace. Lecturer at Universities of Parma (Italy) and Lugano (Switzerland). Partner with CEOs and HR directors to create HR strategy, values and competency model, change management, leadership development program, team building and team working. Applying adaptive leadership especially on executive coaching, using tools such as courageous conversations, mapping the system, stay on the balcony, and peer case consultation. Happy to participate in a networking meeting on adaptive leadership.”

Pita Limjaroenrat MPP and wife, Chutima, are expecting their first child this coming March. “We found the good news after our trip to Cambridge four months back while on business.” Pita is the president of CEO Agri-food, the third-largest rice bran oil company in Asia. “We are working with Thai rural farmers to bring non-GMO rice bran oil to U.S. clients trying to work with Chipotle and Frito-Lay as they look for alternative healthy and sustainable cooking oil.” He was awarded the Asia Pacific Entrepreneurship of the Year 2015.

Victor Perez HKSEE has published his third self-growth book: *If You Can Breathe You Can Win*. It is the first motivational book based on recent insights and empirical evidence from neuroscience. Victor adds that this work will be part of the first MOOC global course on “NeuroEntrepreneurship,” to be organized in December 2015 by the World Network of Young Leaders and Entrepreneurs.

Tyler Thigpen MC/MPA co-founded The Transforming Teaching Project with Jal Mehta and doctoral candidates Sarah Warren and Sarah McLean. “Housed at the Harvard Graduate School of Education, The Transforming Teaching Project aims to revolutionize the way teaching is organized, supported, and regarded in the United States. We work with

a growing coalition of teacher training programs, higher education institutions, nonprofits, funding organizations, state and district agencies, teacher unions, and others committed to working in concert with one another to deliver transformative change to the teaching profession. Visit totransform-teaching.com.”

Talaya Waller HKSEE marked the one-year anniversary of the launch of Talaya Waller, LLC, a personal branding consultancy in Washington, DC, last October. “Our portfolio of services has grown to include online presence strategy, public relations, and crisis management for executives, entrepreneurs, politicians, and public figures.”

2012

Erica Elizabeth Arnold MPP is in her fourth year practicing law in Atlanta. Recently, Erica was selected by Atlanta Public Schools as one of 10 community professionals to participate on the School Turnaround Strategy Advisory Committee, which focuses on the district’s low-performing schools. Erica continues her support of KIPP Atlanta Collegiate High School as chair of its advisory board, her representation of students and families through the Truancy Intervention Project, and her counsel of senior citizens through her firm’s Wills Project.

Sharon Bourne-Clarke MC/MPA writes, “Harnessing all the information that I acquired in the From Harvard Square to Oval Office Program, Professor Jarding’s class, Becoming a Politician, Professor Dean Williams’s leadership class, and last but not least Implementation, taught by Professor Frank Hartmann, who held our feet to the fire by making us accountable to do what we say we will do, I ran for civil court judge in Brooklyn, New York, and was elected in 2014. I am fortunate to serve my community in the capacity of criminal court judge in New York City. Thanks, HKS! I am changing the world one person at a time.”

Emily Chiu HKSEE recently joined 500 Startups, a global seed-stage venture capital fund and accelerator program. “We have invested in over 1,300 teams across 50 countries.”

Nick Ellem HKSEE writes, “Hi all 2012 APLers. Since January 2015, I’ve been working in designing and developing leadership programs for the local health system here in Sydney, Australia. The programs we manage are underpinned by the adaptive leadership framework and teaching methodology developed by Professors Ron Heifetz and Marty Linsky and others. We are seeing a change in the way people relate to each other and bridge the divide between clinicians and executives. I look forward to continuing deepening my understanding of adaptive leadership with a strong network of colleagues from our program!”

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Malissa Feruzzi Shriver HKSEE is the strategic philanthropy and arts education advocacy advisor for Frank Gehry, and the executive director of Turnaround Arts: California. She was appointed by the California State Superintendent of Public Instruction to cochair a task force on arts education, which produced “A Blueprint for Creative Schools,” released in 2015. Malissa cofounded CREATE CA, a statewide initiative to address the erosion of arts education in public schools. She served two terms on the California Arts Council with four years as chair. In 2014, she received the National Arts Education Award from Americans for the Arts.

Justin Goldstein HKSEE recently completed a tour of duty as executive officer to the deputy commander, U.S. Air Forces Central Command at Al Udeid Air Base, Qatar. He is currently a student at Air Command and Staff College, Maxwell AFB, Alabama.

Jamil Hassan HKSEE writes, “My dream to establish Nigeria’s first non-interest microfinance bank became a reality, with the Central Bank of Nigeria (CBN) approval of our final

“We are working with Thai rural farmers to bring non-GMO rice bran oil to U.S. clients.”

— Pita Limjaroenrat
MPP 2011

banking license. Thus, Tijarah MFB Limited commenced operation in the ancient city of Bauchi, northeast Nigeria, in October 2014 as the only statewide microfinance bank in Bauchi State. With a capital base of \$1 million, we are engaged in a serious effort to bring banking closer to the poor, improve productivity, and alleviate poverty. I hold a 58 percent stake and serve as pioneer CEO. It’s been challenging but fulfilling.”

