

# HARVARD KENNEDY SCHOOL

magazine

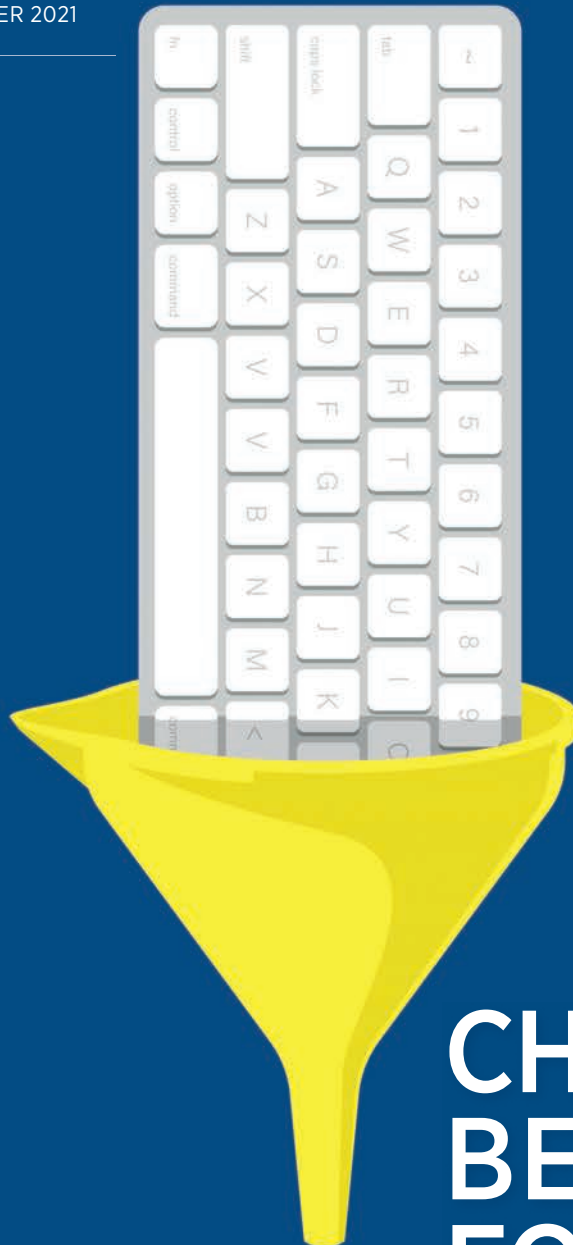
SUMMER 2021



ALUMNI AT HKS

A SEAT AT THE TABLE

OPTING IN



CHANGING  
BEHAVIOR  
FOR **GOOD**





MC/MPA 2021 students pose on campus during the HKS Study Break in May.

From left to right: Marta Hanson, Anil Hurkadli, Nick Crimaldi, and Josh Free.

PHOTO BY MARTHA STEWART

AS I WRITE THIS LETTER, I am reflecting on the many challenges the world has faced over the past year and a half. I hope that you have weathered this difficult period and that you and your loved ones are healthy and safe.

The Kennedy School's students, faculty, staff, and fellows have completed a historic academic year learning, working, and teaching remotely. Their resilience in the face of the pandemic and other obstacles has been inspiring.

Many challenges—stemming from the pandemic and from other public problems—remain in front of us. But there are wonderful bright spots ahead as well. I look forward with great eagerness to our return to campus, which is being phased in over the summer and early fall. With vaccination requirements and other health measures in place, we are well prepared for this return. Students will be taught by faculty members in classrooms; staff members and fellows will be able to work in their offices; and we hope to hold in-person events as well as to continue streaming events to reach people remotely.

I am encouraged as well by believing that we can absorb the valuable lessons we have learned this past year—lessons in persistence, compassion, and creativity—to create an even better “new normal” at the Kennedy School.

As always, the people of the Kennedy School—and I very much include our alumni here—are changing their communities for the better in ways big and small. In these pages, you can read about Matthew Tueller MPP 1984, who is leading diplomatic efforts in the Middle East as the U.S. ambassador to Iraq. In another article, you can get a glimpse into the activities of some alumni who serve as staff members

in our research centers. And you can also read about our faculty member Todd Rogers. Todd is a professor of public policy and the director of our Behavioral Insights Group, whose faculty experts from across Harvard apply knowledge from behavioral science to address a range of public challenges.

These stories and others from this issue of *HKS Magazine* remind me of our collective and individual power to effect change in our communities and make a positive difference to the world around us. Wherever you may be, I hope you are able to connect—or reconnect—with the Kennedy School and with our mission to improve public policy and leadership.

Dean Doug Elmendorf  
Don K. Price Professor of Public Policy  
August 2021

Dean Doug Elmendorf attended the HKS Study Break held at the end of the spring 2021 semester and sponsored by Degree Programs and Student Affairs.



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Teresa Acuña MC/MPA 2017 is one of many alumni who have applied the skills they honed as students in vital roles around the School.

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Cover image by Ben Wiseman

# Diplomacy

The heart of the School's work in diplomacy is found in the **BELFER CENTER FOR SCIENCE AND INTERNATIONAL AFFAIRS**. There, the Future of Diplomacy Project focuses on the study and research of diplomacy, negotiation, and statecraft, and is supplemented by teaching, programming, and an active community of fellows. At the helm of much of the work is Ambassador **NICHOLAS BURNS**, Roy and Barbara Goodman Family Professor of the Practice of Diplomacy and International Relations, and former under secretary of state for political affairs at the U.S. State Department.



## The Future of Diplomacy Project

The project aims to build Harvard Kennedy School's ability to teach in this area, to support research in modern diplomatic practice, and to build public understanding of diplomacy's indispensable role in an increasingly complex and globalized world by engaging with leading practitioners who use innovative means of conflict prevention and resolution at the negotiation table and beyond.

### STEPHEN W. BOSWORTH MEMORIAL LECTURE IN DIPLOMACY

The Future of Diplomacy Project established this lecture series to honor the legacy of one of America's finest diplomats and educators, Ambassador Steve Bosworth. The Bosworth Lecture series brings distinguished leaders to Harvard to speak about foreign policy, diplomacy, and peacekeeping—three areas where Ambassador Bosworth focused his diplomatic and academic career. President Bill Clinton served as the inaugural speaker for the Bosworth Memorial Lecture in Diplomacy in April 2021, where he was introduced by the president of Harvard University, Lawrence Bacow, and interviewed by Burns.

### A U.S. DIPLOMATIC SERVICE FOR THE 21<sup>ST</sup> CENTURY

The project saw a U.S. diplomatic service in trouble and worked to imagine its future. Following more than a year of meetings with current and former high-ranking foreign service officers and experts, elected leaders, senior Trump administration officials, and members of the Biden transition team, the project published a major report—"A U.S. Diplomatic Service for the 21st Century"—highlighting actionable steps for the country to take in rebuilding its diplomatic service. Numerous briefings, including with members of Congress, have followed.

### TRACK-II DIALOGUE WITH ISRAEL

Starting in 2012, the Belfer Center, in collaboration with the Institute for National Security Studies at Tel Aviv University, has hosted high-level U.S. and Israeli delegations comprised of journalists, politicians, academics, and policy experts that meet to discuss some of the most pressing issues facing the United States, Israel, and their bilateral relationship. These conferences are held alternately in Cambridge and Tel Aviv. The delegations debate, among other issues, the future of the Iran Nuclear Deal, U.S. policy toward the Middle East, what lies ahead in Syria and Iraq, the Israeli-Palestinian divide, and Middle East regional security issues. Professors Ash Carter and Burns led the most recent Harvard delegation to Israel in 2019.

### AMERICAN SECRETARIES OF STATE PROJECT

Formally launched in 2014, the American Secretaries of State Project is codirected by Professor Nicholas Burns of Harvard Kennedy School, Professor James Sebenius of Harvard Business School, and Professor Robert Mnookin of Harvard Law School. Since 2012, the project has conducted nine in-depth interviews with former U.S. secretaries of state—Henry Kissinger, George Shultz, James Baker III, Madeleine Albright, Colin Powell, Condoleezza Rice, Hillary Rodham Clinton, John Kerry, and Rex Tillerson—to examine the most consequential negotiations they conducted while serving in the nation's highest foreign policy office.

The three professors use the project's extensive video interviews in these cross-university graduate-level courses on diplomacy, negotiation, and leadership: "Negotiation and Diplomacy" and "Negotiation Lessons from American Secretaries of State," as well as Burns's HKS courses: "Great Power Competition in the International System" and "Diplomacy: War and Peace Negotiations: 1990–Today." In 2018, the professors published a book inspired by the project, *Kissinger the Negotiator: Lessons from Dealmaking at the Highest Level*.

### THE FUTURE OF CULTURAL DIPLOMACY

The Future of Cultural Diplomacy series explores how to harness the power of culture to advance international foreign and security policy objectives. The series highlights an important angle in current foreign policy debates and adds a valuable dimension to co-curricular discussions in international affairs at Harvard. Conceptualized by famed opera singer and U.S. State Department arts envoy Carla Dirlikov Canales, as part of her Advanced Leadership Initiative Fellowship at Harvard, the initiative focuses on the power of culture to create alternative or additional avenues to advance national interests.

### FISHER FAMILY FELLOWSHIPS

The Fisher Family Fellows program brings leading practitioners and thinkers—from former European Union Foreign Affairs High Representative Federica Mogherini to former UN Secretary General Ban Ki-moon MC/MPA 1984 to former Prime Minister of Senegal Dr. Aminata Touré—to Harvard Kennedy School. While in residence, they conduct seminars and study groups with students reflecting on the evolving challenges of diplomacy.

### SENIOR FELLOWS

The Future of Diplomacy Project has a cohort of non-resident senior fellows who represent a wide breadth of professional and geopolitical expertise and who have served at the highest levels of government or their respective professions in diplomacy, security, or negotiations. Senior fellows visit HKS once per semester to engage with students in seminars, study groups, and office hours. Current non-resident fellows include Dina Powell, former deputy national security advisor for strategy for President Trump; Ambassador (ret.) Thomas Shannon, former U.S. under secretary of state for political affairs and former U.S. ambassador to Brazil; David Ignatius, foreign affairs columnist for *The Washington Post*; and Douglas Alexander, former member of the UK parliament and UK minister for international development. Current U.S. National Security Advisor, Jake Sullivan, was a fellow in the project until 2021.



### Middle East Initiative

The Middle East Initiative, directed by Tarek Masoud, the Sultan Qaboos bin Said of Oman Professor of International Relations, is dedicated to informing policy on and in the Middle East through research, teaching, and public engagement. Recent initiatives aimed at promoting dialogue and cross-cultural understanding have included the "USA 2020" program, in which Masoud and Ambassador Karim Haggag of the American University in Cairo interviewed distinguished Arab policymakers and intellectuals on their interpretations of the 2020 U.S. presidential election; and a series of conversations with artists, writers, and cultural creators broadly connected to Israel and Palestine, conducted by MEI Senior Fellow James Snyder, the executive chairman of the Jerusalem Foundation. MEI also hosts fellows and visiting scholars whose work advances diplomacy toward and within the region, including Senior Fellow Rami Khouri, a renowned commentator on Arab affairs and scholar at the American University in Beirut, and Yael Berda, of the Hebrew University in Jerusalem, who, as a visiting scholar with MEI and the Future of Diplomacy Project, explores the prospects for peace and coexistence between Israelis and Palestinians.



### Project on Europe and Transatlantic Relationship

The Project on Europe and the Transatlantic Relationship aims to strengthen the University's capacities for teaching, research, and policy on the relationship between the United States and Europe. The program is designed to deepen a relationship which has—for over 70 years—served as an anchor of global order, driven the expansion of the world economy,

provided peace and stability and reunited peoples once divided by war. Chaired by Professor Burns, the project aims to prepare a new generation of leaders on both sides of the Atlantic.

### STRONGER TOGETHER

HKS and the German Council on Foreign Relations (DGAP) convened a group of experts and former government officials from the United States and Europe—chaired by Burns and HKS Senior Fellow Daniela Schwarzer—throughout 2020 to discuss the crisis in the transatlantic relationship and propose a strategy to revive and strengthen it. The project published a report, "Stronger Together: A Strategy to Revitalize Transatlantic Power," in December 2020 highlighting the group's recommendations on how to address a range of key challenges including climate change, security, China, Russia, and technology, among other issues.

### FELLOWSHIP PROGRAM

Since 2017, Harvard Kennedy School in partnership with the Rafael del Pino Foundation and the Spanish Ministry of Foreign Affairs has invited a senior Spanish diplomat to be in residence at HKS for one academic year. The Project on Europe and the Transatlantic Relationship also hosts non-resident fellows that have included a series of major figures in the world of diplomacy and security, such as retired general and former U.S. ambassador to NATO Douglas Lute; Dr. Daniela Schwarzer, former president of the German Council on Foreign Relations and now executive director for Europe and Eurasia for Open Society Foundations; and, from 2018–2020, Ambassador Victoria Nuland, now U.S. under secretary of state for political affairs, and Dr. Amanda Sloat, currently the senior director for Europe at the National Security Council.





## Gun Violence: A Path Forward

THE UNITED STATES dwarfs other wealthy countries in both gun ownership and gun fatalities. With a rate of 11.2 deaths for every 100,000 people—four times that of the next-highest highly developed country—almost half of Americans know someone who has been shot. A strong majority of Americans support “common sense” gun laws to regulate firearm ownership, including limiting gun purchases by people with mental illness or banning high-capacity magazines. So why is change so difficult to achieve? In “Reimagining Rights & Responsibilities in the United States: Gun Rights and Public Safety,” **JOHN SHATTUCK** and **MATHIAS RISSE**, director of the Carr Center for Human Rights Policy and Berthold Beitz Professor in Human Rights, Global Affairs and Philosophy, delve deep into the complexity of the gun rights debate. The authors provide background information on gun violence in America, the rights guaranteed by the Second Amendment, the power and incendiary rhetoric of the National Rifle Association, and



the government’s responsibility to protect its citizens. It is possible to balance the right to own and use firearms with measures to protect the safety of American citizens, Risse and Shattuck argue, while also providing a list of recommendations for effecting change.

## Lessons in Deregulation

OVER THE PAST FOUR YEARS, the Trump administration set into motion nearly 100 rollbacks of existing environmental regulations. In his new coauthored working paper, “The Role of Retrospective Analysis in an Era of Deregulation: Lessons from the U.S. Mercury Air Toxic Standards,” Professor of the Practice of Public Policy **JOSEPH ALDY** explains that the rollback process would benefit from a full retrospective analysis of the benefits and costs of the regulation in practice—and of the proposed regulatory rollback—to account for scientific discoveries and progress since their original writing. He examines the Trump administration’s 2020 decision to roll back the U.S. Mercury and Air Toxics Standards (MATS), which limit emissions of mercury and other air toxins from power plants. He finds that since MATS was proposed in 2011, there have been several scientific advances that show profoundly negative effects of mercury emissions on our seafood supply and cardiovascular health, along with changes in the energy sector that would most likely lower the costs of implementation. Accounting for these advances would have greatly informed the cost/benefit analysis and, in this case, would likely have led to a different outcome.



## Police Violence and Teens’ Educational Outcomes

ROUGHLY A THOUSAND police officer-involved killings happen each year in the United States. But despite the high-profile incidents that have ignited protests across the country in recent years, we have little evidence on how those events directly affect local communities. In his recent *Quarterly Journal of Economics* article, “The Effects of Police Violence on Inner-City Students,” Assistant Professor of Public Policy **DESMOND ANG** examines data on Los Angeles public high school students’ educational performance and their proximity to police killings. He finds that police violence leads to drops in attendance, persistent decreases in GPA, increased reports of emotional disturbance (including PTSD and depression), and lower rates of high school completion and college enrollment among students who live nearby. He also finds that these negative effects occur along stark racial lines—driven entirely by Black and Hispanic students in response to police violence against underrepresented minorities. The findings illustrate the traumatic impact police violence has on adolescents and the devastating effects it can have on their long-term educational decisions, their trust in institutions, and the communities they call home.



## Closing the Gaps: Online Tutoring During COVID-19

WHEN THE COVID-19 PANDEMIC shuttered schools around the world, students and educators were faced with the monumental task of switching suddenly from in-person to online learning. Students who were disadvantaged before the pandemic—in terms of socioeconomic status, language barriers, or learning difficulties—had a particularly challenging time, because many schools lacked the resources and tools needed to ensure participation and smooth the transition. As Assistant Professor of Public Policy **MICHELA CARLANA** writes in her new working paper, “Apart but Connected: Online Tutoring and Student Outcomes during the COVID-19 Pandemic,” this exacerbation of existing learning gaps—evidenced by low test scores and higher rates of depression and social issues—could persist far into the future. Carlan and her team designed and implemented an innovative online tutoring program (TOP) that targeted sixth- to eighth-grade Italian students struggling with online learning and matched them with volunteer tutors from local universities. They found that participation in TOP led to significant improvements for enrolled students—in terms not only of school attendance and time devoted to homework, but also of long-term educational aspirations and feelings of overall happiness and empowerment. The program had benefits for tutors, too, with participating university students demonstrating higher levels of empathy after the experience.



## Breaking Down Barriers: Collaboration for City Solutions

THE MOST PRESSING SOCIAL PROBLEMS facing cities today require multiagency and cross-sector solutions. In their recent journal article in the *Stanford Social Innovation Review*, Senior Lecturer in Public Policy and Management **JORRIT DE JONG**, Professor of Public Management **MARK MOORE**, and **HANNAH RILEY BOWLES**, co-director of the Woman & Public Policy Program and the Center for Public Leadership and Roy E. Larsen Senior Lecturer in Public Policy and Management, describe the daunting task facing the mayor of Calgary, Alberta, in 2018 as he worked to improve mental health and addiction outcomes across the city. (Calgary’s mayor is HKS alumna Naheed Nenshi MPP 1998, at right.) Drawing on their scholarly work and engagement with 30 cross-boundary collaborations in cities, the authors identified 15 common barriers to interagency collaboration—including misaligned understandings of the issue itself, disagreements on how to measure and track progress, and a lack of effective communications channels—and how to avoid them. “Building Cities’ Collaborative Muscle” tells the story of how the Calgary team overcame obstacles to collaboration and offers step-by-step tools for strategizing that cities can use to break down silos and effectively diagnose and solve their most urgent social problems.