Sheryl-Anne Haynes HKSEE has just retired from public service as permanent secretary. “My last accomplishment was building the Ministry of Land and Marine Resources, which entailed developing a new structure, hiring requisite staff, changing and upgrading procedures, and developing a land information system to efficiently manage the allocation and use of state lands, which constitute 66 percent of the country’s lands. I am now embarking on a management consultancy career and expect that the knowledge gained from HKS will continue to stand me in good stead.”

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

Scott LeRoy HKSEE writes, “Our daughter, Payton, started kindergarten this fall. I think our schedules change more than hers at this point. Also, installed solar panels this summer on home, so I can give my input if anyone needs it on a practical level.”

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

Kenneth Marcus HKSEE published his second book, *The Definition of Anti-Semitism*, with Oxford University Press in September.

Aarya Nijat MPA recently coauthored a paper on women’s leadership in Afghanistan, published by the United States Institute of Peace. Examining the state of women’s leadership in Afghanistan, the paper is based on interviews and focus group discussions with more than 200 academics, politicians, entre-

preneurs, journalists, teachers, students, civil society activists, and Afghan and international experts in Kabul. It is part of a partnership agreement between USIP and USAID aimed at supporting policy-relevant research on Afghanistan, targeting national and international policymakers, in particular USAID strategies and programs such as PROMOTE.

Guillermo Ramirez MPP is now the general secretary and spokesman of UDI, the largest political party in Chile.

Ruma Samdani MC/MPA continues to challenge the status quo while driving innovation and multicultural integration at the largest U.S. nonprofit, AARP. She is based in Washington, DC, and serves on the HKS DC Alumni Council.

Andrew Savage HKSEE continues to work for Vermont-based solar manufacturer AllEarth Renewables as his family takes a year living in Bogotá, Colombia.

Mahamadou Tanimoune HKSEE has been reassigned in the Rwanda country office as deputy head of programme in charge of refugees operation and head of the nutrition department. “I love my new position. As part of the exciting job I have, I enjoy my life with my small family of two kids and their lovely mother. I am introducing this because in my previous duty station it was very hard, stressful, and no family. Rwanda is a very nice, clean, and beautiful country with a special weather that I love too much coming from a country where the temperature is around 45 degrees Celsius.”

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“Steepest learning curve so far? Disaster flood recovery, federal funding rules, nitrate levels, Tax Payer Bill of Rights.”

— Chantal Unfug HKSEE 2012

Chantal Unfug HKSEE moved from the western slopes of Colorado, where she was county manager, to Denver to serve Governor Hickenlooper as director of the division of local government. “Absolutely loving working with all local governments across the state to problem solve, support, and build community. I am also managing 15 grant programs to provide \$200 million annually for strategic community development investments. Steepest learning curve so far? Disaster flood recovery, federal funding rules, nitrate levels, Tax Payer Bill of Rights (TABOR). Stay in touch, stop by on your way skiing, I miss my classmates!”

Jeffrey Vail HKSEE was appointed forest supervisor of Angeles National Forest by the U.S. Forest Service in June 2015. He manages a 700,000-acre forest that is the source of one third of Los Angeles’s water and 70 percent of its open space.

Gabrielle Wyatt MPP is the director of strategic growth and communications at Civic Builders, a nonprofit real estate developer for high-performing charter schools. Prior to joining Civic Builders, Gabrielle led the Division of Strategy and Innovation at Newark Public Schools.

2013

Chike Aguh MPA was named the inaugural chief program officer at EveryoneOn, a national social enterprise democratizing education and opportunity by closing the digital divide through high-speed, low-cost Internet service and computers and free digital literacy courses to over 30 million low-income Americans. He oversees all national initiatives, regional teams, strategic partnerships, performance management, and communications. Chike married Dr. Crystal Agi on August 30, 2014.

Uba Basil Ajala HKSEE attended the executive course on driving government performance as a commodore in the Nigerian navy. “Now, I am retired and currently the managing director of Delta Marine Shipping Company Limited in Victoria Island, Lagos. We have various tankers of 5,000 to 12,000mt displacement for charter and trade within the Gulf of Guinea region. I look forward to colleagues seeking partnership in Nigeria on maritime industry/shipping.”

Jeremy Balkin HKSEE announces that Boston publisher Bibliomotion released his new book, *Investing with Impact: Why Finance Is a Force for Good*, in May 2015. “Book received praise from Pope Francis and other luminaries.”

Nicholas Bayard MPA/ID and wife, Sedia HGSE, were expecting a baby girl in October 2015. “We have enjoyed settling into Tacoma, Washington, over the past few months. Earlier this year, I became the director of The REACH Center, a youth service organization that



NASA astronaut Sunita Williams HKSEE 2014 takes a walk outside the International Space Station in September 2012. Williams is one of four astronauts who will operate the first commercial spaceflight.