## Was “Science” Ever on the Ballot?

ONE OF THE CENTRAL PILLARS of the Biden-Harris campaign asserted that a vote for Democrats was “a vote for science.” In her recent article in *Science Magazine*, “Was ‘Science’ on the Ballot? Labeling Dissent as ‘Anti-Science’ Is Bad Social Science and Bad Politics,” Pforzheimer Professor of Science and Technology Studies **SHEILA JASANOFF** argues that framing things this way—and thus implying that nearly half of Americans voted *against* science—is a complete misreading of the problem that “dangerously misses the mark.” The real problem that much of the American public has with science, Jasanoff writes, is not with science itself but with the experts who have the authority to decide how it should be implemented. When we split the public into “pro-science” and “anti-science” camps, Jasanoff continues, we imply that any dissent is equal to ignorance, which only exacerbates negative feelings and leads to further science denial. Instead, experts must work to ensure that science is responsive to public concerns, foster a wider understanding of scientific discovery among the American people, and allow for open debate and interpretation without the polarization and paternalism that characterize this conversation today.



TODD KOROL/REUTERS | FACULTY PORTRAITS: MARTHA STEWART

Faculty News



Professor **DEIRDRE BLOOME**, a sociologist who uses demographic and statistical techniques to understand how patterns of social stratification are produced and reproduced, joins HKS from the University of Michigan.



Professor **SHARAD GOEL** is an applied mathematician who looks at public policy through the lens of computer science, bringing a computational perspective to a range of issues, including democratic processes, policing, discrimination, and machine learning. Goel joins HKS from Stanford University.



Edward R. Murrow Professor of the Practice of Press, Politics and Public Policy **NANCY GIBBS** has been appointed professor of practice. (Previously she had held a visiting professor appointment.) Gibbs is an expert on the press and politics and the director of the Shorenstein Center. Formerly, she was editor in chief of *TIME*.

Academic Leaders



**DAVID DEMING**, professor of public policy and the Isabelle and Scott Black Professor of Political Economy, is the School's new academic dean. He follows **IRIS BOHNET**, the Albert Pratt Professor of Business and Government, who stepped down after serving in the position for three years. **KATHRYN SIKKINK**, the Ryan Family Professor of Human Rights Policy, is the new chair of the International and Global Affairs Area. And Senior Lecturer **PINAR DOĞAN** is the new chair of the Master in Public Policy Program.



Bill Clark

David Ellwood

Bryan Hehir

John Holdren

Barbara Kellerman

Joe Newhouse

Faculty Retirements

After storied careers at the Kennedy School, six members of the faculty retired from active teaching at the end of the academic year: **Bill Clark, David Ellwood, Bryan Hehir, John Holdren, Barbara Kellerman, and Joe Newhouse**. Several of them will become research professors and will continue to conduct research and engage in other activities apart from teaching.

**BILL CLARK** is the Harvey Brooks Research Professor of International Science, Public Policy and Human Development. Trained as an ecologist, Clark studies sustainability science: understanding the interactions of human and environmental systems in order to advance sustainable development. He is particularly interested in how institutional arrangements affect the linkage between knowledge and action in the sustainability arena. Clark not only has had a very important scholarly impact but also has played a lead role in Harvard's and HKS's actions over the past decade to increase the sustainability of our operations.

**DAVID ELLWOOD** is the Isabelle and Scott Black Research Professor. He served as dean of the Kennedy School from 2004 to 2015. Ellwood

has also been director of the School's Malcolm Wiener Center for Social Policy, chair of the U.S. Partnership on Mobility from Poverty, and assistant secretary for planning and evaluation at the U.S. Department of Health and Human Services during the Clinton administration. Ellwood is recognized as one of the nation's leading scholars on poverty and welfare, and his work has significantly influenced public policy in the United States and abroad.

**BRYAN HEHIR** was the Parker Gilbert Montgomery Professor of the Practice of Religion and Public Life. He is also cabinet secretary for health and social services serving Cardinal Sean O'Malley in the Archdiocese of Boston. Previously, Hehir was on the faculty of Georgetown University's School of Foreign Service and Harvard Divinity School, and he served for many years

on the staff of the U.S. Conference of Catholic Bishops. His teaching, research, and writing on ethics and foreign policy have played a key role in shaping our thinking about religion in world politics and American society.

**JOHN HOLDREN** is the Teresa and John Heinz Research Professor of Environmental Policy. He also holds faculty positions in Harvard's Department of Earth and Planetary Sciences and Paulson School of Engineering and Applied Sciences. Holdren is a co-director of the School's Science, Technology, and Public Policy Program, which brings together scientific and policy perspectives. From January 2009 to January 2017, he was President Obama's science advisor and director of the White House Office of Science and Technology Policy. Holdren's research and policy engagement have changed public policy in myriad important ways.

**BARBARA KELLERMAN** was the James MacGregor Burns Lecturer in Public Leadership. She was the founding executive director of the School's Center for Public Leadership, where she also served as research director.

Kellerman has taught at many universities and was cofounder of the International Leadership Association. She is the author or editor of many books on leadership, including most recently *Professionalizing Leadership* and *Leaders Who Lust: Power, Money, Sex, Success, Legitimacy, Legacy*. Kellerman's leadership books have won numerous awards.

**JOE NEWHOUSE** is the John D. MacArthur Research Professor of Health Policy and Management. He is a member of the faculties of Harvard Kennedy School, Harvard Medical School, the Harvard T.H. Chan School of Public Health, and Harvard's Faculty of Arts and Sciences. Newhouse is the director of Harvard's Interfaculty Initiative on Health Policy. He is the founding editor of the *Journal of Health Economics*, and he was the inaugural president of the American Society of Health Economists. His research and outreach have had a huge impact on both academia and public policy.

Portraits by Martha Stewart



Awards

**IRIS BOHNET**, the Albert Pratt Professor of Business and Government, was appointed to the newly formed Gender Equality Advisory Council for the G-7 organization of major industrialized nations.

**HANNAH RILEY BOWLES**, the Roy E. Larsen Senior Lecturer in Public Policy and Management, won the 2020 Rosabeth Moss Kanter Award for Excellence in Work-Family Research.

**CORNELL WILLIAM BROOKS**, the Hauser Professor of the Practice of Nonprofit Organizations and Professor of the Practice of Public Leadership and Social Justice, received the Praeses Elit Award from Trinity College Dublin Law Society and the Gold Medal of Honorary Patronage from the University Philosophical Society.

**BILL HOGAN**, the Raymond Plank Research Professor of Global Energy Policy, was elected to the prestigious National Academy of Engineering for his contributions to electricity-industry restructuring, electricity-market design, and energy-policy modeling and analysis.

**SHEILA JASANOFF**, the Pforzheimer Professor of Science and Technology Studies, was elected to the American Philosophical Society in April. Jasanoff was also elected to the American Academy of Arts and Sciences this year.

**ROBERT LIVINGSTON**, lecturer in public policy, has won the 2020 Warren Bennis Prize for his *Harvard Business Review* article "How to Promote Racial Equity in the Workplace."

**PIPPA NORRIS**, the Paul F. McGuire Lecturer in Comparative Politics, received the 2021 Murray Edelman Lifetime Distinguished Career Award from the American Political Science Association/International Communication Association.

**KATHRYN SIKKINK**, the Ryan Family Professor of Human Rights Policy, was inducted as a fellow of the American Academy of Political Science in 2021.



ALUMNI

## Leading Change

OYUN-ERDENE LUVSANNAMSRAI MC/MPA 2015 became prime minister of Mongolia in January. Mongolia established itself as a democracy and market economy in the 1990s following the collapse of the Soviet Union. Born in 1980, he brings the voice of a new generation to Mongolia's leadership.

*You represent a generational shift in Mongolia's leadership. What's the significance of the transfer of power for someone born in the 1980s?*

This generational shift is instrumental in deepening democratic concepts and values in Mongolia. During the past 30 years of democratic rule, most of our leaders were educated under the former Soviet system. As you can imagine, it may not have been easy for them to accept and lead a new social and political system after the democratic revolution in 1990. Despite the difficult circumstances, the Mongolian People's Party's leadership at

the time peacefully embraced democracy and called for multi-party elections, which I believe reflects the open-minded and adaptive nature of Mongolians.

Those of my generation born in the early 1980s spent our teenage years in a transitional phase, experiencing firsthand the challenges and benefits of a democratic society in our daily lives. Our generation has a historic responsibility to bridge the old and the new while further strengthening democracy in Mongolia.

*Why did you decide to pursue a career in politics and policy?*

I felt my country needed a drastic change. I worked in international development prior to entering politics. As I worked closely with local governments, I was saddened to see how bureaucratic, corrupt, and politically divided the country had become. I was also frustrated to see many opportunities were being simply wasted due to the irresponsible

and unethical actions of civil servants. I think this sadness and frustration both influenced me to become a politician.

*Before you became prime minister, you led the development of Vision 2050, Mongolia's 30-year policy agenda. What are some of the priorities, and how are you working to implement them?*

Thirty years have passed since Mongolia embraced the transition to democracy. We felt it was the right time to review our achievements of the past 30 years and draw up our vision for the next 30. This process led to the development of Vision 2050, our long-term development policy. The document, approved by parliament, lays out a comprehensive vision and road map for the country, addressing critical issues such as economic diversification and reducing reliance on mining, job creation for a more prosperous middle class, and digital reform in

government services. Having led the development of "Vision 2050" as cabinet secretariat, I feel privileged to lead its implementation in my capacity as prime minister. We have begun efforts to launch an initial set of priority projects to jump-start rapid socioeconomic development within the first 10 years of this development agenda.

*What do you have to say to young people who also hope to one day hold top positions in Mongolia's government?*

The government of Mongolia is calling out to young people trained at the world's leading universities to return to Mongolia. We will continue to pursue this policy. In my opinion, there is nothing more honorable than being directly involved in policy development and decision making for your country. If you believe things need to be changed, perhaps it's your time to jump in and simply do it.

*Why did you decide to attend HKS? What did you learn that you apply in your work today?*

I chose HKS without any hesitation as my school of choice and did not apply to any other school. The academic training I received and the relationships I built during my time at Harvard have been an incredible help in my government career. I wish to convey to current students: It may not be apparent amidst classes, exams, and a busy social calendar, but as you leave Harvard, you will soon realize how significant your training from a school such as HKS will be in your career.

COURTESY OF OYUN-ERDENE LUVSANNAMSRAI



FACULTY

## Preparing for the next time



**MARCELLA ALSAN** is a professor of public policy at Harvard Kennedy School, an applied microeconomist, and a medical doctor specializing in infectious diseases. Her research explores the relationship between public health and socioeconomic disparities. She teaches SUP-518, "The Economics of Infectious Disease,"

which uses economic models and tools to analyze responses to infectious disease.

*You've said that avoiding infectious diseases is "almost a luxury." What do you mean by that?*

Infectious diseases tend to most affect those who are least well-off. Disease risk is heightened by lack of nutrition and interaction with other underlying comorbidities, and it's also made worse by a lack of timely access to high-quality medical care. Those who live in high-density locations, rely on public transportation, and cannot telecommute are less able to avoid infection. So being able to avoid disease—to work from home, purchase disinfectants, and physically distance from others, for example—is a luxury not everyone can afford.

*What have history and COVID-19 taught us about the need for a government role in vaccine production and distribution?*

History has taught us a couple of things: one is that infectious diseases should be respected—they are not a relic of the past or something just for people who are not in the United States; the other is that pandemics underscore the importance of governance. Infectious diseases have the characteristic of being a classic negative externality (a cost borne by those who have no choice in the matter), and the government needs to be involved to correct the inefficiencies created by consumers and producers, such as pharmaceutical firms. We need to reflect on how the government can best message to at-risk communities, coordinate across sectors, and build emergency production capacity for the

next pandemic or mutant strain—all while respecting innovation incentives.

*Why is it important for the United States to invest in the capacity to play a leading role in responding to pandemics—not just at home but also abroad?*

Hopefully, we now appreciate the need for flexibility for a country such as the United States to be able to share a lifesaving technology internationally. This not only keeps the U.S. population safer but helps extend our soft power around the world. There are a lot of great ideas about how to get this done, since it involves a collaboration of the private sector, the public sector, activists, lawyers, economists, and more. We've now seen the way that National Institutes of Health research has paid off, not only through direct grants but through the training of talented researchers, including those who worked for decades on mRNA research, for example.

*Many experts say we may be entering an era of more-frequent viral pandemics, but you're also warning about our inability to cope with increasingly antibiotic-resistant bacteria. Why?*

The vast majority of antibiotics used today in the United States are deployed in agriculture, and there's very little information on where they are used or how they interact with human health. In addition, people are being over-prescribed antibiotics, which may be mostly innocuous on the individual level but can also lead to the creation of more-resistant strains of bacteria. On the development side, there aren't a lot of incentives to get industries to invest in antibiotics. We need the government to help out and to promote scholarship in this area by firms and academic researchers. Some work has already been done on this, including the U.S. National Action Plan for Combating Antibiotic-Resistant Bacteria, but more is needed. Antibiotics are the backbone of the modern medical system—they're used in most pre-operative settings and for prophylaxis during cancer treatment, for example—so this is a really important problem.

CASEY RODGERS



## OPTING IN

**Katie Selenski MPP 2007 grew up wanting to help those battered by economic insecurity. The CalSavers retirement program she directs is helping to do just that.**

BY RALPH RANALLI

GROWING UP IN A SOMETIMES-FORGOTTEN PART of California, maybe it's not surprising that Katie Selenski MPP 2007 would one day lead CalSavers, the state-run savings program for private-sector workers without an employer-offered retirement plan.

Selenski now lives and works in Sacramento, the state capital, but much of her childhood was spent in Eureka, a small coastal city a five-hour drive north of San Francisco and the tech billions of Silicon Valley. With the major industries of surrounding Humboldt County—mostly timber and commercial fishing—in steady decline, she grew up believing there was something she could do for the people around her who were struggling.

"I was surrounded by a lot of economic hardship and not a lot of economic opportunity," she says. "And so to me, being involved in direct community service seemed to be the best available option to make the world better around me."

CalSavers was created to help those struggling Californians. Statistics showed that nearly half of the state's workers in California were on a trajectory to retire into economic hardship or poverty—if they could retire at all—and 8 million workers had no payroll mechanism at work to save for the future. But groundbreaking behavioral science research also shows that people are 15 times as likely to save and be on a path to retirement security if they can do it automatically at work, Selenski says. The CalSavers program is relatively simple: A small percentage of a worker's paycheck from an eligible employer is diverted into an individual retirement account (a Roth IRA) and invested by money managers who work for CalSavers. Workers are automatically enrolled, but they can opt out. All businesses in California with more than five employees are currently required to participate in the program.

Selenski was hired as the program's founding executive

director in 2017 by then-State Treasurer John Chiang, but her beginnings in public service were more modest. As a political science and sociology major at the University of Chicago, she volunteered for community groups and worked in social services, but soon became "very frustrated with the limits" of direct social service work. To indulge a newfound interest in policy, she moved to Washington, D.C., after graduation, where she helped Ralph Nader form Citizen Works, a nonprofit organization that aims to strengthen citizen civic participation. She later ran a nonpartisan youth voter campaign in Nevada, but again found herself frustrated at not being able to effect more fundamental change.

"I wanted to get more of a grounding in policy analysis and quantitative analysis after doing all that grassroots work," she says of her decision to attend the Kennedy School. "I wanted to contribute on the inside, as a player and an influencer within the existing power structures, and the Kennedy School would be the absolute best place to develop those skills, but also to develop the necessary network."

Selenski says HKS delivered exactly what she was looking for, including "new input, new people, new perspectives, and new methods for viewing the world." She says she was deeply influenced by several of her professors, especially while studying budgeting with Linda Bilmes, the Daniel Patrick Moynihan Senior Lecturer in Public Policy and a former assistant secretary of commerce under President Bill Clinton. "I remember she would say that budgets are an expression of our values," Selenski says. "I'm in the position of creating budgets and approving budgets, so to understand the mechanics of all that is incredibly valuable—but also just to have had as a role model someone who had served at the highest levels of federal government and had all those insights to share with us and examples and stories."

Bilmes says Selenski was a "fantastic student" who has kept

in touch and continued her commitment to the HKS community. "She made insightful comments in class, and she's also been a model alumna, reaching out to new students and graduates to let them know about job opportunities at CalSavers."

Selenski says she also still makes regular use of the lessons she learned in negotiation from Harvard Law School Lecturer in Public Policy Linda Kaboolian and in quantitative analysis and econometrics from Senior Lecturer in Public Policy Dan Levy. She remembers Levy telling students that, while they might not end up being the ones producing statistical analysis, it was vital for

them to be expert consumers of it.

"That's so true," says Selenski, who remembers her peers giving Levy a standing ovation at the end of their final class. "I'm in a position now where I do make those decisions all the time—very data-heavy environments where we're dealing with hundreds of thousands of employers and millions of workers. In order to get to the point where we're really leveraging behavioral economics the way that this program is intended to, we need to do good data analysis."

So far, she says, CalSavers is working. The program has enrolled more than 400,000 workers, and only 29 percent of eligible workers have chosen to opt out. The median income of the workers the program is serving is just \$25,000 per year, and 49 percent of them self-identify as Latino. After surviving a recent court challenge from a conservative think tank, the program is set to expand over the

next two years to millions more workers, and the model is being adopted or considered in several other states, including Oregon and Illinois. Selenski says the program's success shows that good policy can succeed where markets—in this case the financial services industry—have failed.

"We're here to level the playing field," she says. "And I think what it came down to is that there is a role for government to play here, there's a role for public policy."



**"We're here to level the playing field. And I think what it came down to is that there is a role for government to play here, there's a role for public policy."**

KATIE SELENSKI

PHOTOS BY JOSH EDELSON



# CHANGING BEHAVIOR FOR GOOD

## Todd Rogers and the Harvard-wide Behavioral Insights Group are testing ways to nudge people toward better choices.

BY JAMES F. SMITH

ILLUSTRATIONS BY BEN WISEMAN

**L**OTS OF TEACHERS WILL TELL YOU how to write better. But Professor of Public Policy **TODD ROGERS** is one of the few who use science to help you write for greater impact. His recent executive education webinar is appropriately titled “The Science of Corresponding with Busy People.” Rogers’s current focus on effective writing is the third wave of research in an already prolific career. For two decades, Rogers has been on the leading edge of behavioral science, using scientific tools and experiments to analyze what often seems irrational—human behavior—and to help people make better choices.

**B**eyond his own research, Rogers has a track record of building organizations and social enterprises that apply and spread the ideas of the young but fast-developing field of behavioral science. He’s a serial scholarly entrepreneur, spurring a growing global network of researchers and practitioners who have brought scientific methods into a broad range of industries, government agencies, and nonprofit arenas to influence behavior.

His first passion was politics—applying the discipline of randomized field studies to the art of getting people to vote. A decade ago, he shifted his focus to education, examining how to reduce student absenteeism. When the pandemic hit, Rogers recognized that poor communication about attendance was affecting students and parents as they struggled to shift to online learning, especially in communities of color.

He saw that messaging on school attendance had some of the same flaws as the voter-turnout messages he’d studied years before. He wondered how much effect improved communication could have in other behavioral science applications. He began measuring the impact of streamlining messages with his behavioral science toolkit, and the results were striking. Now he and his frequent coauthor Jessica Lasky-Fink are writing a practical (and intentionally brief) book about it.

In his executive education webinar this spring, Rogers shared many examples. For instance, he gave the HKS executive education team a checklist for improving the webinar’s promotional email. They cut 30 percent of the words from the original version, simplified sentences to a seventh-grade reading level, and improved the design to make sign-up easier. Then they sent the original version to half the prospects and the tighter one to the other half. The shorter one was 95 percent more effective: Nearly twice as many people who got the revised version signed up.

“By not making it easy to understand and consume, you’re wasting people’s time and being unkind to the reader,” Rogers told the audience. To press home the point, he recalled that the French philosopher Blaise

Pascal wrote in 1656, “I am writing you a longer letter only because I did not have time to make it shorter.” Then, with a grin, Rogers shared his team’s tightened version of that famous sentence: “With more time I would have written a shorter letter.”

“My favorite part of being at HKS is the students we get to teach,” Rogers says. “Helping our students be better at serving others is incredibly rewarding. Government officials, fire chiefs, state legislators, mayors, public servants of all kinds—they go out and apply this material, and they report back. It’s a privilege to be useful to them.”

## BUILDING BIG

**W**hat distinguishes Rogers from some other academics is his ability to combine his rigorous peer-reviewed scholarship with organization-building to put his research to productive use. At Harvard, he directs the Behavioral Insights Group (BIG), which pulls together all the expertise and interest in behavioral science burgeoning across Harvard University. BIG now includes 52 faculty members, more than 800 student followers, and 15,000 Twitter followers around the world.

“What I love about BIG is being able to support and learn from all the incredible scholars across Harvard,” Rogers says.

BIG was founded in 2013 by Iris Bohnet, the Albert

Pratt Professor of Business and Government, and Professor Max Bazerman of Harvard Business School. Bohnet, a behavioral economist, is an expert in gender equality and debiasing how people live and work. Other HKS faculty members in the group are Jennifer Lerner, Michela Carlana, David Gergen, Julia Minson, Desmond Ang, and Richard Zeckhauser.

Rogers and the BIG project, previously based in the Kennedy School’s Center for Public



*Make it shorter.*

# FIVE PRINCIPLES

From his two decades of work getting out the vote and getting students to school, Rogers has distilled five principles for how to write so that busy people will read. And for each rule, he's got data and evidence from behavioral science experiments to make his case.

1. **Make it shorter.**
2. **Simplify the language.**
3. **Use formatting to direct attention.**
4. **Make key information obvious to skimmers.**
5. **Make the response as easy as possible.**

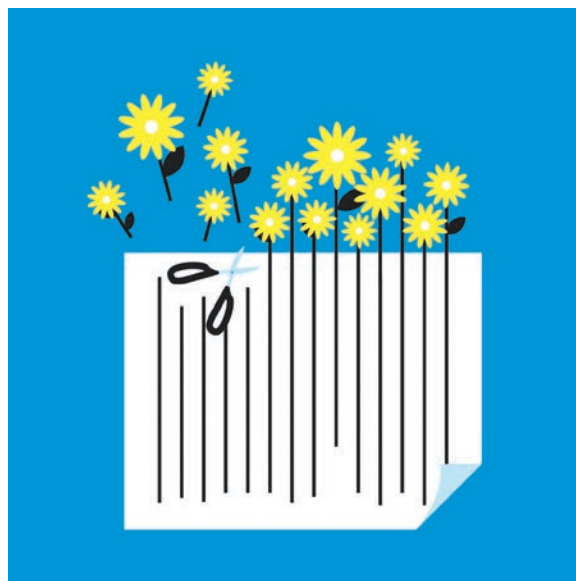
Leadership, moved in July to the Shorenstein Center for Media, Politics and Public Policy—along with other decision scientists at the School, including Lerner and Minson.

In August 2020, the BIG team launched a mentoring program on “building behavioral design teams for public good.” This incubator project recruited 20 Harvard students and alumni and matched each one with a faculty or peer mentor. They worked together in coaching and workshops for several months.

“What really surprised us is how much alumni learned from each other,” said BIG program director Maja Niksic, adding that the pilot is being evaluated to

see how to make the mentoring a regular offering. “BIG is the piece that connects behavioral science students, alumni, and the Harvard community.”

BIG staged a virtual expo in the spring for Harvard students considering careers in behavioral science, with a lineup that showed off the diverse array of organizations that now incorporate the science of behavior change into their operations. One is a nonprofit that Rogers is involved with as a science advisor. It helps clients use behavioral change in everything from reducing youth offender recidivism to ending intimate partner violence. Among those recruiting at the expo was a 10-year-old firm called



*Simplify the language.*

Irrational Labs; another was The Center for Advanced Hindsight. Others were based in Ethiopia and India.

Rogers also established and leads the Kennedy School’s Student Social Support Lab, or S3Lab, to help conduct his varied research projects on “mobilizing and empowering social systems to support student achievement.” His research includes more than a dozen studies in nearly 400 schools across the country. One project is examining ways to turn friends and family in college students’ social networks into “study supporters” by getting them more involved with a student’s courses, deadlines, and resources.

## ALWAYS ON A MISSION

The drive that Rogers brings to all his work was evident early. He grew up outside Philadelphia and in high school was diagnosed with non-Hodgkin lymphoma and completed chemotherapy during his junior year. At Williams College, he studied psychology and religion. A professor there, Al Goethals, excited his interest in behavioral psychology, not least the ways in which the brain can steer people away from rational choices.

In his aptly titled book, *The Victory Lab*, journalist Sasha Issenberg devotes chapters to Rogers, recounting his evolution as a pioneer in applying lab-style scientific analysis to voter behavior in elections. After college, Rogers first worked for a small political research firm but soon left to pursue an advanced degree at Harvard. He earned his PhD in psychology and behavioral science jointly from Harvard’s Department of Psychology and Harvard Business School, where he was mentored by Bazerman, who helped develop the field of behavioral science.

But Rogers was not interested in the many emerging applications of the field that influence consumer decision-making. He wanted to inject science into the

practice of progressive politics. He tried unsuccessfully to get Democratic candidates who were running in the 2004 New Hampshire presidential primary to test his ideas on voter choices by adding an experiment in a live campaign. In 2006, while still studying at Harvard, he joined a national consortium of behavioral scientists created to assist liberal candidates.

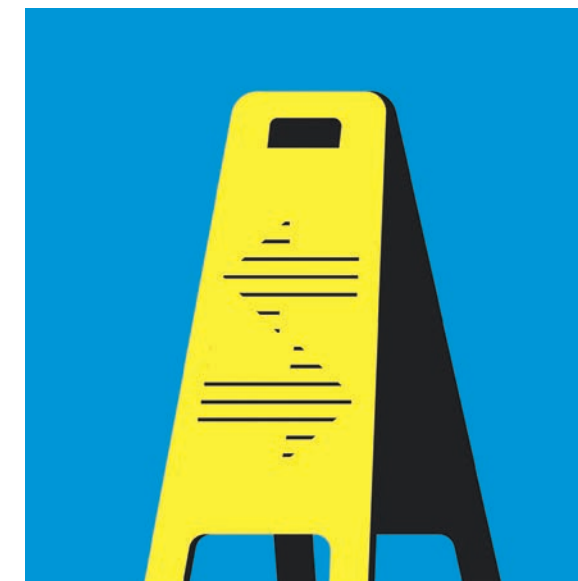
In 2008, he was far more successful with his field-work. In what became a landmark experiment, he and a frequent partner, David Nickerson, now a professor at Temple University, ran a test with 287,000 potential voters to see whether urging them to make a plan for getting to the polls would prod them to vote. It turned out to have a dramatic impact—more than double that of the traditional get-out-the-vote messages. That tactic has become standard fare in political campaigns, including the one in 2020.

## CHANGING POLITICAL BEHAVIOR

In 2008, just before earning his Harvard doctorate at the age of 30, Rogers was hired to build and lead a new Washington enterprise, the Analyst Institute (AI). The institute was launched to bring behavioral science methods into the political world in behalf of

progressive causes. It remains a powerful player in the world of progressive data science, behavioral science, and voter communication.

Rogers’s work had caught the eye of Michael Podhorzer, a legendary political operative who is the head of strategic research for the AFL-CIO. Podhorzer chose Rogers over a host of political scientists and veteran consultants to lead and build AI into



*Use formatting to direct attention.*

a firm that would use randomized field experiments and behavioral science insights to analyze and improve voter education. He says now that his instincts in picking Rogers were borne out. “He wasn’t from our world, so as difficult as it was for him, he was outside of the politics of all these organizations so that he could just be completely rigorous in testing and reporting results,” Podhorzer says now, “and all that really established the Analyst Institute as an institution that valued truth and evidence.”

Podhorzer says AI under Rogers marked “a sort of tidal shift among political practitioners, in the sense that after a couple of years people felt obligated to make their arguments on the evidence. It’s changed the language of how you talk about political advocacy.” One reason for that success: “Todd just has such a great ability to make things that could be wonky or hard to relate to actually easy to understand.”

## THE EDUCATION CHALLENGE

After three and a half years running the Analyst Institute, Rogers accepted an offer to join the Kennedy School as an assistant professor of public policy.

That was not the first time that HKS had tried to recruit him. “As Todd was finishing his doctoral program, we selected him out of an outstanding group of applicants,” recalls Jennifer Lerner, the Thornton Bradshaw Professor of Public Policy, Decision Science, and Management, and a BIG faculty member. “I can still remember trying to persuade him, without success, that we were the best place for him to thrive. At the time, his decision to go to the Analyst Institute seemed like a significant loss for HKS. Now I see that all parties are better off; his pioneering work at AI enabled him to bring unique insights from practice back to HKS.”

When he landed at HKS,

in 2011, Rogers shifted the aim of his behavioral science work toward improving education outcomes, especially to help students of color. Education research proved more difficult than he had expected.

“I’ve found it so much easier to do research on voter mobilization interventions, and to disseminate the findings,” Rogers says now. “In education, a randomized field experiment can take several years, costing a lot of money and time, and then most interventions have only minimal effects.”

These interventions are known in behavioral science as nudges. (They push people to change their behavior voluntarily, as opposed to regulations or requirements.) The Nobel Prize-winning economist Richard Thaler popularized the concept in a 2008 book with noted legal scholar Cass Sunstein, the Robert Walmsley University Professor at Harvard. The cumulative impact of nudges can be significant. One breakthrough research project in the School District of Philadelphia, conducted by Rogers and UC Berkeley Professor Avi Feller, involved a randomized experiment in which some parents received a program of mail-based personalized updates about their children’s total accumulated absences compared with the average of their children’s classmates. The goal was to focus parent attention on an outcome they can have immediate influence over—student absenteeism—and to correct widely held misbeliefs about their children’s absenteeism. The intervention had a surprisingly large impact, at very low cost. Rogers then replicated the finding in Chicago Public Schools and in

several other school districts.

“The absenteeism work nicely exemplifies Todd’s ability to identify the friction in a given system and then reduce it for the benefit of students and families,” says Lerner. “While many accept bureaucratic school systems as entrenched, Todd finds the ideal component on which to intervene, applies behavioral insights, carefully assesses the impact, and then tweaks the intervention until it maximizes beneficial outcomes. A surgery metaphor may be apt: He cuts out blockages.”



*Make key information obvious to skimmers.*

In fact, the impact was so striking that Philadelphia officials asked Rogers to help implement it district-wide. However, for the Kennedy School, that pushed beyond the academic boundary of scholarly research and into service delivery. So in 2016 Rogers and Feller launched a company, now called EveryDay Labs. He still consults there a few hours a week as part of his outside activities.

EveryDay Labs has gone on to work in more than 1,500 schools. Chief Executive Emily Bailard calculates that the company’s research-driven interventions have increased school attendance among some of the most disadvantaged students by almost one million days. “I think of our work as providing the right message to the right family and student at the right moment and through the right modality to drive action. For us, the action is to prevent absences,” Bailard says. “That is the same as the political work that Todd did: What’s the right message to provide to the right voter to get out the vote?”

She describes Rogers as a mentor: “He has the science, but also an incredible sense of personal purpose. He has far less ego than most professors. He is really mission-driven. He also is a superconnector. He meets so many people, and he is constantly thinking about how this person can further the vision of helping students. He is all about entrepreneurial scholarship.”

The aim of his education research has remained constant, inspired by the work of his education research mentor, Harvard Graduate School of Education Professor Karen Mapp. Rogers describes the question this way: “How do we invest in families and social connections to help students succeed, and what is the psychology of that?”

Another of his projects involved Vice President Kamala Harris, when she was attorney general of California. She had made the fight against truancy and chronic absenteeism a priority, seeing it at first through a criminal justice lens. Rogers worked with her office and other school attendance experts to test ways to simplify the legalese of the official messages to



*Make the response as easy as possible.*

parents. The team included Jessica Lasky-Fink of UC Berkeley, Carly Robinson of Brown University, and the attendance expert Hedy Chang MPP 1989. Chang initially inspired Rogers to work on student absenteeism, and he credits her with making the issue a focus of national attendance policy.

Their study found that the children of parents who received the more readable letters significantly reduced their absenteeism. Variants of those letters are now being adopted and implemented by school districts around the United States.

## COMMUNICATING KINDLY

When the pandemic struck, Rogers saw sudden evidence of the increased strains and burdens on the most vulnerable families in school districts.

With stress on working parents’ already taxed time, and with many parents finding reading to be a challenge, it was clear that the flood of (critical) information that schools were sending them was not getting through as well as it could.

“I’m very focused on the consequences of poorly written messages,” Rogers says. “Often they are not read; and if they are read, they just impose an unkind time tax on the reader. In addition to being ineffective, poorly written messages are just unkind to those who do read them.”

He has run numerous randomized experiments identifying the principles for how to write so busy people will read. For instance, last August, he surveyed 7,000 U.S. school board members, asking them to fill out a survey about the pandemic. Half of them received the full appeal; the other half received an appeal in which he had deleted 60 percent of the words. The shorter message generated nearly twice as many survey responses.



# RETURN TO WORK

**HKS alumni apply the skills they honed as students in their vital roles around the School.**

BY NORA DELANEY // PHOTO ILLUSTRATIONS BY LINCOLN AGNEW

FROM HELPING CITIES TACKLE PUBLIC CHALLENGES to improving diplomacy to advancing gender equality in the workplace, Harvard Kennedy School alumni contribute to the School long after graduation in many ways. For instance, several faculty members hold HKS degrees, including Henry Lee MC/MPA 1974, the Jassim M. Jaidah Family Director of the Environment and Natural Resources Program; David Deming PhD 2010, a professor of public policy, academic dean, and director of the Wiener Center for Social Policy; Kessely Hong MPA 2000 PhD 2008, a senior lecturer in public policy and the faculty chair of the

MPA programs; Jack Donahue MPP 1982 PhD 1987, the Raymond Vernon Senior Lecturer in Public Policy and MPP faculty chair for 2010–2021; Arthur Applbaum MPP 1982 PhD 1988, the Adams Professor of Political Leadership and Democratic Values; John Haigh MPP 1982, codirector of the Mossavar-Rahmani Center for Business and Government and a lecturer in public policy; Kimberlyn Leary MPA 2009, a lecturer in public policy; Malcolm Sparrow MC/MPA 1986, professor of the practice of public management; and Eric Rosenbach MPP 2004, codirector of the Belfer Center for Science and International Affairs and a lecturer in public policy.

Core administrative departments also benefit from the expertise and knowledge of alumni. At Degree Programs and Student Affairs, Denise Gilchrist MC/MPA 2010, Debbie Isaacson MPP 2000, and Amy Davies MC/MPA 2010 ensure that students at the School can thrive. And Michael Humphrys MC/MPA 2011 manages strategy and planning at the Information Technology department.

In addition to staff members in the core departments, many alumni have roles at the Kennedy School's research centers. We caught up with a few of them to learn about what motivates them in their work and how they apply the lessons they learned as students.



## Exploring the future of human rights policy

**SUSHMA RAMAN MC/MPA 2013** was born and raised in India and came to the United States for college and graduate school. After teaching graduate classes in public policy and working in the philanthropic and nonprofit sector, Raman was ready for something different. “I thought the Mid-Career program would be a great way to build my skills and knowledge,” she says. Her program made a big impression: “I loved it so much; I just never left the Kennedy School.”

For six years now, Raman has served as executive director of the Carr Center for Human Rights Policy. “Every center at the Kennedy School has its own flavor and culture and mission,” she reflects. “That’s what makes this School so unique.” Raman works with Mathias Risse, the Berthold Beitz Professor in Human Rights, Global Affairs, and Philosophy, to shape the strategy and activities of the center.

“We’ve thought about the future horizon of human rights. For the past 70 years, the world has made significant progress on a range of rights,” Raman says. “But there is a lot of work that still needs to be done as we look to the future. The role of technology is increasingly shaping human rights, and we felt that this was a really relevant topic for the Carr Center.” Raman co-authored her first book, *The Coming Good Society*, which was published last year and focuses on the implications of technological and scientific advancements and norms changes on the future of rights. Raman also worked with Risse to launch a program on racial justice. “What I like about our work is the ability to be both strategic and responsive,” she says.

Raman thinks a lot about the future of the center and how to grow it. “The great thing about being in such a small center is I do a lot of different things. No day is exactly the same.” Raman also recognizes that her time as a student has helped her in her work: “I can relate to students who come to me seeking career advice or input for their Policy Analysis Exercises. I learned so much—I loved every single class I took.”



## Championing inclusive democracy

**TERESA ACUÑA MC/MPA 2017** spent more than a decade working in public policy and politics at the state level in California and at the national level and before enrolling at the Kennedy School as a Roy and Lila Ash Fellow and a Sheila C. Johnson Leadership Fellow. At the School, she wanted to dig deep into policy issues, especially the challenge of how to improve democracy. She now focuses on this topic at the School's Ash Center for Democratic Governance and Innovation.

Acuña believes in strengthening inclusive democracy. “I do believe that our country will thrive when everyone is participating in it,” she says. In her work at the Ash Center, Acuña invites expert speakers from a range of backgrounds to whom the HKS community might not otherwise have access. “It really means a lot that the voices that we feature are reflective of the very communities that we care about and want to help,” she says.

Acuña has also strengthened civic culture on campus through the Harvard Votes Challenge, an initiative she helped spearhead to encourage Harvard students to vote in elections. And she is keeping busy with running the Ash Center's Technology and Democracy Fellowship, a program for practitioners who are “incubating ideas to confront the challenges for democracy.” These ideas will be translated into a tangible product, such as a report or web platform.