A Little Spacey

FROM THE FIELD | SUNITA WILLIAMS HKSEE 2014

Sunita Williams HKSEE 2014 doesn’t know precisely how yet, but she’s going back into space. Williams, a NASA astronaut, was selected to be part of a four-person team that will operate the first U.S. commercial spaceflight. Boeing and SpaceX are working on separate projects, and one will be picked to launch first, as soon as late 2017.

“Sounds funny, but we are working with both providers right now,” Williams says. “We are helping them work out the kinks. As they get closer to completion, we will know which one we will be flying on. So right now it is a little complicated learning about two entirely different spacecraft, but it is fun!”

Williams has a unique baseline for fun. Like her teammates, she is a veteran of NASA’s space shuttle program and the International Space Station. She has been on seven space walks (the most by a female astronaut) and has spent 322 days in space. She even ran the Boston Marathon from space (on a treadmill on the space station). And before that she was a U.S. Navy helicopter pilot and test pilot—not quite the life she envisioned growing up in Needham, Massachusetts, when she dreamed of becoming a veterinarian.

Now Williams finds herself at a historic moment in space exploration and travel, with the government scaling back its traditional role and collaborating with

“It is a little complicated learning about two entirely different spacecraft, but it is fun!”

the private sector. Her participation in the Creating Collaborative Solutions executive education session was on point: The course focuses on governance and the skills social entrepreneurs use to marshal diverse resources beyond their direct control.

Williams didn’t know she would be among the four NASA astronauts selected to fly the first commercial spaceflight, but she could foresee the challenges that a private/public partnership might present—with the two sides’ interests sometimes overlapping, sometimes clashing.

“I looked at this class as an opportunity to step away from NASA and learn how other programs and people around the world solve problems, because I saw that we’ll be facing these problems as we start working hand in hand with commercial companies,” Williams says.

Her role has evolved over the course of her career, not just from helicopters to spacecraft but from flying missions to a much more programmed approach. With the introduction of commercial spacecraft, it is evolving even further.

“This is step by step getting further into policy and programming,” Williams says. RDO

Christina Marin MPP 2014 hosted nine volunteers in her Allston home to prepare meals for On The Rise, a support center for homeless women in Cambridge. “I miss the conversations and energy of HKS students, staff, and faculty; but while we were volunteering, I had a happy moment of feeling right back there as part of the community.”



JESSICA SCRANTON

REUTERS/NASA; INSET: REUTERS/SHAMIL ZHUMATOV

MARTHA STEWART

provides education, career support, housing, and other resources to approximately 3,000 youth and young adults annually. We are working to eliminate racial disparities and lower the poverty rate across all of Pierce County.”

Luis Capelo MPP has been working for the United Nations as an intelligence analyst of humanitarian operations since graduation. “Work has taken me to a number of conflict zones and crisis events. Lately, I have been exploring how the Internet infrastructure of Cuba is developing. I will keep my eye on it and, hopefully, I’ll be able to contribute to that new chapter of the Cuban revolution.”

Carlos de la Torre HKSEE is a research fellow with the MIT-UTM Malaysia Sustainable Cities Program.

Miguel Espinoza MPA continues to serve as a deputy district attorney assigned to prosecuting sex crimes in the Los Angeles County District Attorney’s Office. He is writing a book about affirmative action due to be published in 2016. His wife, **Gina Di Domenico** MPA, works as a litigator with Latham & Watkins in downtown LA. She is also a cofounder of the Los Angeles chapter of Women Get It Done, a grassroots advocacy organization for women.

Ulrick Gaillard HKSEE is a member of the Clinton Global Initiative (CGI) and is president of the Lions Club Santo Domingo Arroyo Hondo. In 1997 he founded the Batey Relief Alliance (BRA) as a humanitarian aid organization addressing the socioeconomic and health needs of children and families severely affected by extreme poverty, disease, and

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hunger in the United States, Latin America, and the Caribbean. BRA holds consultative status with the United Nations and is PVO with USAID.

Rodrigo Garcia HKSEE was recently appointed as the chief banker and chief investment officer for the Illinois State Treasury. In this executive role, he presides over the treasury’s \$27 billion fixed income, equity, and venture capital portfolios and related banking and financial services in order to maximize portfolio returns and bolster the Illinois macro and micro economy.

Daniel Gellert HKSEE writes, “Busy year, involved in current solutions for national forest fire prevention and control. Also cyber and laser protection for airline operations, and improvements for additional sequences for airport ops.”

Soulaima Gourani HKSEE attended as part of the Young Global Leaders course.

Vaibhav Lodha HKSEE has recently co-founded Citizen Cane, which envisions instilling transparency using innovative technologies to businesses, government, and nonprofits. Citizen Cane works in an experiential innovation space that cross-pollinates ideas and people working from across academia, businesses, and government to explore means for technological interventions. Vaibhav is also leading XPrize in India as a director of global development for their first global prize that targets the problem of access to water. Vaibhav has spent the past eight years working in the areas of policy, strategy, and marketing communication across five countries and 20 states in India.

Monte McMurphy HKSEE was installed in October as rector and vice chancellor of the American Christian Liberal Arts University in the Congo, in Kinshasa.

Michael Rothe HKSEE recently completed a secondment with the Ontario College of Trades, during which he authored a report on the college’s compliance and enforcement complaints process. The report had over 50 recommendations, all of which were formally accepted by the college’s board of directors in March 2015. Notably, the report directly led to a 99 percent reduction in the college’s 11,000 backlogged complaints.

Steve Scheier HKSEE has just had a book published: *Do More Good. Better. Using the Power of Decision Clarity to Mobilize the Talent of Your Nonprofit Team*. “I’m excited to offer my thinking on how to improve nonprofit decision making. While focused on nonprofits, the concepts and lessons in the book are also applicable to entrepreneurial businesses. True empowerment can only be achieved when staff are encouraged to advocate to make the decisions that most affect their jobs. We’ll all get more done if we can effectively focus decision making in our organizations. This book shows the reader how to do that without creating organizational chaos.”

Rajesh Talwar HKSEE is in the second year of his assignment in Afghanistan with the United Nations Assistance Mission in Afghanistan (UNAMA). “Presently working as officer-in-charge of legal affairs. What’s new in my life is that this year United Nations HQ has chosen to feature me in their UN Field Careers Bulletin, providing details of my current assignment as well as previous ones in other duty stations such as Kosovo, Somalia, Liberia, and Timor-Leste.”

Dylan Taylor HKSEE was promoted to president and COO of Colliers International. Colliers, which is traded on the NASDAQ under the ticker symbol CIGI, is a global services company with operations in 500 offices in 67 countries, 17,000 employees, and revenues in excess of \$2 billion.

Michael Tozer MPP returned to the nonprofit sector in Hong Kong after graduation. “Some may remember me as the talent show winner and guitarist who sang at the 2013 graduation, with a song called “*An Ode to the Kennedy School*.” This year, together with my wife, Helen Tozer, I cofounded the nonprofit Fragile X Hong Kong, which aims to support families and put the genetic condition fragile X syndrome on the map. We have enjoyed welcoming HKS friends to Hong Kong. Do reach out if you are visiting.”

Ofer Vexler HKSEE writes, “I spent a beautiful time in the HKS executive education course on financial leadership. The course was via Internet, but we used cameras and I felt the

real atmosphere of the course. It will be great to continue the dialogue with other course participants.”

Cynthia Villarreal MPP is now running the Mexican government’s microcredit program. “I would like to get in touch with those of you with experience and ideas for this sector.”

Samuel Ward MC/MPA is the new director of protective intelligence at TorchStone Global, a consulting firm specializing in strategic security solutions for multinational corporations, high-profile individuals, and high-net-worth families. He will lead threat assessments and

social media investigations and support an Olympic Partner’s intelligence efforts at the 2016 Games in Rio de Janeiro.

Eugenia Xu (Tahara) HKSEE sends greetings from Singapore. “Nine months after the summer course in trade negotiations, I got married in Japan. It was a traditional Buddhist ceremony in the famous Narita-san Shinshoji Temple in Chiba, followed by a party at the Hilton. We had another party in Singapore on the same day this year. This was in the iconic Raffles Hotel, where the Singapore Sling cocktail happened to celebrate its 100th anniversary.

My first year. I’m now working at J.P. Morgan in Singapore, and I hope to study for my PhD at HKS one day!”

Alfredo Zamudio MC/MPA went straight to a position as the director of the Internal Displacement Monitoring Center (IDMC) in Geneva following graduation, working with a team of about 30 experts with the responsibility of establishing the baseline of how many people are displaced by conflict, violence, and disasters and how they are affected. “Our objective is to inform member states, policymakers, and all change makers, to improve protection and

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Minnie R. Osmeña MC/MPA, HKSEE
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James E. Rogers Jr.
Greg A. Rosenbaum MPP 1977
Seán M. Rowland MC/MPA 1997
Joseph D. Roxe
David M. Rubenstein
Sean C. Rush MC/MPA 2007
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Ralph L. Schlosstein
Elliot J. Schrage MPP 1986
Mark Schwartz MPP 1979
Andrew M. Sieg MPP 1992
Steven J. Simmons
Gabriela A. Smith MPA 1991
Michael P. Spies MCR 1982
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Carl-Henric Svanberg
Christen Sveaas
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Koraku Mikami HKSEE 2015, the president of Eimei University, at the Hakone Japanese Garden in Saratoga, California.

→ ken.sc/flickr_youarehere



COURTESY OF KORAKU MIKAMI

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assistance for those affected. Since then, I've been to the White House, UN Security Council, OSSE, and many other high-level forums to present our evidence. My mission finished in December 2015."

2014

Saurabh Agarwal MPA has been busy teaching 21st-century life skills to children from underprivileged communities in India. Through his start-up (Khel Planet Foundation), he has been taking the learning from leadership, negotiation, and communication classes at HKS to these children, who seem to enjoy the experiential learning method.

James Buthorn HKSEE will be bringing Driving Government Performance lessons to the Boston division of the U.S. Postal Inspection Service as the acting inspector in charge.

Lusi Chien MPA and her husband welcomed a bundle of joy, Carissa, to their lives last June. Professionally, she joined Tenex Health, a medical device start-up that treats chronic tendon disease, shortly after her previous start-up, 4Soils, was acquired. They live in the Bay Area and welcome any classmates and visitors!