Reflecting on her time as a student, Acuña says, “It helped me understand my ‘why.’ I really care about marginalized communities, and I want to help bring them into the ‘small d’ democratic world.” Acuña was particularly inspired by “Public Narrative,” a class taught by Marshall Ganz, the Rita E. Hauser Senior Lecturer in Leadership, Organizing, and Civil Society. “It’s helpful to talk about democracy by telling the stories of how people are engaged or not engaged—how they are included or excluded,” she says. “Stories illustrate the points that the theory seeks to say.”

## Creating pathways for better jobs

**RACHEL LIPSON MPP/MBA 2018** first became involved with the Institute of Politics at the Kennedy School as a Harvard College undergraduate. Her interest in public service and politics led her back to the Kennedy School after working in campaigns and policy. “I knew that I wanted to feel like I was making a difference that positively impacted people’s lives,” she says. “My parents both trained as social workers, so service is something that’s been ingrained in me from an early age.”

Now Lipson is the project director of the new Project on Workforce at the Malcolm Wiener Center for Social Policy, working alongside faculty lead David Deming, a professor of public policy at the Kennedy School and a professor at the Harvard Graduate School of Education. The project is jointly led by faculty members at Harvard Business School and the Harvard Graduate School of Education, making it a true cross-University effort. Lipson says, “There is a huge opportunity to create more pathways to good jobs for more people in this country. The private sector has a big role to play in that, but so does the public sector, and so too does the education system.”



## Solving cities’ procurement challenges

**ALEX KHOURY MPA/ID 2020** is undertaking a fellowship with the Government Performance Lab, run by Jeffrey Liebman, the Malcolm Wiener Professor of Public Policy and director of the Taubman Center for State and Local Government.

Khoury grew up in Natick, Massachusetts, but spent summers visiting his grandparents, who are smallholder farmers in the mountains of Lebanon. After graduating from college, he moved to Lebanon, where he spent a year documenting the living conditions of Palestinian and Syrian refugees to guide the efforts of UN organizations. Returning to Boston, he worked in public health research, building evidence to persuade governments that investing in the health of their populations makes good economic sense. Gradually, however, he realized that he wanted to move



from research to the practice of public policy. “I needed to be a little bit closer to the impact, a little bit closer to the decisions that were being made,” he reflects. So he came to the Kennedy School.

Despite his international development background, Khoury found himself increasingly drawn to domestic challenges, inspired by a course taught by Linda Bilmes, the Daniel Patrick Moynihan Senior Lecturer in Public Policy. In MLD-412, “Greater Boston Applied Field Lab,” Khoury worked with officials in Gloucester to bring an arts facility to the city. And through a Public Policy Summer Fellowship awarded by the Rappaport Institute for Greater Boston at HKS, Khoury helped Salem’s city government provide COVID-19 support for businesses. “Those experiences made me open to the idea of working domestically, in a way I hadn’t been before,” he says.

Now Khoury is helping cities make their procurement practices more equitable through the Government Performance Lab—a natural next step. “My dad’s an immigrant grocer in South Boston, a neighborhood notorious for its very late and contentious desegregation. When he opened shop in the 1990s, it was not an easy place to be an Arab American,” he says. “I’ve seen a few of the extra struggles minority business owners can face, but I’ve also seen how small-business ownership can be a powerful lever for social mobility.” Across the United States, minority- and woman-owned businesses are far less likely to win government contracts. Through the City Budgeting for Equity and Recovery Program, Khoury is helping cities both reduce disparities in the types of businesses that they work with and get better value for the public dollars they spend on contracted services. “It’s a small role in the work of advancing equity across society,” Khoury says, “but it feels right for me.”

## Leveling the playing field for women

**SIRI CHILAZI MPP/MBA 2016** started at Harvard as an undergraduate and returned to complete joint master’s degrees at the Kennedy School and Harvard Business School. During her time at HKS, she took part in From Harvard Square to the Oval Office, an initiative of the Women and Public Policy Program (WAPPP), which provides training for students to run for elective office, and was inspired by courses taught by Professor of Public Policy Todd Rogers, a behavioral scientist (see page 14), and Hannah Riley Bowles, the Roy E. Larsen Senior Lecturer in Public Policy and Management. After graduating, Chilazi found herself back at the Kennedy School and WAPPP as a research fellow. “Clearly, I love the place; I can’t get enough,” she jokes.

About her research, Chilazi says, “My interest area within advancing gender equality is identifying and testing organizational processes

and practices that could help to level the playing field for women. In other words, finding solutions to close the gender gaps that are well documented.” This work, Chilazi says, is very practical: Organizations want concrete solutions to the challenge of debiasing their hiring processes, for example.

Chilazi notes, “I spend a decent amount of my time not just conducting research but also translating it for audiences and bringing it out into the world.” She writes articles on gender bias with the aim of reaching policymakers and organizations more efficiently. “Thanks to my educational background, I can speak the language of the academic audience and what they value, as well as that of practitioners,” she says. “I find that a very enriching nexus because the reactions of the practitioners to the research that we publish helps to inform the future research that we do.”



## Serving the public good through technology

**MIKE MIESEN MPP 2019** recently wrapped up a research position at Harvard Kennedy School. He joined the School as a student in 2017 interested in a public service career in national security and international relations.

At HKS, Miesen was excited to learn from faculty such as Ambassador Samantha Power, who has since gone to the Biden administration to lead the U.S. Agency for International Development, and Ash Carter, a former U.S. secretary of defense and currently the Belfer Professor of Technology and Global Affairs and director of the Belfer Center.

After graduating, Miesen became a research assistant for Carter. “I’ve been working for Secretary Carter for the past two years, and it really has been a privilege to work for him as part of his Technology and Public Purpose project team,” he says. “This project works to ensure that emerging technologies are developed and managed in ways that serve the public good or the public purpose.” In this role, Miesen has written briefs for Congress, and the work has taken him to Washington to speak with congressional staffers. “I’m really grateful for the opportunity to take what I learned as a student and apply it directly to pressing public-purpose problems,” he says.

With the skills and knowledge he gained both as a student at the Kennedy School and supporting Carter’s Technology and Public Purpose project, Miesen is now off to Washington as a Presidential Management Fellow. “A lot of what I learned at the Kennedy School will be directly relevant to what I do next,” he says.

## Shining a light on North Korea

**JIEUN BAEK MPP 2014** is a fellow with the Korea Project and the Applied History Project at the Belfer Center. Born and raised in Los Angeles, she attended Harvard College as an undergraduate. As a freshman, she had the chance to hear a North Korean escapee talk about his experience of being sentenced to a political prison camp. Inspired by this story—and that of her grandfathers, both of whom also escaped from North Korea—Baek switched gears, dropping her plans to go to medical school, and instead focused on understanding the issues facing North Koreans.

As a Master in Public Policy student at the Kennedy School, she was the head of the North Korea Study Group and had the opportunity to learn from Graham Allison, the Douglas Dillon Professor of Government, who remains an important mentor to her. She also draws on the knowledge she gained while earning a doctorate in public policy at Oxford University. Baek says her work at the Belfer Center includes studying “how the U.S. government can utilize information campaigns and human rights as policy tools to pursue denuclearization of North Korea.” Baek wakes up every morning driven by a sense of purpose that is built on the bedrock of her Christian faith. “I’m trying to do everything I can in this short life to figure out ways to bring freedom to North Korea,” she says.





## Training mayors to build better cities

After spending more than a decade in social and economic policy research and consulting, **BULBUL KAUL MPP 2008** came to the Kennedy School to dig further into the role of governments in creating more just and fair societies; to learn the mechanisms through which the historically underserved and excluded might gain political power; and to explore the purpose and exercise of leadership.

She was inspired by her courses on leadership, organizing, and human rights with Ronald Heifetz, the King Hussein Bin Talal Senior Lecturer in Public Leadership; J. Bryan Hehir, the Parker Gilbert Montgomery Professor of the Practice of Religion and Public Life (retired this summer); Marshall Ganz, the Rita E. Hauser Senior Lecturer in Leadership, Organizing, and Civil Society; and Samantha

Power, the Anna Lindh Professor of the Practice of Global Leadership and Public Policy at the Kennedy School and now on public service leave to head the U.S. Agency for International Development.

Kaul is a senior program director with the Bloomberg Harvard City Leadership Initiative at HKS, where she supports mayors and other city leaders in building leadership and organizational capabilities to improve people's lives. Through the team she leads, the initiative also engages students from the Kennedy School and across Harvard in research and fieldwork to support current city leaders and invest in future generations.

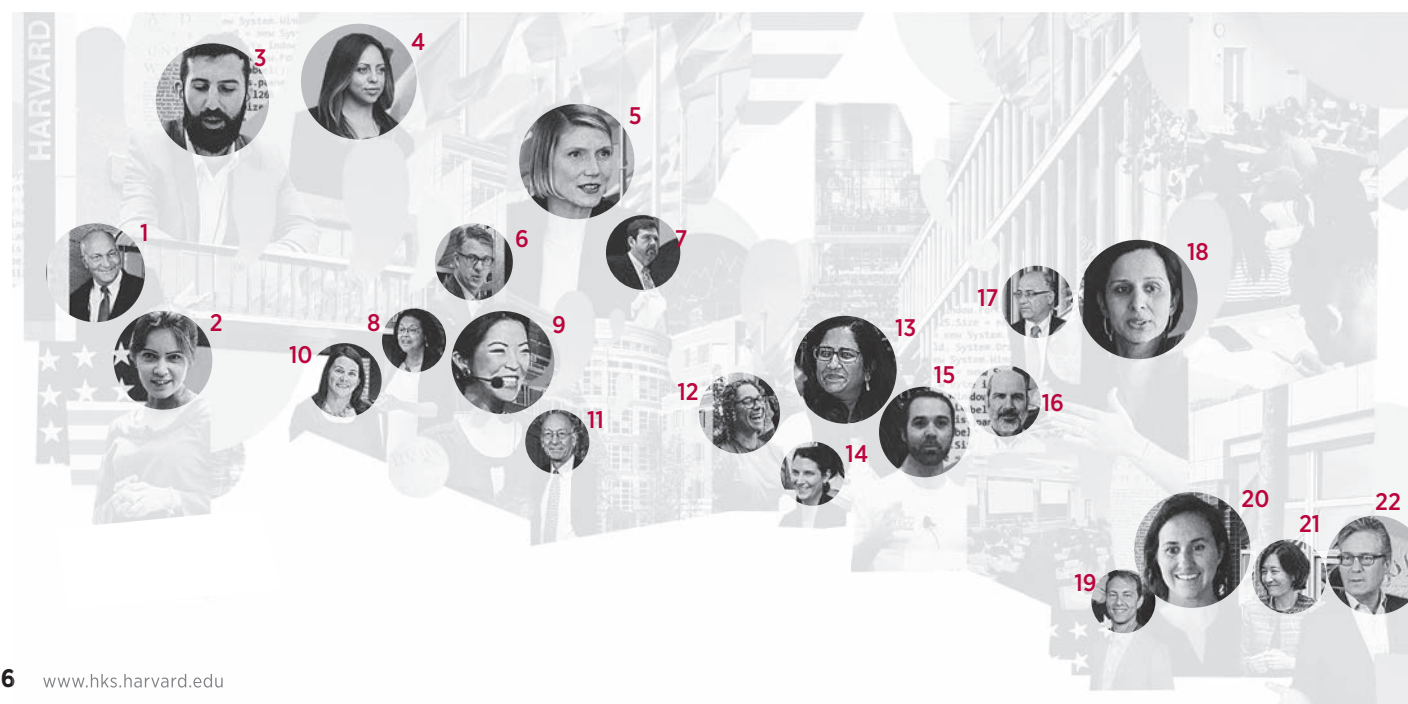
Kaul believes that "innovative approaches to tackling many of our complex societal challenges can and have come from the local level."

## Shaping the next generation of diplomats

A decade ago, right after graduating, **CATHRYN CLÜVER ASHBROOK MPA 2010** joined faculty chair Nicholas Burns, the Roy and Barbara Goodman Family Professor of the Practice of Diplomacy and International Relations, at the Kennedy School, as executive director of the Future of Diplomacy Project and, a few years later, the Project on Europe and the Transatlantic Relationship, both of which are housed at the Belfer Center for Science and International Affairs (see page 4). This summer, she took up a new role as director and CEO of the German Council on Foreign Relations in Berlin.

A major motivator for Clüver Ashbrook has been exposing current Kennedy School students to the challenges of diplomacy and international relations. Before coming to HKS, she had a career in European public policymaking and broadcast journalism. As a German and American national, she believes a strong transatlantic relationship is vital. "What is the education and preparation for the next generation of foreign policy diplomatic international leaders going to look like, given the plethora of challenges we're going to be facing as global societies?" she asks. "This is the set of problems that I've really sunk my teeth into."

An HKS Alumni Board Member for eight years, Clüver Ashbrook says, "The Kennedy School is a place I care really deeply about." And now she has seen the results of her programs' decade of serving students. "I'm incredibly proud of our graduates who've been touched by the Future of Diplomacy Project, who've been engaged in it," she says. "By now, they are mid-career or senior-career foreign service officials for their countries all over the globe, leading digital innovation within their governments, driving solutions to food inequity at the World Economic Forum, acting as trade representatives in Asia—and redefining diplomacy for the 21st century through their own careers."



### PAGES 20-21

HKS alumni featured in opening photo illustration. Photos courtesy of the subjects.

- |                                    |                                 |                                      |
|------------------------------------|---------------------------------|--------------------------------------|
| 1 John Haigh MPP 1982              | 9 Jieun Baek MPP 2014           | 17 Henry Lee MC/MPA 1974             |
| 2 Siri Chilazi MPP/MBA 2016        | 10 Amy Davies MC/MPA 2010       | 18 Bulbul Kaul MPP 2008              |
| 3 Alex Khoury MPA/ID 2020          | 11 Malcolm Sparrow MC/MPA 1986  | 19 David Deming PhD 2010             |
| 4 Teresa Acuña MC/MPA 2017         | 12 Debbie Isaacson MPP 2000     | 20 Rachel Lipson MPP/MBA 2018        |
| 5 Cathryn Clüver Ashbrook MPA 2010 | 13 Sushma Raman MC/MPA 2013     | 21 Kessely Hong MPA 2000 PhD 2008    |
| 6 Eric Rosenbach MPP 2004          | 14 Denise Gilchrist MC/MPA 2010 | 22 Arthur Applbaum MPP 1982 PhD 1988 |
| 7 Jack Donahue MPP 1982 PhD 1987   | 15 Mike Miesen MPP 2019         |                                      |
| 8 Kimberlyn Leary MPA 2009         | 16 Michael Humphrys MC/MPA 2011 |                                      |

Matthew Tueller MC/MPA  
1984, center, has been U.S.  
ambassador to Iraq since 2019.

# A SEAT AT THE TABLE

BY MARI MEGIAS

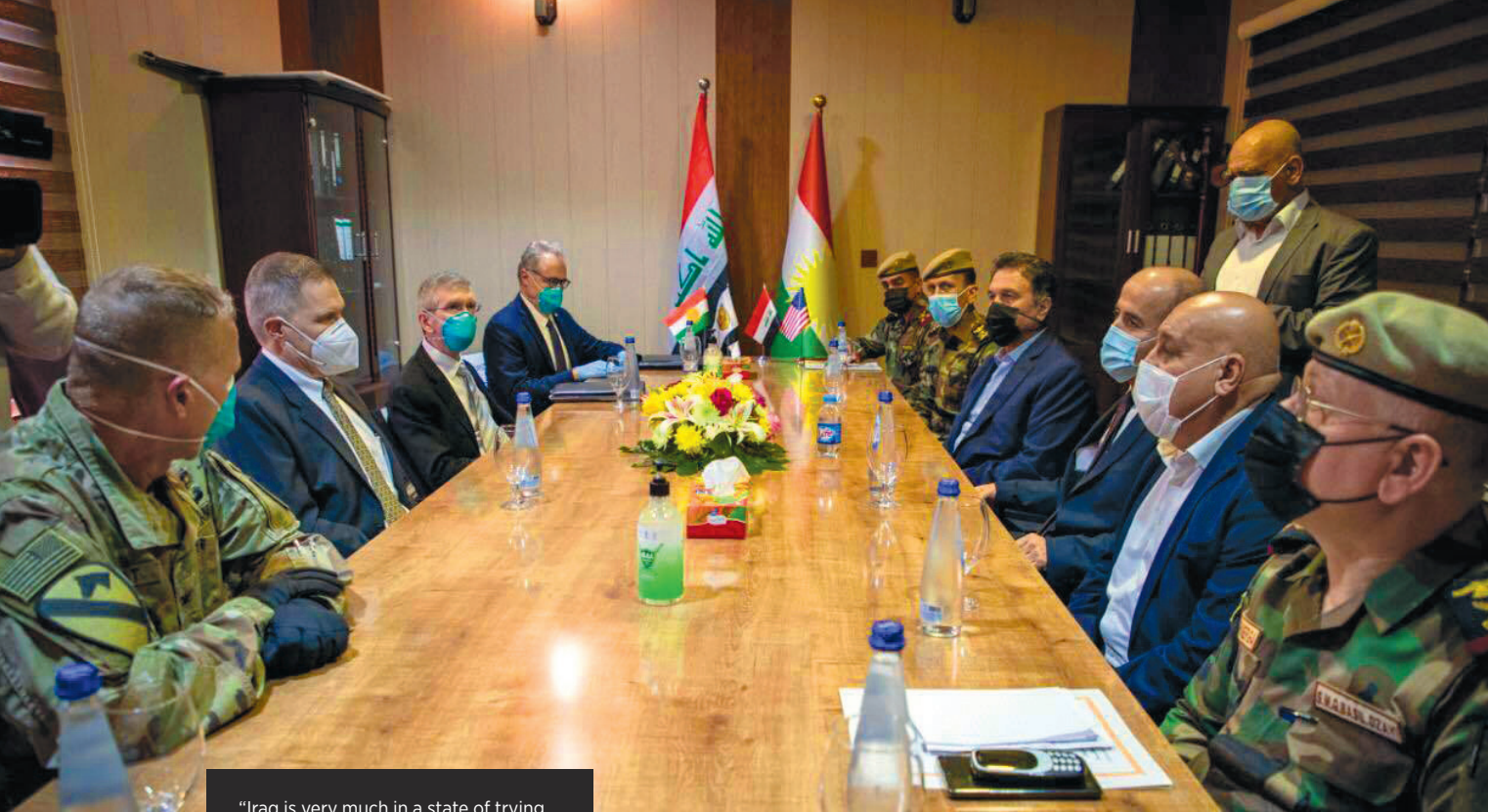
“Tough problems are tossed to diplomats, because there aren’t usually immediate solutions,” says **MATTHEW TUELLER MPP 1984**.

Tueller should know. Since June of 2019, he has been the U.S. ambassador to Iraq, a country with long-standing ethnic and religious strife in a region shaped by America’s presence.