Rodolfo Consuegra HKSEE, as president of strategies and solutions in regulatory policies, has been working for the Mexican government in the design of regulations related to energy reform. "As well we have been legally and technically assisting private parties in the compliance with regulations in various sectors, such as alcoholic beverages, food, or electric and electronic."

Dane Egli HKSEE is a contributing author to a new book, *Cross-Disciplinary Perspectives on Homeland & Civil Security*, published by Peter

Lang. Dane builds upon his previous groundbreaking book, *Beyond the Storms: Strengthening Homeland Security & Disaster Management to Achieve Resilience* (2014), which asserts the need for smart resilience in turbulent times. Both volumes underscore the pressing need for preparedness in the face of increased frequency and intensity of disruptive events such as hurricanes, flooding, active shooters, and cyber attacks. His novel contribution is reflected in operationalizing resilience to better understand complex interdependent critical infrastructures.

Alberto González Pascual HKSEE, after attending the leadership program directed by Marty Linsky, was appointed early in 2015 as director of cultural transformation of his company, PRISA, operating in the area of human resources. "I published a book about the digital transformation of the media in the 21st century, and I finished my second PhD in philosophy of law at the University Pablo de Olavide (Seville, Spain), analyzing the political thinking and utopian hermeneutic of Fredric Jameson. The other PhD is in media communications at UCM (Madrid). Finally, I started to be a coach in leadership and creativity, training employees in my company."

Eduardo Jany HKSEE 2010, 2014 retired from the Marine Corps and is serving as the regional security director for the Americas for Bloomberg LP. Eduardo has been traveling throughout the region and is now leading the Americas security team based in New York. He also published a paper on deadly force by police in Brazil and is completing a masters through the University of Wisconsin.

Hoh Kim HKSEE received a PhD in culture technology at Korea Advanced Institute of Science and Technology (dissertation title:

"Psychological and neural influences of public apology on audience responses in corporate crisis situations") in August 2015. A part of his dissertation was published at PLOS ONE (May 2015), an international peer-review journal, with the title "The Effect of Bad News and CEO Apology of Corporate on User Responses in Social Media."

Michael Koehler MPA is a cofounder and partner at Konu LLC, a leadership consultancy building from Ron Heifetz's and Bob Kegan's work on leadership development and organizational change. Learn more at konu.org. On July 27, 2015, Michael married **Allister Chang** MPP 2015. Together they live in Washington, DC.

Honor McGee MPP and **Jay Lundy** MPA 2015 were married on June 6, 2015, in Morris, Connecticut.

Ashwin Moheepu HKSEE was recently appointed chief in the department of economic analysis and research at the Central Bank of Mauritius. "I would like to thank Harvard University's Kennedy School of Government for the extremely insightful, cogently orchestrated, and incisive executive education course I followed in 2014 in late summer. The sophisticated quality of debates during the classes, juxtaposed with an immaculate erudition, have intoxicated my brain with the best pragmatic insights in leadership and management, which have, in turn, catapulted my career into the stratosphere. Thank you, Harvard!"

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

Bruno Otero HKSEE writes, "It's been quite a long year. Since May last year, just after our time in HKS, I've decided to become an entrepreneur and start my own advisory business. I realized that after 20 years working in financial markets, I would have something valuable to exchange. I have created Athlon Capital Management, which is a multi-family office dedicated to helping families navigate the difficult world we live in these days, where uncertainties are the new normal. I hope to hear from you soon. Please check our site athloncapital.com and follow us on Twitter @AthlonCapital."

Neil Padukone MPA published a book, *Beyond South Asia: India's Strategic Evolution and the Reintegration of the Subcontinent* (Bloomsbury, 2014), on India's rising role in global geopolitics. After decades of deadlock in the region, India is moving beyond South Asia for its strategic needs and making peace with Pakistan. Dr. Paul Wallace has called the book "an amazing tour de force," while Harsh Pant King's College has said, "Neil Padukone has

mapped a terrain that remains largely uncharted. *Beyond South Asia* is both informative and accessible, a welcome addition to the must-read literature on a rapidly transforming India."

Eric Pan HKSEE has been named the director of the Office of International Affairs at the U.S. Commodity Futures Trading Commission.

Joseph Popcun HKSEE was recently promoted to policy advisor for public safety in the office of New York Governor Andrew Cuomo. He also started his PhD in political science at Rockefeller College, University at Albany, State University of New York.

Safia Tmiri MPA writes that the Harvard African Students Alumni Network (HASAN) is proud to announce its new board: Chair: **Adema Sangale** MC/MPA 2015; Secretary: **Claire Hassoun** MPA 2015; Treasurer: **Akane Zoukpo-Oguri** MPA 2014; Wamba Fund Chair: **Ngozika Amalu** MPP 2015; Communications Chair: **Safia Tmiri** MPA 2014; Partnerships Chair: **Layusa Isa-Odidi** MPA/ID 2014; Regional Chairs: East Africa: Kennedy Mukuna (Harvard College 2014); Europe: **Kawtar Ed-Dahmani** MPA/ID 2014; USA: **Soline Miniere** MPA/ID/MBA 2015; West Africa: **Nneka Ezeigwe** (MBA 2015). We hope to put our energy and passion for the continent to bringing Africa to Harvard and Harvard to Africa. If you want to connect with HASAN and receive our newsletter, register at eepurl.com/bx46x1.

2015

Natalie Brand MC/MPA works as a political reporter at KING 5, the NBC affiliate in Seattle, Washington, covering local, state, and national issues. She applies what she learned at the Kennedy School just about every day on the job! Twitter: @NatalieBrandK5.

Allister Chang MPP moved to Washington, DC, and now works as the executive director of Libraries Without Borders, a 501(c)(3) nonprofit that creates and supports libraries in over 20 countries.

Jason Gonzales MC/MPA is running against Illinois Speaker of the House Michael Madigan (aka the Velvet Hammer), a 44-year incumbent, in the Illinois 22nd House District, which surrounds Chicago's Midway Airport. Jason credits his HKS mentors David Gergen, Barbara Kellerman, and Steve Jarding for encouraging him to leap into politics. Jason, an entrepreneur and innovation consultant, will run in the March 15 Democratic primary election with a simple message: "After 44 years, it's time for change."

Jurgen Griesbeck HKSEE writes, "Street-footballworld unites more than 100 community-based organizations that are using soccer as a tool to accelerate and/or increase social impact delivered via their programs. We cur-



(Left to right) Mike Biemann MPA 2017, Vasila Miralimov, and her husband, Jamshid Miralimov MC/MPA 2016, volunteering at the Next Wave/Full Circle Alternative School during HKS Serves, a day of volunteering in September.

ken.sc/flickr_youarehere

"We are shifting from an organizational model to a 'soccer for good' ecosystem model."

— Jurgen Griesbeck HKSEE 2015



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rently work with 1.2 million underserved youth in close to 70 countries annually. Just recently I cofounded *unleashfootball.com*, which is a platform for innovation in soccer, for good. In a first step we are crowdsourcing ideas on how soccer can be a greater force for good and will discuss the results with all FIFA presidential candidates in early 2016. Beyond that, we are shifting from an organizational model to a 'soccer for good' ecosystem model."

Juana Hernandez MPP joined UNITE-LA as the higher education manager of the L.A. Compact. Created in 2008, the L.A. Compact is a bold commitment by Los Angeles leaders from the education, business, government, labor, and nonprofit sectors to transform education outcomes from cradle to career. In this role, Juana will work with public and private higher education partners to advance postsecondary completion in the region. UNITE-LA is an independent nonprofit organization affiliated with the Los Angeles Area Chamber of Commerce, which represents more than 1,600 member businesses in Los Angeles County.

Brad Huestis HKSEE received the American Bar Association's Standing Committee on Legal Assistance for Military Personnel's Annual Distinguished Service Award.

Olof Hugander HKSEE has caused a bit of a stir in the Swedish higher education sector with a coauthored piece in the peer-reviewed journal *Research Evaluation* (Oxford University Press, 2014). In the article, the authors claim that research funding schemes in Sweden risk missing their mark due to a lack of coordination among funders and weak leadership structures at universities.

Lydia Kostopoulos HKSEE is the international cyber engagement coordinator for the Cyber Security Forum Initiative and teaches intelligence and cyber statecraft at the Insti-

tute of International and Civil Security. Active in the cyber community, she is a member of the FBI's Infragard Alliance and participates in NATO's Science for Peace Program. Her current research centers in the national security ramifications of the intersection between counter-espionage, social engineering, and disruptive technologies in cyber space. In 2014 she received the U.S. Presidential Service Award for all her volunteer work and service to the cyber community.

Jay Lundy MPA and **Honor McGee** MPP 2014 were married on June 6, 2015, in Morris, Connecticut.

Koraku Mikami HKSEE is bringing all his learnings at Harvard Kennedy School into relaunching the Eimei University project, which engages world peace and facilitates world leaders through the Kokoro Educational Method. (See the You Are Here image on page 56.)

Jason Poyuan Ma HKSEE writes, "'Look at me' and 'Follow me' imply that the leader knows exactly where we are at and where to go, which cannot be possible in the complex, interdependent, and fractured modern world. That's why we need the new fashion of leadership."

Brima Rogers HKSEE writes, "I would like to take another class in the future."

Matthew Wainwright HKSEE reports that the GMIS International Conference in Newport, Rhode Island, was a resounding success, featuring cyber security-centric keynotes and sessions. "Next year... Atlantic City! Please consider attending the event! August 14-18, 2016, Caesars Atlantic City."

In Memoriam
Laurie Miller MPP 1976



There was a notable Harvard Kennedy School presence at the historic climate talks in Paris in December. Alumni took advantage, meeting at a special event, "The Paris Conference and the Future of Climate Change Action," organized by the Harvard Club of France and HKS's alumni office. Gabriela Ramos MPA 1995, OECD chief of staff, and Robert Stavins, Albert Pratt Professor of Business and Government and director of the Harvard Environmental Economics Program, led a discussion on climate change policy with the more-than 80 alumni present.