“I focus on engaging with senior government officials, political leaders, civil society leaders, and others to try to understand what’s motivating

COURTESY OF MATTHEW TUELLER





“Iraq is very much in a state of trying to define itself,” says Tueller, second from left, seen here meeting with Shoresh Ismail, a minister of the Iraqi Kurdish Regional Government.



“We have the opportunity to help Iraq,” says Tueller. “It’s not going to happen quickly.”

**“I saw what my father did and had a sense that representing the United States abroad was a meaningful way to spend my life.”** MATTHEW TUELLER

positions that they’re taking, and to make clear the ways in which the United States can lean into particular positions,” he says.

This work is urgent. “Imagine a case where Iraq falls into the same sort of failed-state status of Syria,” he says. “In Syria, we saw the impact of large numbers of displaced people, which had impact on the security of our partners in Europe. Iraq has many of the same fissures, and we could see the same outcome.”

Tueller always knew he wanted to join the foreign service. He is a “third culture kid,” a term coined in the 1950s to describe the children of American citizens who work abroad. Tueller’s father was a foreign service officer whose postings meant that Tueller grew up in Latin America, Europe, and North Africa. “We were integrated into the communities, the culture, and the economy, looking from outside of a culture to see how it ticks. It’s an incredibly important part of making yourself fluent in how to operate within that culture,” he says.

He also recognized the value of his father’s work. “I saw what my father did and had a sense that representing the United States abroad was a meaningful way to spend my life,” he says. Living in Tangier as a pre-teen, he had the opportunity to learn colloquial Arabic, a skill he enhanced during an intensive program in Cairo before joining the MPP class of 1984 in Cambridge.

He was drawn to HKS by the School’s case study method. “It was very well suited to what I wanted to do in the foreign service, and the kind of skills I would need,” he says. “I also knew that the MPP program had a very strong quantitative element, focused on economics and systems.”

Serving as the U.S. ambassador to Iraq is not his first time leading diplomatic efforts in a Middle Eastern nation. He became an ambassador in 2011, to Kuwait; in 2014, he became ambassador to Yemen and, five years later, was confirmed by the Senate to his current position. It is, however, his most unusual posting. “Iraq is not a normal embassy,” he says. “It’s quite large in some senses, because of particular challenges we face operating in an environment with security threats.”

Those security threats mean that his wife of 41 years, DeNeece, did not join him in Baghdad. “There is a reason for the foreign service to have families at posts,” Tueller says. “We are representing the United States. We’re not off living in a military base. We integrate ourselves into the community, into the culture, the economy; our children attend local schools; we have local friends and neighbors. It is an incredibly important part of making yourself fluent in how to operate within that culture. Baghdad is different.”

“I have to give credit to my wife and five children,” he says. “I don’t know how I would do it without the ability to

maintain regular communication. My wife and I do have a video conversation every evening. Many of the grandkids know me as the face on the screen—they’re delighted when they get to see me face-to-face.”

Despite the sacrifices, Tueller is committed to helping Iraq emerge from its sectarian strife.

The United States’ major strategic interest in Iraq is preventing a resurgence of the Islamic State—the violent group that prospered most when a sectarian Iraqi government marginalized Sunni Arabs, Tueller says. Also vital are fostering a military engagement that strengthens governance and helping the country move toward a place where all Iraqis feel they have a seat at the table. “Iraq is very much in a state of trying to define itself,” Tueller says, pointing to the fact that many Iraqis feel a tribal identity more strongly than a national identity. “It’s a country that is riven by ethnic and sectarian differences. Many Iraqis wouldn’t be able to answer the question of how to be an Iraqi.

“If Iraq can actually find a way, through participation in a constitutional rule-of-law democratic process, to give all Iraqis the sense that they have a state, this would have a beneficial impact over the next generation among all the countries in the Middle East that still struggle with finding ways to establish a basis for the legitimacy of government,” Tueller says. “We have the opportunity

to help Iraq have this kind of outcome. It’s not going to happen quickly, but this would serve the United States’ long-term interest of seeing a region where states respect each other’s borders and, within their borders, govern on the basis of popular participation for all, and not differentiating citizens based on arbitrary identities.”

While sometimes more extreme, Iraq is not alone in facing daunting issues such as polarization, violence, and a splintered sense of national identity. These are hard issues that will require the best thinking the United States has to offer, which leads Tueller to reflect on the evolution of the foreign service.

“Right now there’s a lot of discussion on reform, to bring the foreign service into the 21st century,” Tueller says. “But since I entered the foreign service, 35 years ago, I don’t think there’s ever been a time when the service hasn’t been examining itself—are we bringing in the people with the right skills and giving them a chance to develop skills? The world is changing. I think we’re trying to find out how to deal with issues in 2021 with basic skills that have been around for a long time. Diplomacy relies on cultural sensitivity, listening, communications skills—these are basic skills, many of us learn in kindergarten. The question is, how do you apply them to complex issues?” This is why diplomats exist: to solve difficult problems.

KRG PESHMERGA MINISTRY/ANADOLU AGENCY/GETTY IMAGES

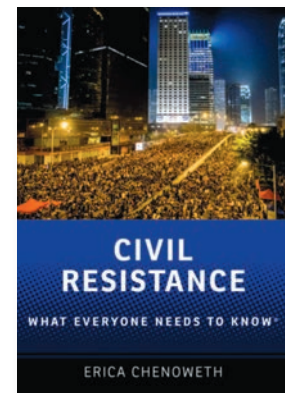
KRG PESHMERGA MINISTRY/ANADOLU AGENCY/GETTY IMAGES

## Civil Resistance

What Everyone Needs to Know

Erica Chenoweth, Frank Stanton Professor of the First Amendment

ERICA CHENOWETH HAS EMPIRICALLY assessed historical and contemporary mass resistance movements, focusing on the unexpected efficacy of nonviolent campaigns since the mid-2000s. On the basis of firsthand research and lessons



learned from activists around the world, in *Civil Resistance: What Everyone Needs to Know*, Chenoweth synthesizes the robust yet disparate scholarship on civil resistance to make it more accessible for practical use. She describes civil resistance as a form of struggle in which unarmed civilians—often those most marginalized in a given society—actively confront an opponent through nonviolent

tactics like protests, boycotts, and other methods of economic, social, and political disobedience. Through deliberate application of these methods, participants can exert pressure on society's traditional power-holders to achieve goals of collective benefit. Chenoweth doesn't necessarily assign moral weight to nonviolent techniques over violent ones. But she finds that civil resistance movements throughout the 20th century ultimately succeeded at almost double the rate of armed uprisings and with far fewer fatalities along the way—even when the state responded to them with violent force. This success, according to Chenoweth, can be attributed to civil resistance's ability to elicit broad and diverse participation, create defections within elite circles including security forces, wield a wide array of tactics, and maintain discipline to deter the escalation of state violence.

Importantly, though, the data also show that over the past 10 years, the success rate of resistance movements has begun to decline. Chenoweth attributes this decline to adaptations in both movement strategy and state repression in the digital age. As a result, recent pro-democratic movements have tended to be smaller than those in previous decades, while autocrats have learned how to mobilize their own constituents to defend the status quo.

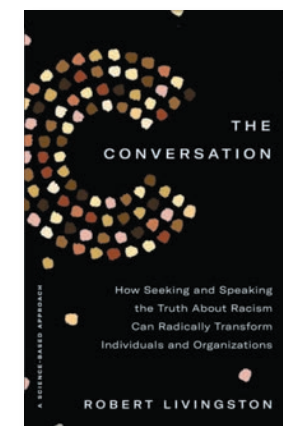
With *Civil Resistance: What Everyone Needs to Know*, Chenoweth has contributed an invaluable resource to the growing catalog of educational tools available to activists worldwide.

## The Conversation

How Seeking and Speaking the Truth About Racism Can Radically Transform Individuals and Organizations

Robert Livingston, Lecturer in Public Policy

AN EXPERT IN DIVERSITY LEADERSHIP and training, Lecturer in Public Policy Robert Livingston has a new book that he describes as “a road map and compass for our shared journey toward a more racially just and equitable destination.” Less a theoretical treatise and more a



practical tool, its goal is to help individuals and organizations “collectively make progress toward solving the perennial problem of racism—particularly as it relates to anti-Black racism in the United States.”

Using research insights from the fields of psychology and management studies—and peppering his narrative with engaging examples from his own teaching experience—Livingston explores why racism persists and how it can be overcome. At the

heart of the book is the concept behind the title: Livingston writes, “What I refer to as The Conversation (capital T, capital C) is a candid sharing of perspectives on race—grounded in facts—that leads to greater awareness, empathy, and action.”

Livingston structures *The Conversation* using his PRESS model (Problem awareness, Root-cause analysis, Empathy, Strategy, Sacrifice), guiding the reader methodically and interspersing chapters with sections he calls “Forums,” which include questions for reflection and are designed as springboards for community discussion.

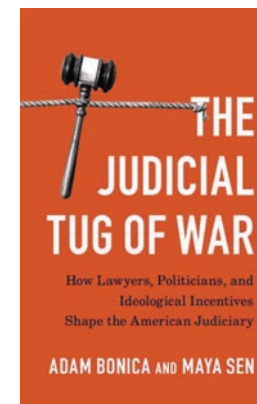
While systemic racism can feel like an intractable problem, *The Conversation* tackles the issue with evidence-based optimism and serves as a practical guide to help individuals and organizations make meaningful change.

## The Judicial Tug of War

How Lawyers, Politicians, and Ideological Incentives Shape the American Judiciary

Maya Sen, Professor of Public Policy; Adam Bonica, Stanford University

HARVARD KENNEDY SCHOOL PROFESSOR Maya Sen and a colleague from Stanford, Adam Bonica, lay out a compelling case for how and why America's courts are subject to a political struggle in which both lawyers and political elites hold power. “The relationship



between conservative and liberal politicians and the legal establishment establishes the basic tug of war that frames this book,” Sen and Bonica explain.

Over the course of *The Judicial Tug of War*, Sen and Bonica examine the political power of lawyers and judges, explain tensions between political elites and the American bar, and present the consequences of this struggle and “what it means for the judiciary to be a political prize.” Drawing on rich

data, they make a case that politics and ideology have the power to influence the American judiciary, whether we like it or not.

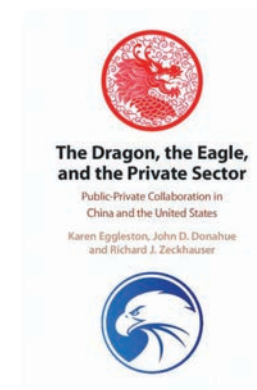
The implications of their argument are stark. As Sen and Bonica note, “Recent years have seen American courts issue rulings on some of the most politically charged controversies of the day, including campaign finance, affirmative action, health care reform, and same-sex marriage. Underlying these tensions are even more fundamental questions. Should we trust that judges are nonpartisan arbiters of the law? Are members of the judiciary insulated from partisan and political considerations?” The answers to these questions, Sen and Bonica imply, may not be reassuring.

## The Dragon, the Eagle, and the Private Sector

Public-Private Collaboration in China and the United States

John Donahue, Raymond Vernon Senior Lecturer in Public Policy; Richard Zeckhauser, Frank Plumpton Ramsey Professor of Political Economy; Karen Eggleston, Stanford University

THE UNITED STATES AND CHINA—the eagle and the dragon of the title—appear poised to lead the world for the foreseeable future. Their differences are striking: One is the traditional superpower and champion of democracy and the free market; the other a single-



party nation blending state-planning and capitalism to fuel its spectacular growth. But both have shown themselves to be eminently pragmatic in embracing public- and private-sector collaboration to help grow their respective countries and “accomplish some of each society's most vital collective purposes.” The authors' goals are twofold. First, to help decision makers understand collaborative governance. Or, as the authors put it, “to equip public leaders in China and the United States, and any other pragmatic public servants, to engage their private counterparts in ways that

foster public value.” Second, to examine the evolution of those collaborations across five policy domains: rail transportation, real estate development, the Olympics, education, and health care. However, “collaboration should never be the goal in and of itself,” the authors write. “The central objective of government, and of public policy more generally, should be the creation of public value. ... In China as in the United States, wise and patriotic public officials are experimenting with ways of engaging the private sector to do better by the people than the government could do on its own. The concepts, principles, tools, and examples offered here have one goal: to aid the noble and necessary work of creating public value.”

## Power, for All

How It Really Works and Why It's Everyone's Business

Julie Battilana, Alan L. Gleitsman Professor of Social Innovation, HKS; Joseph C. Wilson Professor of Business Administration, HBS; Tiziana Casciaro, University of Toronto

PART USER'S MANUAL, part manifesto for a more just world, this book is for everyone, because power is for everyone. That is the main thesis of coauthors Julie Battilana and Tiziana Casciaro. So, rather than nailing this book to the doors of corporate offices,



political institutions, and wherever else power may be hoarded and jealously guarded, they prefer instead to explain power: how people misunderstand it, how most assume it is beyond their reach, and how they can, step by step, use it to change their own, and the broader, world.

Power is often misunderstood and reviled as something available only to a chosen few (and often abused). But

Battilana and Casciaro's careful study allows them to help the reader appreciate how power can be demystified, be within reach of everyone, and be used with empathy and humility. Through a variety of case studies, ranging from Canadian social entrepreneurs to doctors in the poorest neighborhoods of Rio de Janeiro, they show how the careful study of power dynamics and the application of some simple rules can help anyone bring about the change they want. What is at stake in democratizing power is nothing less than our future as humanity, the authors write: “If we are to survive and thrive as a species, living in harmony with each other and our environment, we must continue the work of previous generations who fought for power to be more fairly distributed.”



EVENT

## Moving the guardrails of the achievable

THE BUZZ



“If there is one thing you can do to change poverty, it is education. It’s the best ladder we know out of poverty.”

**Henrietta Fore**, executive director of UNICEF, on humanitarian crises during the pandemic, at a Belfer Center event in March.



“With North Korea, you have to know what you won’t do—and you have to do everything else.”

**Former President Bill Clinton**, delivering the Stephen W. Bosworth Memorial Lecture in Diplomacy, in April.



“There is one flat-out true statement. Women have to work harder. There is plenty of room for mediocre men—there is no room for mediocre women.”

**Former U.S. Secretary of State Madeleine Albright**, at a Forum event in March on women and diplomacy.



“We have to find some method of taking the edge off this confrontational relationship. There’s no good reason for why we’re just careening from crisis to confrontation and back again.”

**Foreign affairs specialist Fiona Hill**, speaking on U.S.-Russian relations at a Belfer Center event in March.



“It’s hard to sell people as an equal that came out of slavery. ... It’s just something very difficult to overcome, but people are overcoming.”

**Reverend Wheeler Parker Jr.**, of the Argo Temple Church of God in Christ and Emmett Till’s cousin, speaking at an event on race and narrative hosted by the Belfer Center in February.



“We shouldn’t disagree less; we should disagree better.”

**Yuval Levin**, of the American Enterprise Institute, speaking in March at a Forum event on the future of the GOP.

“OUR MODERN CONCEPTIONS OF SERVICE are still rooted in norms from generations ago,” U.S. Transportation Secretary **Pete Buttigieg** said in May as he addressed a graduating class whose time at Harvard Kennedy School had been defined by the global pandemic. “Some of those norms are timeless traditions. But others are long overdue for an update. You are going to have to figure out which is which, before we run out of time.”

The School community was scattered by the pandemic, switching to remote learning when COVID-19 made most in-person classes impossible. While congratulating the graduates on their resilience during the previous, unprecedented year, Buttigieg urged them to use the tragedy as an opportunity to rethink what public service could be.

“Graduates, no matter what path led you here, your careers in service need not look the same as they might have a generation ago,” he said. “What we need most is for you to demonstrate—on terms that are informed by, but never captive of, tradition—that public service is still the way we change the world. These otherwise grim beginnings of our decade have demonstrated that the guardrails of the achievable aren’t as fixed as some had thought. So ask yourself: What policy changes once thought impossible should we pursue? Which social norms that once bound us can we lay aside, and which must we preserve? What innovations, social as well as technological, did we once think of as centuries away but now might be prepared to deliver in our time?”

UNICEF / NESBITT | CHERYLEVANS PEDERSEN | HAYDEN SCHIFF

# CLASSNOTES

## KEEPING HKS CONNECTED

### 1965

**Tom Pepper MPA**, of NYC and Palm Beach Gardens, Florida, passed away peacefully on Feb. 6, 2021. He was 81 years old. Born in NYC and raised in Atlanta, Georgia, he served as a U.S. Army first lieutenant in Okinawa, Japan. Tom had a successful journalism career, first as a Tokyo correspondent and later as a Washington correspondent covering Watergate for the *Baltimore Sun*. From 1977 to 1981, Tom ran the Asia-Pacific office of the Hudson Institute in Tokyo, later serving as a member of the institute's senior staff in the United States. In 1984, he founded Wave Hill Associates, Inc., an advisory firm specializing in business development in Asia. Patient, witty, worldly, and warm, Tom is survived by his wife, Lois, two stepdaughters, and a grandson.

### 1968

**Frank Popper MPA** retired in 2020 from Rutgers' Bloustein School of Planning and Public Policy, where he taught since 1983. He continues to teach with his wife,

Deborah Popper, at Princeton's High Meadows Environmental Institute, formerly the Princeton Environmental Institute, where they have taught since 2001. In 2020 Frank and Deborah moved to Manhattan. Frank is enjoying semiretirement and thinking of writing an intellectual but mostly nonacademic memoir.

### 1970

**Geoffrey Dutton MCRP** writes, "The past strange year gave me space to finish (?) revising a novel, post to blogs, walk in the woods, and experiment with cooking new foods. Made the acquaintance of another alum writing novels. Kept up a monthly newsletter on literary matters and current events that folks can sample and subscribe to at [perfidy.press/newsletter](http://perfidy.press/newsletter). As for proactive involvement in governance, I'm way behind most of you folks on policy studies. Basically I supported causes and candidates and voted. And now that I'm fully vaccinated I don't have a good use for my immunity, so let's do lunch."

### 1971

**Douglas Kinney MPA** writes, "I look forward to 'seeing' my '71 classmates of all programs who formed a brilliant constellation around my 69-71 HKS years. We again have so much to learn from each other ... experiences, specialized knowledge, reliable data, perspectives, insights ... but now we need to share disappointments and even tragedies before we get to our 'wins'—however we see them. Try to remember that small victories can be cumulative ... if not for you to cap off then for others to build on. Even sand castles that are washed away are remembered by someone—even be it the elder, 'wiser' you. Mostly I look forward to sharing stories and leveraged techniques for giving back as most have done constantly."

### 1972 50TH REUNION

**Rollie Cole MPP** has been working with HKS classmates throughout the years to establish and operate an HKS Special Interest Group on State and Local Government. The group has put together

several programs and monthly coffee chats. If interested, send an email to [hks.stateandlocal@gmail.com](mailto:hks.stateandlocal@gmail.com).

### 1974

**Sandford Borins MPP** writes, "The University of Toronto is raising funds for the Sandford Borins Digital Communication Fund, to support student training in digital communication skills. I published an op-ed in *The Globe and Mail* arguing that the bilingual version of 'O Canada' should be updated to remove religious references. And I continue to post blogs at [sandfordborins.com](http://sandfordborins.com)—both reflections on my own experiences and reviews of recent books and films."

**Donna Goltry (Hull) MCRP** writes, "I am retiring from serving as a full elder in the Great Plains Conference of the United Methodist Church on July 1, 2021, and will be transitioning to retired elder. The past seven years I've been the pastor at Trinity United Methodist Church in Madison, Nebraska, and Westridge United Methodist Church in Norfolk, Nebraska. My husband, Scott, and I will be moving to Wichita, Kansas."

### 1975

**Barbara Eiser (Andrews) MC/MPA** is an executive coach in the Philadelphia area, working with global leaders and teams in *Fortune* 500 and mid-sized companies, health care systems, and professional services firms. She is also an adjunct coach at the Wharton School of the University of Pennsylvania.

**Saul Kilstein MPA** writes, "I am grateful to the Kennedy School for providing me with the confidence, skills, and credentials to begin a rich and diverse career in government, philanthropy, and business. This experience, which lasted over four decades, included work under Democrats and Republicans; policy analysis and legislative craftsmanship at the federal and state level; leadership of a state Medicaid agency; government affairs, business strategy, contract negotiation, and account management in the pharmaceutical industry; and national program development and oversight at a major foundation. I am now retired on the Florida Gulf Coast and working on my bucket list."

### 1976

**Mary Des Roches MPA** writes, "At 82 I am enjoying retirement and all of the new activities it brings. I am a docent at the Minneapolis Institute of Art, where I specialize in contemporary art. I enjoyed my career as a finance officer and my years of service on nonprofit boards. I

recall my time at the Kennedy School with fondness. It taught me so much more than what I learned in the classes."

**Tim Sullivan MPP** retired recently from a 37-year career in California government. Tim worked on California's telecommunications policy, water policy, renewable energy, and carbon reduction, eventually serving as executive director of the California Public Utilities Commission under Governor Jerry Brown. He is riding out the COVID-19 pandemic with his family in Berkeley, California, by creating a native plant habitat.

### 1977 45TH REUNION

### 1978

**Eric Hirschhorn HKSEE** coauthored the fourth edition of *U.S. Export Controls and Economic Sanctions*, published by Oxford University Press.

**Edgard Moncayo MPA** writes, "I've held various leadership appointments within the Colombian government, along with positions at international bodies such as U.N. CEPAL and the Andean Community, specializing in economic policy and development. My research and teaching positions in a variety of universities and strategic consulting experience have allowed me to lecture and work in the United States, Europe, and Latin America. I've held visiting lectureships at several European universities, including Oxford and the Autonomous University of Madrid (UAM) in Spain. I most recently served as a senior visiting fellow at Florida International University in Miami, examining issues of regional economics and innovation."

### 1980

**Penny Eickemeyer (Laskin) MCRP** recently had the opportunity to coauthor a paper titled "Slowing the Spread of COVID-19: Review of 'Social Distancing' Interventions Deployed by Public Transit in the United States and Canada," published in *Transport Policy*. Penny previously worked at the University Transportation Research Center at the City University of New York for 13 years. Prior positions included grants administration at the NYC Department of Housing Preservation and Development and the Metropolitan Transportation Authority, planning positions at MTA Metro-North Railroad in capital planning and market research, and valued time as a stay-at-home mom.

**Morrey Ewing MPP** writes, "On attending October's virtual 40th HBS reunion, I asked classmates: 'Would you be willing to be interviewed on Future-Readiness and your experience with 2020?' At Guided Futures, we define Future-Readiness as

'building capacity for whatever unfolds.' Recently, we shared our findings from 25 interviews—a rich portfolio of capabilities the interviewees had drawn upon to weather the storm, or found they lacked. We suggested ways to build those capabilities in any organization. Now we want to widen our conversations—what other compelling examples could we learn from?"

**Charlie Kireker MPP** was hired to be the full-time executive director of the Program for Senior Executives in State and Local Government (chaired by former governor and HKS lecturer Michael Dukakis) by the Kennedy School in the fall of his second year as an MPP student. This was with the understanding that he would complete his studies "on the side" and graduate with the Class of 1981. Charlie writes, "So I guess that makes me a 'nomad' or a 'hybrid' grad of '80/'81! Having studied intensely in the first-year curriculum with the students who would graduate in 1980, I feel closer to many of those students; however, I also got to know some '81 grads, and did in fact graduate with them in the Class of '81. And during that third year of my MPP studies I met my future wife, who was enrolled in the mid-career MPA Class of 1981, so that increases my allegiance to '81, I would have to say!"

**John MacIroy MC/MPA** writes, "Another book on the way, a collection of short stories titled *Whatever Happens, Probably Will*. Two stories in the collection have gotten a nice early nod, to my great surprise and likely yours: 'The Man Inside' was just named a finalist for the 2021 Coker Fiction Prize by the Carolina Academy of Authors, and 'Duke's' was named a "Best of 2019 Short Story" by *Y'all Literary Magazine*. Should be in your favorite bookstore (and Amazon) by late August. Writing way more fun than working, and please support your local indie bookstores. It's been a rough ride for them in the Zombie Apocalypse."

**Ken Young MC/MPA** writes, "Adjusting to this long year of waiting and coming to terms with the many and continuing failures of government and society and the drift toward authoritarianism. Other than that, retired, busy with volunteering, gardening, hiking, and family; living the dream. I chair the Board of Trustees of the Hubbard Free Library. Built in 1880, it is the oldest building in continuous use as a library in Maine. It is a charming neo-Gothic gem. Now fully vaccinated, we dined out on March 18; the first time in a year. It was like a magic elixir for our psyche. Waiting for Germany to get back on track so we can visit our daughter who lives in Berlin. Best wishes to all, keep safe and involved."

## Alumni Talk Policy



### Leadership During the Pandemic November 16, 2020

"We had to live up to our constitutional responsibilities and we needed to be able to be functioning and help our constituents when they needed it most."

—  
**Mitzi Johnson MC/MPA 2012**

[ken.sc/atp](http://ken.sc/atp)

➔  
[Attend an HKS event either in-person or virtually.](#)

[ken.sc/alumni-events](http://ken.sc/alumni-events)

## WIENER CONFERENCE CALLS

Wiener Conference Calls feature Harvard Kennedy School faculty members who share their expertise and respond to callers' questions. Visit the online archive at [hks.harvard.edu/wiener-conference-calls](https://hks.harvard.edu/wiener-conference-calls).

### 1981

**Terri Bergman MPP** writes, "I am currently 'living the good life' quarantining in Arlington, Virginia. The president promises that I will be vaccinated by May 31, so I expect 'the good life' to be upgraded sometime (soon?)—maybe in time for our virtual reunion! I'm retired and living with my husband, Tom Lindsley, whom I married late in life in 2007. In better days we enjoyed bicycling trips in Europe, but now our rides are short and local. I'm eyeing a longer bike trip from Pittsburgh to Cumberland, Maryland, post-COVID. We look for 60-plus-degree days to visit outdoor dining spots, and fortunately there are more and more of these. I just hope indoor dining will be good before the arrival of hot and humid days."

**Lori Forman MPP** writes, "Armed with my MPP from the Kennedy School, my PhD from Keio University in Japan, and 35-plus years working in the field of international development, I am currently an employee of the U.S. Department of Defense. I serve as a member of the leadership team of the Daniel K. Inouye Asia-Pacific Center for Security Studies where I am also a professor, primarily lecturing on the linkage between economics and security, and on the U.S. Indo-Pacific strategy. From my base here in Honolulu, Hawaii, I also serve on several nonprofit boards and international advisory committees."

**Donald O'Brien MC/MPA**, after a 40-year career as a broadcast journalist (as Ted O'Brien), retired with his wife to a small New Hampshire town. Donald used his HKS education as a member of the town's planning board for six years. He ran for the select board and lost, but then won as a write-in candidate. Donald's single term dramatically raised his respect for the professional politicians he had covered with a certain amount of cynicism. After three years of balancing competing interests in a tiny town, he has retired permanently!

**Jerry Rappaport Jr. MCRP** is the owner and developer of Olmsted Green in Mattapan, an ambitious mixed-income housing redevelopment of the 40-acre site of

Boston State Hospital. This 500-unit rental and home ownership community also includes two charter schools, a community development corporation social service, and after-school education programming space. As president of New Boston Fund, Inc., from 1993 to 2010, Jerry raised \$1.2 billion in private equity, participated in the development of 2,000 housing units, and purchased and sold more than \$3 billion worth of commercial property. Jerry is also a former president of the Greater Boston Real Estate Board and co-chair of the Commonwealth Housing Task Force.

**Eliot Rich MPP** writes, "I'm celebrating the 20th year in the professoriate at the University at Albany, State University of New York. I teach in the schools of business, public administration, and homeland security, and as department chair, I herd cats. I do miss Elsie's, walking home through the Yard, and the company of such wonderful people."

**Mark Thompson MCRP** was appointed executive vice president of Capalino. "Over the past 17 years, I've helped expand Capalino into New York's leading urban strategy and government/community relations firm. It's been a joy working with the city's best and brightest, helping businesses, not-for-profits, and cultural organizations fulfill their goals." With more than three decades of experience in New York and overseas, Mark will continue to oversee the firm's lobbying group, playing a major role in the areas of land use, business development, and client services, and will focus on helping clients recover and thrive in a post-COVID world.

### 1982 40TH REUNION

**Erik Ferguson MCRP** has published three short stories, four poems, and one play at various independent online magazines and journals, plus a collection of short stories and 301 bent haiku self-published through KDP/Amazon. "The fundamental equation of life so-called is prepared for takeoff and ready to launch. More information is available at [keechballard.com](https://keechballard.com)."

**Anthony Fisher MPP** writes, "Retired from a 35-year career in municipal investment banking and family wealth management in late 2016. Happily remarried in 2017 to another Reedie. Living in a repurposed church built in 1890 in Lake Oswego, Oregon, and now readying a new 28' cruiser for Columbia and Puget Sound cruises. My two kids are a credit and a blessing. I've been trying to help Reedies with their careers for the past 15 years, which has been very rewarding. Loving the freedom of retirement. Reading a lot of American and European history, which I never made time for while working. Taken up the guitar again, after nearly 50 years. OK—and streaming far too many British and Australian detective series during COVID."

**Judith Hamill MC/MPA** serves as the director of JMLS Government Relations at the University of Illinois at Chicago's John Marshall Law School (UIC's 16th college). Judith was recently reappointed to the position of board member at the Cook County Zoning Board of Appeals (ZBA). In 2016, she was appointed to the ZBA as its first female member. Judith also serves on the alumni board at UIC's College of Urban Planning and Public Administration (CUPPA).

**Alexandria Panehal MC/MPA** lives on Kelleys Island, an island in Lake Erie that is part of the state of Ohio. Alexandria completed her first book, *The Island in Winter*, in 2020. It is being published by the University of Toledo Press and should be out in early summer 2021. The book chronicles how the residents of Kelleys Island cope with island isolation in the winter (the car ferry stops running for about two months) and the activities and events that keep them occupied in all the seasons. Alexandria is now working on her second book, a comparative analysis of the leadership skills of four U.S. generals who became president. In 2020 she also worked on the elections, fundraising and volunteering with NGO watchdog groups as an election monitor.

### 1983

**Rita Bartczak MPP** writes, "In February 1986, over dinner at my house, a few families, doctors, and nurses from Children's Hospital and Dr. John Mulliken founded the Foundation for Faces of Children with one goal: to help children with facial differences get the best medical help so they can live normal lives. The foundation is alive and well, supporting the social, psychological/emotional, and educational needs of children and families affected by craniofacial differences. As a founding member it is gratifying to see how teams of dedicated volunteers have continued this important mission."

## FROM THE FIELD



ALUMNI AWARD  
2021  
Alumni  
Public Service  
Award

## Equity in Health: Solving the Upstream Problems

Jay Bhatt MPA 2012

WHEN HE WAS IN COLLEGE in his native Chicago, Jay Bhatt MPA 2012 had a life-changing haircut. "I went to a barbershop and emerged with a sense of the challenges Black men face," he says.

He had visited the barbershop—one that was popular with people in his dorm at the University of Chicago—just as several Black physicians were setting up a clinic in the back to bring medical care to hard-to-reach people. Bhatt spoke to the clients about the obstacles they faced, from lack of economic opportunity to bad transportation. He went on to connect some of the men with support services and tutor their children. Additionally, growing up, he saw his father, a pharmacist, serve vulnerable people in the largely Black and Latinx populations on Chicago's South Side. These formative experiences influenced his career trajectory.

Today, he is a geriatrician and doctor of osteopathic medicine, a field that specializes in treating the whole person, not just symptoms. "My work has three buckets," says Bhatt. "The first is taking care of patients in vulnerable communities as a primary care doctor and geriatrician. Second, I'm the chief product officer of an Accountable Care Organization and Medicare Advantage health plan; and third, I serve as a medical contributor for ABC News, communicating at scale about critical health issues."

Bhatt has worn several hats over the years, many related to health equity, including serving as managing deputy commissioner and chief strategy and innovation officer at the Chicago Department of Public Health, where he used predictive analytics to reduce foodborne illnesses and lead exposure. He also worked at the American Hospital Association, the Illinois Health and Hospital Association, and the Midwest Alliance for Patient Safety, where he directed large-scale quality, physician, and health equity initiatives. He continues to help with COVID-19, practice in underserved communities, and serve as an ABC News contributor.

Although he acquired his ethos of public service early in life, he credits his time at Harvard Kennedy School, where he was a Zuckerman Fellow and a Commonwealth Fund Minority Health Policy Fellow, with honing his leadership skills. "I'm better as a professional and as a human being because of HKS," he says. "Keeping people healthy is about policy, systems change, and

environmental change. We often send people back to the conditions that made them sick, and we need to look upstream to see what was causing the poor health outcomes in the first place."

Bhatt drives impact with both larger populations and individuals. "In my own care of patients, education is power," he says. "Trust takes time to develop"—and dancing doesn't hurt, either. He became known as the Dancing Doctor after he helped one patient recover in part by playing the patient's favorite music every day until he was finally able to get out of bed and dance with Bhatt. "He told me, 'You're not just my doctor,

but my Dancing Doctor,'" Bhatt remembers. The name stuck. "Dance brings me joy and it brings others joy—it's an additional secret ingredient," says Bhatt, who teaches hip-hop and bhangra, a traditional Punjabi folk dance.

Whether dancing with his patients or harnessing big data and AI to improve health outcomes, Bhatt knows how important it is to listen to others. "I want to partner with communities to change their future," he says.

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WIENER  
CONFERENCE  
CALLS



Climate Change Policy

“As we have warmer climates, there may be some parts of the world that become effectively uninhabitable for people, who will do some migration. And the question is whether or not that imposes stress on our political and social systems, when we see more and more movement induced by a changing climate.”

Joe Aldy

**Isabel Liu MPP** is a longtime investor of equity in infrastructure globally. She has helped develop from start-up five infrastructure investment businesses, including three billion-dollar funds. As a non-executive board director, Isabel has been looking out for the interests of investors and users of infrastructure at consumer champion Transport Focus, the Heathrow Consumer Challenge Board, and Pensions Infrastructure Platform. Isabel has been living in London with her husband for 20 years, following years in Hong Kong and the United States. She has an MBA from the University of Chicago and a BA from Ohio State University. She speaks Mandarin Chinese.

**Dileep Nair MPA** writes, “After some 20 years in the Singapore Administrative Service, I moved to head the Post Office Savings Bank, which was shortly merged into Singapore’s biggest bank, DBS Bank. Did a five-year stint and then left and joined the UN as undersecretary-general

for internal oversight. On completing the five-year contact with the UN, I returned and joined the Singapore Foreign Service, serving first as consul-general in Dubai and then as ambassador in Laos, and finally as high commissioner to Ghana. I’m done with full-time employment and now serve on three company boards. It’s life at a slower pace!”

**Nam Pham MPA** joined Massachusetts Governor Charlie Baker’s administration in 2015, first serving as assistant secretary of housing and economic development. In that role, Nam oversaw the offices of business development, international trade, travel and tourism, film, and sports marketing. In 2020, he began a new position in the administration as director of the Office of Real Estate and Asset Development. Nam recently helped make a movie on the Vietnam War from the perspective of the South Vietnamese: *Through Our Eyes* is scheduled to be released in 2021. Nam has also cowritten a documentary series titled *The Bell and Road to Dystopia*, available on YouTube.

**Roy Watson MPA** says hello to his classmates and shares that he is still working! Roy, who was an immigration attorney for 40 years and a USCIS officer, is now on his third career: real estate investor. Roy’s company, eXp Realty, is buying and selling locally and worldwide, with offices opening around the world (most recently in Brazil, India, Portugal, and France). Roy appreciates referrals to real estate brokers in his classmates’ countries. “As the years pass, we get fewer. Let’s catch up!!”

1984

**Lane Krahl MPP** writes, “This is the first time I have posted in 37 years, so there is a lot to cover. After graduation I spent five years in D.C. with EPA and The Conservation Foundation; then we moved to New Mexico. I ended up doing international environmental consulting out of New Mexico on development projects, mostly USAID. This eventually led to long-term positions in Egypt and Uganda. Then we began to follow my wife’s career in international school administration, which took us to Peru, then Morocco, and now Monterrey, Mexico. We left the United States in 1999 on an 18-month assignment, and have lived overseas since. I am largely retired, only doing the occasional consulting job. We have two daughters and four grandchildren.”

**Frank Ostroff MPP** just started a new role as advisor to Bain & Company’s public and social sector practice.

**Drue Pearce MC/MPA** has rejoined Holland & Hart LLP, with offices in Anchorage, Alaska, and D.C. She is the government

affairs director in the environmental, energy, and natural resources practice group. Having served at the U.S. Department of Transportation as the deputy administrator of the Pipeline and Hazardous Materials Safety Administration (PHMSA) from August 2017 until January 2021, Drue is excited to return to the Last Frontier to continue her arctic policy advocacy.

**Dana Rowan MPP** has been serving as a capital-raising and marketing advisor to BLDUP.com, a fast-growing B2B commercial real estate development marketing platform for new real estate projects nationally. The company has been in business for five years and is currently in the process of raising seed.