TOP TO BOTTOM: JESSICA SCRANTON; NOUN PROJECT

(UN)EXPECTED CONNECTIONS:

THE POWER OF THE HKS ALUMNI NETWORK

It didn't occur to Patrice Kunesh MC/MPA 2010 that while attending her HKS reunion, she would meet her future colleagues. But that's exactly what happened when she came to her five-year reunion last spring.

"One of the first people I met at reunion was Sol Carbonell MC/MPA 2010, who works at the Boston Federal Reserve Bank," says Kunesh. As luck would have it, Kunesh had just interviewed for a position at the Minneapolis Fed as the director of the newly established Center for Indian Country Development. The meeting with Sol proved to be quite valuable.

"Life is about relationships, and these are lifelong connections."



Patrice Kunesh MC/MPA 2010

interest fellowship and since graduating from the Kennedy School, Kunesh has served as a presidential appointee in the Departments of the Interior and Agriculture.

At reunion, Carbonell introduced Kunesh to another HKS alumna and Federal Reserve colleague, Jordana Barton MC/MPA 2005. The Dallas-based Barton and

Kunesh shared an instant connection "around my work in Indian country and her economic development work in the Colonias areas that are part Hispanic and part indigenous," says Kunesh.

After comparing notes and brainstorming ideas and strategies, Barton "encouraged me to pursue the position," says Kunesh. The rest is history: Kunesh assumed her new role as assistant vice president and co-director of the Minneapolis Fed's Center for Indian Country Development this past July. "The connections from Harvard Kennedy School made all the difference in my consideration of this position," she says.

Says Carbonell, "We have a strong network of HKS alumni within the Federal Reserve System and in Boston in particular. Interestingly, this year, one of the Fed's former fellows is beginning the Mid-Career MPA program, we'll be working with two PAE [policy analysis exercise] students, and the two women who lead our community development efforts—my colleague Anna (Afshar) Steiger MPP 2001 and I—are both HKS graduates. Also in a leading role within community development is Ray Boshara MC/MPA 1996 in St. Louis. We all have a strong focus on promoting economic growth in lower-income communities, and are all HKS alums."

"What transpired that reunion weekend and so many times since graduation is difficult to put into words," says Kunesh. "The contagious enthusiasm that surrounds a group of HKS graduates and the generous support for one another's work are truly inspiring. The relationships formed, the ones reestablished, and the advice and support received were awesome. Life is about relationships, and these are lifelong connections. I am deeply appreciative of my HKS Fed colleagues, who have laid the groundwork for my new endeavors in advancing economic well-being among vulnerable populations."

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ALUMNI

CHOOSING TO GIVE

WHILE AN INVESTMENT IN THE FUTURE can take many forms, those who give to the Kennedy School have in common the desire to make the world a better place. Behind this lofty ambition, one thing is clear: The school is educating the most promising leaders and generating real solutions to the most vexing public problems.

Here we tell the stories of two Kennedy School alumnae who believe in the power of philanthropy to improve the world.

STACEY GILLIS WEBER MPA 1990 AND JEFFREY WEBER MBA 1990

Stacey Gillis Weber MPA 1990 and Jeffrey Weber MBA 1990 met as graduate students at Harvard. Now they are banking on the Kennedy School's track record of preparing visionary public policy leaders.

"Our gift supports the HKS/HBS joint degree program," says Gillis Weber. "Business skills are essential to solving public policy challenges. We both believe that you have to be able to speak the language of finance to address the issues. And we want to see the best of the best at Harvard."

After receiving an undergraduate degree from the Wharton School at the University of Pennsylvania, Gillis Weber worked on Wall Street in municipal finance for three years before returning to graduate school. "My interest was the intersection between the private and the public sectors," she says. "And my time at HKS was an extraordinary intellectual journey. My classmates were incredible people with backgrounds ranging

from journalism to the military, and my husband's classmates at the business school were just as remarkable."

What concerns Gillis Weber and her husband is persuading the most talented young people to tackle significant national-level challenges. This prompted them to make an endowment gift for fellowships that will support students in the Harvard Kennedy School and Harvard Business School joint degree program. Their generosity was inspired by the occasion of their 25TH Harvard reunions.

"We know the power of what happens there," says Gillis Weber.



WENDY PANGBURN MC/MPA 1986

"I don't consider myself a wealthy person," says Wendy Pangburn MC/MPA 1986. "I never considered doing a bequest until I realized that it is something people can do easily and effectively from all sorts of financial positions. I simply wanted to make sure others have the same opportunity I had, and every little bit can help."

Pangburn, who is chair of the HKS Alumni Board of Directors, recently made a bequest to the school that will be dedicated to strengthening the global network of HKS alumni. With her generosity, she has become a member of the school's Graham T. Allison Society, which recognizes alumni and others who contribute to the Kennedy School through estate, capital, and planned gifts.