1985

**Kalyan Chakravarty MC/MPA** writes, “I am building an interface of biodiversity and cultural diversity in the forests and hills of Chhattisgarh with the help of the government and tribal communities of Chhattisgarh. I am also organizing the conservation of natural and human resource management strategies of such communities in India as a member of the governing board of BRLF Delhi. I am also a distinguished professor at CUTM University at Bhubaneswar. I am preparing volumes on public policy for Routledge with HKS Mason Fellows and Indian Civil Services; advising the Kolkata Center for Creativity of the Emami Group on building bridges between arts and sustainable development goals; and collaborating on a People’s University Project internationally.”

**Maria Nuria De Cesaris MC/MPA** writes, “Big change at my 65s! I moved with my mother, who is 92, to Spain in December 2020. We are living in Esilda, a little town in the province of Castellón, in the middle of a natural park. My professional life is at rest while I am dedicated to taking care of my mother, who as a Spanish citizen has free health care including medicines. Meanwhile, I am enjoying cooking with local products and walking around the steep and narrow streets of the town.”

**Frances Fabian (Hauge) MPP** recently published “Globalization, Economic Development, and Corruption: A Cross-Lagged Contingency Perspective” in the *Journal of International Business Policy*. The publication is available open access.

**Charles Huettner MPA** writes, “I am delighted to have the opportunity to have my article “Reversing the Moral Decay” included in our class book *Public Policy 35 Years Later*. Professionally, I have been selected to represent the Association of Unmanned Vehicle Systems International (AUVSI) at the



ALUMNI AWARD  
2021  
HKS Fund  
Outstanding  
Alumni Award

# Advancing Democracy and Equal Rights by Giving Back to HKS

Luiz Felipe d’Avila MC/MPA 2007

“WHEN WE GO TO THE KENNEDY SCHOOL, we have it in our DNA to give back,” says Luiz Felipe d’Avila MC/MPA 2007. He has done this in many ways since graduating, including donating every year to the HKS Fund. Gifts to the HKS Fund support scholarships, course materials, student policy journals, student internships, and more—and they are crucial to the student experience, even influencing who can afford to come to HKS.

For his dedication and consistent generosity to Harvard Kennedy School, d’Avila is the recipient of the 2021 HKS Fund Outstanding Alumni Award.

“The idea of giving back was very important to me because of the utmost necessity to have world leaders committed to defending and preserving democratic institutions,” he says. “We see how many HKS students are engaged in the fight for equal rights, for freedom, for democracy—and a lot of them come from backgrounds where they have difficulty raising the funds to come to HKS. It would be a pity to lose the ability to train these public leaders because of the money question. So I had this urge to try to help since the beginning.”

D’Avila gives not just dollars, but time. As the president of the Harvard Alumni Club of Brazil, he worked to keep alumni connected with one another by organizing events around the country; he also frequently attended gatherings of leaders of HKS’s regional alumni networks and

Shared Interest Groups. Last February, after eight years as the club’s leader, he stepped down to concentrate on a new venture, VirtùNews, an organization he founded that centers on fact-based analytical journalism.

“The idea behind VirtùNews is to focus specifically on political and economic issues and how they affect investment and democratic institutions in Brazil,” says d’Avila, who lives and works in his native São Paulo. “We do one editorial a day on a major subject, treating it in-depth with a basis in data.” He sees the site as a way to counter populism. “Populism took the focus from the most important issues and created false problems,” he says.

“In newspapers, we are seduced by the absurd things that populists say, and we waste time and energy on this. VirtùNews is not distracted by this—the most important thing is to have a reform agenda to strengthen Brazil.”

D’Avila says VirtùNews aims to provide decision makers with the information they need to make all sorts of choices. It’s a topic close to his heart: In 2008 he founded the São Paulo-based Centro de Liderança

Pública to develop public leaders’ capacity to confront Brazil’s many problems, which include an uncompetitive economy and faltering infrastructure. Today’s priorities for CLP include addressing issues related to COVID-19, assisting with administrative and political

reform, teaching how to manage people in the public sector, improving competitiveness, and reforming the pension system.

D’Avila is happy to help support students at HKS who will go on to change the world. He notes that many of the School’s students come from the government or from nonprofit organizations, and as such, may find it difficult to afford an HKS education. “It is so important not to leave out these talented leaders,” he says.

—  
“We see how many HKS students are engaged in the fight for equal rights, for freedom, for democracy.... It would be a pity to lose the ability to train these public leaders because of the money question.”

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International Civil Aviation Organization (ICAO). AUVSI represents the manufacturers and operators of unpiloted aircraft. ICAO establishes international aviation regulations and provides guidance and information on best practices to all nations' aviation authorities."

**Jerry Salama MPP** writes, "As a community-based developer, I've had the good fortune to develop affordable housing in Harlem, Upper Manhattan, and the Bronx for the past 23 years. And now, with my partners at J.P. Morgan, I am completing construction on a transformational office/life science building in West Harlem called the Taystee Building. At the intersection of arts/culture of Harlem and education/research of Columbia University/CUNY, Taystee is an economic development magnet for this neighborhood. I am grateful for the support of my wonderful local community board and elected officials in developing this 350,000-square-foot new construction LEED-certified building. This project only took ten years! Have patience."

**Carlos Sosa MPA** writes, "Back in Venezuela, I got involved in several real estate projects, consulting for the World Bank and the Venezuelan government. Tried politics for a short time, no way, too Cartesian for the job. Beginning in 1998, with a worsening political situation, I started to plan emigration to the USA; finally arrived here permanently in 2006. Became a real estate agent and two years later started in Miami with my son our own development projects company, until my retirement in 2020. Since 2010 I have been writing as a hobby. Today, I have published on Amazon two novels and a book of essays."

## 1986

**David Boghossian MPA** writes, "We got lucky. Our family has emerged into 2021 relatively unscathed. Elizabeth and I keep busy on board work, impact investing, starting projects, and Marie Kondo-ing our work and colleagues for their potential to spark joy. Elizabeth is focusing on the Boston Bird Festival in 2023, and I increasingly think of my writing on Medium and elsewhere as my work. Attempting to build a presence and audience around progress, the future, applied humanity, and, of course, birds. Stay tuned."

**Laura Channell (Ibarra) MPA** is the successor trustee for fellow Kennedy School alumna **Patricia Anne Taaffe MPA 1981**. Patricia (Tia), an only child, passed

on March 24, 2016, in Beverly Hills, California. Tia was godmother to Laura's youngest daughter.

**Casey Corr MC/MPA** writes, "I started my retirement with a long trip with my wife, Sally, to Vietnam and Cambodia, cut short in February 2020 by the start of the COVID pandemic. In Asia, everyone wore masks and answered questions from health officials seeking to contain the outbreak. At the Seattle airport, no one wore masks or took temperatures. Soon our home in Yakima County had more cases than all of Vietnam, and it remained like that. I'm so glad the pandemic is ending. I never got to swim in Halong Bay, but that day will come."

**Jim Doane MC/MPA** retired from the Department of State in March of 2000. He worked there as a contractor for 10 years, including six years teaching junior officer training, with foreign service posts in Bogotá, Baghdad, and Asmara, Eritrea. "We moved from McLean, Virginia, to Rehoboth Beach, Delaware, in 2012 and now winter in Fort Myers, Florida. I'm an active reader, cook, golfer, and grandfather. I am enjoying my retirement very much."

**Katarina Engberg MPA** shares that European affairs and Europe's place in the world remain the focus of her attention since her retirement from the Swedish government in 2017. Katarina transitioned from the EU-Secretariat in the prime minister's office to the Swedish Institute for European Policy Studies, working for that same office. Vaccination policies and the EU's relationship with the United States and China are among the issues that keep her office busy. HKS's policy orientation has served Katarina well throughout her career as a civil servant. Harvard also left her with a superb international network of great benefit to her work. Katarina enjoys singing and exercise in her now ample leisure time.

**Neil Gardner MC/MPA** writes, "My wife, Carol, and I both retired in 2016 after rewarding careers in the public and NGO sectors, and our three kids (who were with us during my MC/MPA year) now have families of their own too. I've continued to volunteer in "retirement" by co-leading projects with international colleagues—most recently a published ISO standard on health IT safety. In an interesting turn of events, I'm now drawing again upon insights from my time at HKS and my subsequent career in a new way. I've developed a graduate course for our University of Regina's Master of Health Administration program that I'll teach annually beginning this spring, complete with the case study method we all remember so well!"

**Rob Muller MPP** writes, "Yikes, time flies. Sally (Sachar) and I moved to Chicago in 2015, where I am coming up on six years as dean of the College of Education at National Louis University ... we miss the policy/government shenanigans and folks with whom we shared so many years in D.C. but love Chicago! Ben (28) is in music publishing in D.C., Elena (26) is with a telehealth startup in NYC, and Marion (23) works in health care tech in Chicago. Spending lots of quarantine time at our lake house in Michigan. Open for post-pandemic socially distanced visitors anytime and looking for ideas for my next gig. Be well all."

**Elliot Schrage MPP** stepped down from Facebook last year, his latest role working at the intersection of business and human rights as an advocate, academic, and business leader. Working as a lawyer and human rights investigator following HKS, Elliot helped create the first business school course exploring the human rights responsibilities of global business, which launched a practice advising governments, NGOs, and companies on ethical sourcing practices. Over the past 15 years, Elliot has focused on the challenges confronting emerging digital platforms, helping both Google and Facebook build standards and practices to protect privacy, expression, security, and safety in their global operations.

**Tim Strege MC/MPA** reports that in 1994 he became executive director for the William Factory Small Business Incubator in Tacoma, Washington. He is still there! The team has been recognized by the White House, featured in an annual report for U.S. Bank, cited by *Businessweek*, and noted for best practices in an industry book. Furthermore, the incubator was named Incubator of the Year, telecasted as a community revitalization model, and profiled by the Federal Reserve Bank of San Francisco. The incubator has also hosted the International Conference on Business Incubation. The incubator is building an inclusive collaborative entrepreneurial ecosystem with support from global innovation thinkers and groups. Tim also recently completed an Executive MSc in Cities at the London School of Economics.

## 1987 35TH REUNION

**Nadine Hack MC/MPA** is writing a book titled *The Power of Connectedness* with a foreword by Nobel Peace Laureate Desmond Tutu. Nadine is a Forbes Councils contributor, has been featured in 10 expert panels, and recently published three articles: *bit.ly/35rB0T*. She has given keynotes at IMD Business School Switzerland and Stockholm Philanthropy Symposium and taught a graduate course

on corporate social responsibility. Her work has recently been featured in articles, interviews, and podcasts by outlets including *Collaborative Innovation Journal*, Experiential Communications, IBM.TV, and Straight Talk Radio.

**Joyce Murphy MC/MPA** writes, "After 30 years in health care leadership positions following my 1987 HKS degree, I recently had the great privilege of returning to Cambridge as a 2019 Advanced Leadership Initiative (ALI) fellow for another full year at Harvard. My fellowship year ended just a couple of months before the pandemic struck so we were on campus for the entire year. It was once again an amazing opportunity, which I would encourage others to consider."

**Richard Opper MC/MPA** writes, "Retirement from my career as an environmental lawyer in San Diego led me to take a deep dive into the world of nonprofits in my hometown, right before COVID. The year 2020 was as much work as any trial. But so many organizations are learning and adapting. It's a remarkable time."

**Keith Rowley MPP** is completing his 20th year teaching contracts, commercial law, and economics analysis of law at UNLV's William S. Boyd School of Law, where he was made William S. Boyd Professor of Law in 2008. An elected member of the American Law Institute and a member of Nevada's delegation to the Uniform Law Commission, Keith is actively engaged in numerous law reform efforts. Keith and his wife, Katherine, celebrated their 25th anniversary in 2019, and their son, James, recently graduated from the University of Arizona with a degree in electrical and computer engineering.

## 1988

**Laura Bailey MPP** writes, "I left the World Bank at the end of 2019, having worked mostly in country offices and ending as the global lead for stability, peace, and security. January 2020 found me happily hanging out in my sleepy coastal Oregon village, juggling two book projects and enjoying a life where the sun (or rain!) wakes me rather than an alarm clock (!) ... Turned out to be a good place to hunker down, and my family is thankfully all safe and well. Since the pandemic struck, I've focused almost entirely on writing and advising on the connections between the pandemic, inequality, and exclusion, and have enjoyed co-authoring a forthcoming paper on digital equity with a notable Kenyan expert and activist."

**Carol Freeman MC/MPA** writes, "In Minnesota, in 2020 and 2021, we are trying to show the whole world that there must be change—deep, transformational change—for people of color. My activism

among retired union members continues during the pandemic in order to keep ourselves informed (by listening) and our retirees informed and responsive by electing and persuading our elected officials—local, state, and federal—to support policies that will advance the common good."

**Charles Jones MC/MPA** shares that in retirement he returned to a long-deferred love of creative writing. His first novel, *The Illusion of Simple*, will be published by the University of Iowa Press in 2022.

**Constanze Stelzenmüller MPA** writes, "The Brookings Institution, where I've been working since 2014, this year created a Fritz Stern Chair on Germany and Transatlantic Relations. It is funded with a grant by the German Bundestag, matched by private U.S. and German funding. I'm very honored to be its inaugural holder."

## 1989

**Cheryl Edwards MPA** is finally enjoying retirement in Oakland, New Jersey.

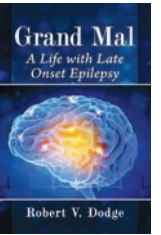
**Steven Grundman MPP** writes, "Please don't hate me, but I've taken up the reins of the Syracuse/Maxwell School's National Security Studies program. It's a terrific opportunity to plan and deliver executive education courses for rising Pentagon leaders. I also retain a fellowship at the Atlantic Council, where this year I produced a short film adapted from the

stage play *War Words*, which we hope to propagate across the country every November 11th. Gig worker that I am, business consulting to the aerospace industry continues as ever, now primarily as executive-in-residence at the firm Renaissance Strategic Advisors. Still living in Washington, D.C., and looking forward to 2021."

**Russell Hawkins MC/MPA** has relocated to the United States after 25 years in South Africa, which was an adventure of a lifetime to say the least. Russell worked for KOTRA, USAID, Africare, SALGA, and his own business, among others. During his career he got to know southern Africa pretty well. "Not sure what is next but I still believe there is no greater honor in life than to be of service to our fellow human beings. K School reinforced this guiding principle in my life. Hope to do some consulting and teaching. Both are passions. Currently based in Alameda, California. Would welcome interaction with alumni. My continued focus is on purposeful existence. Our best days are just ahead. Of that I am convinced."

## 1990

**Robert Dodge MPA** reports that BookAuthority ranked his recent book *Grand Mal: A Life With Late Onset Epilepsy* as the top book on the subject



— Robert Dodge  
MPA 1990

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## Working for a Purpose

### HKS Spain Alumni Network

“WE PROMOTE BETTER PUBLIC LEADERSHIP in Spain from all sectors,” says Borja Santos MPA/ID 2017, who is president of the HKS Spain Alumni Network. The group, which has seen significant growth and impact over the past few years, is the recipient of HKS’s 2021 Alumni Network Engagement Award. This award honors HKS alumni networks that have significantly strengthened the alumni community and advanced ties with the School.

Members of the network engage with current HKS students from Spain via the HKS Spain Caucus and mentor Spanish students and leaders who aspire to attend HKS. Since 2019, when a new board assumed leadership of the Spain network, attendance at some of the network’s events tripled as the group enhanced communications via a new, regular newsletter that features alumni stories, as well as an active WhatsApp group. Although the pandemic prevented HKS alumni from gathering in person, the network’s online events attracted Spanish alumni from across the country and beyond.

The network’s 2020–2021 events focused on topics including COVID-19, economic recovery, energy policy, poverty and inequality, public leadership, the U.S. election, the crisis in Venezuela, and the challenge of a resurgent China. “Nowadays, with so-called fake news, it’s so important to connect

with people to debate about important public policies for the country,” Santos says about the value of linking alumni to one another. “Networking is important because even if we weren’t in the same cohort, we all have similar values and are working for a purpose, in whatever form or sector.”

Santos and the rest of the board, which includes Paloma Baena MPA 2006, Gregorio Bustos MC/MPA 2017, Ignacio Álvaro MC/MPA 2014, Paz Guzmán MPA 2007, and Jaime de Aguinaga MPA/ID 2010, promote relationships and advance better public leadership and public policy from all sectors while “catalyzing urgent public policies that are important in our country,” says Santos. The group sends its newsletter and communications not just to its members but also to individuals outside

the HKS community who share an interest in public impact. “We organize a few events just for members, but most of the dialogues and communications are also extended to people who are interested in HKS values,” Santos says. “We are showing people who are having impact, and showing that we are part of a community, and that even if we have different ideologies, we all want to serve the public.”

Santos says the network is always aiming to improve: “It’s a work in progress. We are building on the work that others have done before, establishing the pillars and the framework to increase engagement, increase communication, and show the impact of the network.”

—  
**“Networking is important because even if we weren’t in the same cohort, we all have similar values and are working for a purpose, in whatever form or sector.”**

IMAGE COURTESY OF THE HKS SPAIN ALUMNI NETWORK

of epilepsy released in the world this year. It was also included in the top 50 books of all time on the topic.

**Mark Francis MPP** reports that after a dozen years with Intel and Amazon Web Services, he has rejoined the startup and aging services worlds as an executive with Electronic Caregiver (ECG), a digital health company. The most rewarding project took place over the past year when ECG partnered with public health and hospital system stakeholders in rural New Mexico on a COVID-to-Home program that opened up 80% of ER and hospital bed capacity while delivering care at 1/50th of the cost of inpatient care. “On a personal note, this fall Caroline will be an M1 (first year) at Yale Medical School, while Claire is graduating from the University of Oregon. Lauren’s company, Mulberry Talent Partners, has become the leading staffing agency in Portland, Oregon. Come visit!”

### 1991

**Julie Ames (Coyne) MC/MPA** reports that in her role as vice president of Biocom California, HKS case studies and training continue to serve. Biocom’s nonprofit trade association for the life sciences has 1,400-plus members, and COVID-19 has meant long days and months supporting the biopharma industry. The company has offices in D.C. and Tokyo, as well as across the state of California. “Hope to see you when travels resume. Finding joy in my new roles: board of directors of the San Diego Master Chorale, DEI State Task Force, and the College of STEM Advisory Board at California State University, San Marcos. Son off to law school in the fall, daughter at USC. Chris retired from Navy—now at General Atomics as VP. Reach out if you are in San Diego!”

**Deanna Bennett MC/MPA** has published a book titled *The Year of Firsts: A Memoir* (Amazon, 2020). *The Year of Firsts* chronicles the first year after Deanna’s husband, Tom, died. The book recounts her emotional, philosophical, and everyday challenges during that year, and shares warm memories of their life together.