Pangburn enrolled at the Kennedy School to hone her skills in nonprofit management. She says her time in Cambridge enhanced her self-confidence. "Harvard can be very intimidating when you first show up. And you say to yourself, 'Wow, what in the heck am I doing here?' Then you realize that you continue to do what you have always done: work hard, pace yourself, and all of a sudden, it's manageable—like anything in life."

When Pangburn graduated in 1986, she and her classmates exchanged business cards. ("We didn't leave with an email address book like everyone does today," she says.) As someone who is good at staying in touch with people, Pangburn understood the value of her network—even in the late 1980s. In fact, it was her professional network that suggested she think about the Kennedy School. Michael Castine MC/MPA 1985, a friend from her early days on Capitol Hill, told her that attending the Kennedy School would be right up her alley. "Michael knew that someday I wanted to run a nonprofit," Pangburn says, "but I needed to hone my financial and strategic thinking skills. He ended up being right on the money."

After graduation, she stayed very involved with her friends and classmates. Today, Pangburn has her own consulting firm that helps nonprofit organizations in areas as diverse as recruiting talent, facilitating vision, and operationalizing strategy. She also serves as the executive director of the Congressional Commission to Study the Potential for Building a National Women's History Museum in Washington, DC.

"I came to the school via the alumni network, and it's why I continue to be drawn to the school," she says. "Harvard and the Kennedy School have been good to me on so many levels—personally and professionally. I'm hoping my bequest will help strengthen our network."



MARTHA STEWART

IN MEMORIAM

DOUGLAS W. SHORENSTEIN

1955–2015



DOUGLAS SHORENSTEIN, a longtime supporter of the Shorenstein Center on Media, Politics and Public Policy and Harvard Kennedy School, died of cancer on November 24, 2015. He had a vision for the center that was realized through his ideas and generosity. In his passing, the center and the school have lost a great friend, adviser, and benefactor.

Shorenstein was the leader of one of San Francisco's most prominent real estate development families. He transformed Shorenstein Properties from a local developer to a national real estate group that invested in projects in 24 markets across the country, including Chicago's John Hancock Tower and New York's Park Avenue Tower. He joined the family business in 1983 and became chairman and chief executive officer in 1995. Prior to joining Shorenstein, he worked as a real estate attorney with the law firm of Shearman & Sterling LLP in New York. Shorenstein graduated from the University of California at Berkeley with a BA, and from the University of California, Hastings College of the Law with a JD.

In 2011, Shorenstein was inducted into the Bay Area Council's Business Hall of Fame, which recognizes the extraordinary achievements of individuals and families who have advanced San Francisco Bay Area-based businesses to positions of national and international prominence and who have enriched the civic life of the community. He was also a past chairman of the board of the Federal Reserve Bank

of San Francisco, a board member of the Environmental Defense Fund, a member of the executive council of the UCSF Medical Center, and co-chair of the Shorenstein Center's advisory board.

The Shorenstein Center was founded in 1986 with a major gift from Walter and Phyllis Shorenstein. Their daughter Joan Shorenstein Barone, Doug Shorenstein's sister, was a prominent political reporter and producer at CBS News who died of breast cancer in 1985. The Shorenstein family has been actively supporting the work of the Shorenstein Center for the past three decades.

In 2013, Douglas Shorenstein and his wife, Lydia, established the Walter Shorenstein Media and Democracy Fellowship through a generous gift to the school. The fellowship brings high-profile figures at the forefront of media, politics, and public policy to the Shorenstein Center to work with students, faculty, scholars, and the public on important issues of the moment. The fellows spend varying periods of time at Harvard and focus on important policy areas. Bob Schieffer, former moderator of *Face the Nation* and longtime anchor and reporter for CBS News, is the current Walter Shorenstein Fellow.

Douglas Shorenstein is survived by his wife, Lydia; his children, Brandon, Sandra, and Danielle Shorenstein; and his sister Carole Shorenstein Hays.

RICHARD SEAGRAVES



FIRST IMPRESSIONS COUNT. So does a good head shot. Students need them for increasingly essential networking sites such as LinkedIn, for websites, for speaking engagements, sometimes even for their résumés. That's why, for a period of six days in September and October, the school brought in a squad of professional photographers and the student lounge was transformed into a studio. More than 600 degree program students, including Ihab Osman MPA 2016 (left) and Sonia Sood MPP 2017 (right) took advantage of the offering, posing and then picking out their favorite photos.

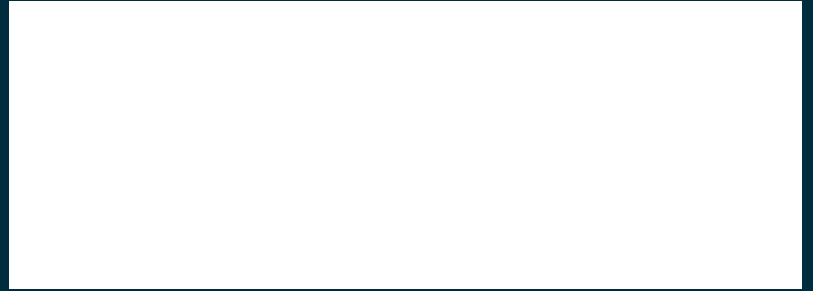


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