**Jacqueline Calnan MPA** writes, “In 2015 I retired as president of Americans for Medical Progress and moved to St. Petersburg, Florida—a lively, progressive, and rapidly growing city. Best move ever! I’m a member of the Academy of Senior Professionals at Eckerd College (ASPEC) and currently its vice president. With over 300 retired professionals, ASPEC is a challenging and heady mix of lifelong learning, mentoring Eckerd’s students, and volunteering in the community. As COVID restrictions lift, I look forward to resuming travel and catching up with HKS classmates.”

**Stephen Facey MC/MPA** has retired from his position as executive vice president of the Cathedral Church of St. John the Divine. He is now active as a board member and volunteer for Movement Research, Inc., an international dance and movement-based laboratory; The Chocolate Factory Theater; New York Preservation Archive Project; and the Trustees Council, Preservation League of New York State.

**Marianne Lee MPA** writes, “We have been lucky to ride out the COVID distancing with springtime weather all year in Antigua, Guatemala, and Castine, Maine. Though I am retired, nonpaying work seems to find me wherever I go. Republishing a book about the history of Antigua in English and Spanish, chairing a capital campaign in Maine, playing lots of tennis and golf, and taking time to enjoy longtime friends one-on-one keeps me busy.”

**Joel Rehnstrom MC/MPA** is working as director of evaluation at UNAIDS in Geneva, Switzerland, and will be winding down a 30-year career with the United Nations in the next couple of years.

**Lisa Siemsen (Liang) MPP** writes, “Greetings from the Little Red Dot (Singapore). After a fruitful career in municipal finance working with schools and hospitals and on transportation and urban development projects, and a stint with a private equity firm, I am looking to start my next chapter promoting financial literacy with the intent to help women and young adults, as well as foreign domestic workers working in Singapore. I’d love to connect with like-minded alumni globally. On a personal note, I continue to bake sourdough bread, explore foods from around the world in my own kitchen, and have taken up cycling around Singapore.”

**Barry Sloane MC/MPA** writes, “I’m happy to report our eldest, Marshall, is graduating from Harvard in June and will move to NYC to join a private equity firm. Our second son, Jack, is a committed premed at Brown, and our youngest, Charles, was just accepted to MIT. Candace is busy with Brown Med and her trusteeship at Newton Wellesley Hospital. I’m planning my retirement from Century Bank at year-end. Transitions.”

**David Witzel MPP** writes, “My question is: How can we accelerate a regenerative future? Currently helping convene a makerspace for regeneration change-makers called the Global Regeneration CoLab. Living in Oakland with Claudia Williams. Stop by!”

### 1992 30TH REUNION

**Sarah Cordero MC/MPA**, after living and working in her home country of Costa Rica for a number of years, went back to school in 2015. Sarah graduated with a PhD in economic development planning from MIT in 2018. She then moved to Rome, Italy, and was elected socio-economic secretary of the Italian-Latin American International Organization in October 2019. She is now working in international cooperation and enjoying the beauty of Rome.

**David Greig MPA** writes, “I’m semiretired since my last message, but now that I’m no longer constrained by working for the government, I find that consulting work is coming in, and I’m enjoying writing occasional media pieces. Life in New Zealand is now back to normal with few COVID outbreaks, freedom to associate in theatres, pubs, etc., no face masks—but there are strict border controls that make overseas travel impractical, e.g., two weeks’ quarantine on return. Perhaps next year?”

**Hilary Norton MPP** was recently reelected as the chair of the California Transportation Commission. Hilary was appointed by Governor Gavin Newsom in September of 2019 and elected chair in August 2020 and January 2021. She is also the executive director of FASTLinkDTLA, the Transportation Management Organization for downtown Los Angeles, and principal and managing partner of Effect Strategies. Hilary loved the small virtual HKS 1992 reunion with classmates and looks forward to the 30th reunion next year!

**Leo Quigley MPP**, after consulting with ICF, recently joined HUD headquarters in D.C. as a community planning and development specialist in CDBG-Disaster Recovery. Before ICF, Leo worked for the New York Governor’s Office of Storm Recovery (Superstorm Sandy recovery), Social Finance (social impact bonds), and The Community Builders (large-scale affordable housing development, federal policy, and fundraising). Leo will be relocating from Brooklyn, New York, to D.C. when offices reopen, so he’s looking at condos and rentals in Mount Pleasant, Columbia Heights, DuPont, and H St.

**Joel Starr MC/MPA** served as deputy assistant secretary of state in the Bureau of Political-Military Affairs from 2019 to 2021. Joel led the bureau’s participation in the Abraham Peace Accords with Israel, the United Arab Emirates, Bahrain, Sudan, and Morocco, and also the bureau’s implementation of the Advanced Target Development Initiative, which directs

### Alumni Talk Policy



**Diversity, Inclusion, and Belonging**  
 February 12, 2021

“And to me, the indication of a good leader is that you leave it better than it was before and ready for that next person to come in and take it to the next level and to really advance diversity, equity, and inclusion.”

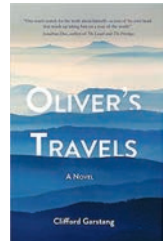
—  
**Ian Palmquist MC/MPA 2012**

[ken.sc/atp](https://ken.sc/atp)



—  
**Deanna Bennett MC/MPA 1991**





— Clifford Garstang MC/MPA 1994



— Joshua Mendes MC/MPA 1995



— Jennifer Frank (Heller) MPP 1997

commercial sales of precision-guided munitions to partner nations in order to reduce civilian casualties.

## 1993

**Kallaikuruchi Jairaj (Nil) MPA** retired from working for the government in 2012 and is now based in Bangalore, India. Kallaikuruchi is involved in several professional and not-for-profit activities, including past work as board chair of the Colleges of Engineering, Architecture, and Law, and a current position as advisor to a private university in accreditation and quality. Other roles include president of a fully equipped hospital that provides quality health care to lower-income groups, and board chairman of an opportunity school that teaches the intellectually challenged. “I feel engaged in contributing to society and utilizing my experience and skills. All that I learnt at the Kennedy School has mattered.”

**Prakash Puram MC/MPA** writes, “After a great education I received at HKS, I immediately left for Ukraine under the auspices of professor Bill Hogan. Worked in Kiev but traveled to Moscow, Kyrgyzstan, etc., and returned for Christmas with the family. That January I joined Honeywell as director of the WW Fire & Security businesses until 1998. Then, in 1999, I started my own company that valiantly fought with Google but was outcapitalized. In 2000 I was diagnosed with Parkinson’s and had brain surgery in 2010 and had to let go of iXmatch, the startup, and transferred control to a Texas company. Since 2019 Kamala and I, after spending 41 years in Edina, have been in St. Louis, Missouri, to be closer to my son and granddaughters.”

**Gwen Young MPP** is the COO of the Women Business Collaborative, an alliance focused on ensuring equity in leadership across the globe. In addition, she is a visiting scholar at the Elliot School of International Affairs, George Washington University, where she manages the Global Women’s Leadership Index. Gwen lives in Washington, D.C., and looks to continue working on policy issues that focus on equality of opportunity for all.

## 1994

**Jennifer Allyn (Wilcha) MPP** writes, “In January 2020, I took the leap to leave my diversity role at PwC to focus on climate action. Needless to say, it was an exciting time to make a career transition! I’m now leading campaigns for ClimateVoice. We’re urging all companies—and particularly Big Tech—to use their enormous influence to

advocate for bold climate policy. Would love to reconnect with classmates focused on climate issues.”

**Clifford Garstang MC/MPA** has a new novel coming out called *Oliver’s Travels*, which will be published in May 2021 by Regal House Publishing. Set in six countries, the book tracks a young man’s quest to solve a family mystery. Clifford’s most recent story collection, *House of the Ancients and Other Stories*, came out in May 2020, following his first novel, *The Shaman of Turtle Valley*, which was published in 2019. When he’s not writing, Clifford serves on the boards of trustees of two arts organizations in the Shenandoah Valley of Virginia.

**Jesse Gordon MPP** writes, “The evening of our graduation in 1994, at dinner with my parents, my father asked, “So what are you going to do with a Harvard politics degree?” I “came out” to them that evening, and admitted for the first time, “I’m going to run for elective office.” After getting over the shock, Dad said, “Well, you’ll be the first in our family.” Last month I finally got there—I was sworn in as the District 2 Town Councilor in Randolph, Massachusetts. I wrote my first legislation last week, and I think I’m making a difference—it took 27 years to get here, but that was my goal in 1994.”

**Rob Richardson MPP** reports that his company will be completing the development of a 71-unit, nine-story affordable housing community in a walkable, opportunity-rich neighborhood near the convention center in Washington, D.C., this summer. He has also just been awarded funding for a 202-unit affordable housing renovation project in partnership with the residents that will break ground in January. He has been developing affordable housing nationwide for the past 20 years.

**Laura Rojas MC/MPA** is an international consultant and principal at Nodum International. “My job is to promote understanding of the challenges and opportunities of technological change and support organizations in their digital transformation journey through strategy, automation, cultural change, and customer experience management. I have experience in enablers of digital transformation, financial inclusion, and innovation, such as policy and regulatory frameworks and innovation hubs.”

## 1995

**Joshua Mendes MC/MPA** writes, “At a challenging time for the world, I am pleased to share a project that hopefully connects us all in a positive way: coffee and chocolate! Just published guidebooks on these two topics

([grahamesguides.com](http://grahamesguides.com)), showing how people all over the globe, in so many disparate countries, can mutually share in the joy of not only consuming but also making these two much-beloved products. Hope this brings a little light and cheer to one and all :)”

**Meinolf Meyer MPA** writes, “My passion, the NGO Starke Demokratie, which seeks to build strength and resilience amongst local politicians (who are increasingly targets of hate and intimidations), enters the second year. With a proven ‘product’ (interactive three-hour workshops, either in person or online), a motivated team of volunteer professionals, and an expanding network in German politics, the organization is solid. Given the ever more heated political debate, its work is very much needed to keep more capable people in public office.”

## 1996

**Hans Arnum MPP** is living in Copenhagen, Denmark, and doing three main things professionally: full-time work at Tryg, a leading Scandinavian insurer; a variety of nonprofit and board work; and involvement in three startups (AI, remote dental care, influencer marketing). Hans previously worked in banking at Nordea, and in consulting for McKinsey & Company. “Enjoy kickboxing and tennis, all-year sea dipping, friends, and family. Two kids, now 16 and 20. All good here in Denmark ;-) Won’t make much of the reunion, but say hi on LinkedIn!”

**Kate Callahan MC/MPA** has been a partner at The Huntington Consulting Group for the past 19 years. The firm specializes on strategic planning, sales, and marketing in the health care arena with a focus in hospice and palliative care. Kate specializes in medical ethics, with a focus on end-of-life care. She is nationally known for her work with the Five Wishes document that assists families and individuals with advanced health care planning. She lives in Miami, Florida, with her husband and their cat. They have one son and daughter-in-law who live in New York.

**Timothy Franks MPP** is a partner at KKR, a private equity firm, based in London. He has worked in private equity, in both London and New York, since graduating. He currently leads KKR’s activities in the UK and Ireland, and also the consumer industry in EMEA. Timothy serves on KKR’s European Private Equity and Global Impact Fund committees. He also looks after the longer-term core strategy of the firm in Europe. Timothy is a trustee and committee member of a number of impact investment funds in Europe and the United States, and is a supporter of arts and LGBTQ organizations. He is

married to Andrew, and they have twin boys aged five. They live in London and Gloucestershire.

**Prasad Gopalan MPP** has moved back to D.C. with the World Bank Group after 18 years in Hong Kong and Singapore as the global sector manager for agribusiness and forestry at the International Finance Corporation (IFC).

**Todd Harper MPP**, since 2019, has served on the board of the National Credit Union Administration, the agency that protects the deposits of more than 120 million Americans. In January 2021, President Biden designated Todd as board chairman, and in April, Todd became chair of the Financial Institutions Examination Council, which works to maintain uniform standards across federal and state banking regulators. “Thank you HKS for giving me the policy and leadership skills I needed to succeed!”

**John Heimlich MPP** writes, “It’s been extremely rewarding working on our 2021 reunion, reconnecting with so many wonderful MPP 1996 colleagues. I encourage all of you to join us, albeit virtually! And we are so thrilled to have our dear classmate **Leopoldo Lopez MPP** as a guest speaker. When I’m not working on the reunion, I’ve been doing everything I can to facilitate the recovery of air travel and cargo, connecting with friends, and enjoying my son’s journey through fourth grade.”

**Katsuya Hihara MPP** writes, “How are you, everyone. This is Katsuya. I am now at Tokyo Metropolitan University/University of Tokyo. The days at HKS with you guys are among the happiest and most peaceful times with good challenges when I look back after 25 years. Thank you all for the shared experience, and let’s stay safe during these difficult days. Hard work of the organization committee members is also much appreciated!”

**Amy Kaufman MPP** writes, “After seven years of consulting and 17 years in the public sector (public transit), I’ve started my own LLC for strategic planning/policy and infrastructure asset management advisory services. Both my wife and I are working remotely in Truckee, California, a lovely mountain town near Lake Tahoe. And we’re expecting a baby in September!”

**Jose Vicente Troya Rodriguez MPA** was appointed the United Nations Development Programme (UNDP) resident representative (RR) in Costa Rica in 2019 and UNDP Champion on Gender and Environment for Latin America and the Caribbean in 2020. Jose also leads the UN’s socioeconomic recovery from

COVID-19 efforts and the UN Gender Team in Costa Rica. Jose believes that a global economy rebirth requires that climate justice and social cohesion be put at its center and that economic models should be built using a feminist lens. Other activities include helping to decarbonize the Costa Rican economy, working on issues such as gender equality and green fiscal policy, and continuing to fight for the ecologist agenda since 1986 in Ecuador and now in Costa Rica as UNDP RR.

## 1997 25TH REUNION

**Jennifer Frank (Heller) MPP** reports that her debut picture book, *The Worm Family Has Its Picture Taken*, was released on May 11, 2021, with Anne Schwartz Books/Random House.

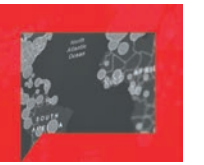
**Migara Jayawardena MPP** writes, “Following a two-decade career at the World Bank as a lead specialist on energy and infrastructure, I established AMALA Clean Energy Advisors to help clients navigate the clean energy transition to more-sustainable development. AMALA is a collective of professionals with multi-disciplinary expertise facilitating clean energy investments in 50 emerging-market countries throughout the world. The advisory is designed to help clients seize emerging opportunities by overcoming various barriers to investments in a dynamically and rapidly evolving market. Check us out at [amalaenergy.com](http://amalaenergy.com).”

**Seth Kugel MPP** took a pandemic-inspired break from journalism to cofound LiveCampusTours, which offers high school students live, confidential, one-on-one campus tours with current undergraduates. The service is aimed at students who live too far away to visit (or who cannot afford to—steep discounts are available to low-income students) or want to go beyond the slick marketing materials the admissions office puts out. He does still host his Portuguese-language YouTube channel, Amigo Gringo, and teaches reporting in NYU’s journalism department.

**Wade Thompson MC/MPA** has joined the board of directors of Democrats for Life of America, the preeminent national organization for whole-life Democrats, promoting whole-life issues that protect human life at all its stages. The group looks to elect candidates who do not support the culture of abortion on demand but who do support whole-life Democratic issues. To learn more, please go to [democratsforlife.org](http://democratsforlife.org) or contact Wade directly.

## 1998

**Jared Genser MPP** writes, “Exciting time! I am now co-executive producer of a dramatic TV series based on my work freeing political prisoners. The series is being developed with actor Orlando Bloom by Amazon Studios for Prime



COVID-19 in the Global South December 17, 2020

“We need to map policies and evaluate policies and show the impact on vulnerable populations and be the voice for those populations in this very difficult moment.”

— Lorena Barberia MPP 1999

[ken.sc/atp](http://ken.sc/atp)

# Volunteer.

Make a DIFFERENCE in your HKS community. Join a regional network or Shared Interest Group or become an alumni ambassador.

[hks.harvard.edu/alumni/volunteer](http://hks.harvard.edu/alumni/volunteer)



ALUMNI AWARD  
**2021 Julius E. Babbitt Memorial Alumni Volunteer Award**

## Rising to the Challenge

Geraldine Acuña-Sunshine MPP 1996

"I AM SO GLAD TO BE AN ACTIVE MEMBER of the Harvard ecosystem because I am a beneficiary of One Harvard," says Geraldine Acuña-Sunshine MPP 1996. An alumna of not only the Kennedy School but also Harvard College, Acuña-Sunshine has been giving back to Harvard since her graduation—including by serving as the founding cochair of the HKS Fund Executive Council, as a member of the Harvard Board of Overseers, and even as a guest lecturer in a molecular and cell biology course at the College. For her outstanding service, Acuña-Sunshine is the 2021 recipient of the Julius E. Babbitt Memorial Alumni Volunteer Award.

Acuña-Sunshine did not expect to focus on biology—she was a government major and has a law degree from Columbia—but when her brother came down with a rare neurodegenerative disease found predominantly in Filipino men, she pivoted her career from finance to finding a cure and caring for people with the disorder. "It catapulted me back into the public sector," she says. "Things happen in life, and you have to decide: Am I going to rise to the challenge? Am I going to walk away? More likely than not, HKS alumni are not going to walk away. It's not great that this happened to my brother, but now we're helping lots of people."

She is talking about the organization she started, the Sunshine Care Foundation for Neurological Care and Research, which developed a system to look after patients and also opened two free clinics in rural areas in the Philippines. "For some patients, it was the first time they

saw the doctor," she says. The foundation also seeks a cure with researchers from Massachusetts General Hospital, a Harvard teaching hospital.

Today, Acuña-Sunshine speaks at international neuroscience conferences—and in a Harvard biology course—about the impact neurological diseases have on people in developing nations. "My skills are from HKS," she says. "HKS alumni are here to solve problems."

To give back to the institution that provided her with so much, Acuña-Sunshine focuses her HKS volunteerism on helping HKS students. As co-chair of the HKS Fund, she leads efforts to raise the funds needed to pay for everything from Quorum Calls to scholarships to student policy journals. "I realized there was a need for more alumni engagement generally," she says. "And I thought, how can we,

—  
**"One way is to contribute resources—because we have students who need your help, people who want to go into public service, where the promise isn't to make a lot of money. It's different."**

as alumni, help the community that gave us all these tools and helped to shape us? One way is to contribute resources—because we have students who need your help, people who want to go into public service, where the promise isn't to make a lot of money. It's different."

Acuña-Sunshine is happy to be a part of the HKS alumni community. "We have shared values, and we are all trying to do our part. You could go through our alumni list and, for all the issues that are happening in the world, there are so many people trying to do good things—and that's what HKS is all about."

IMAGE COURTESY OF GERALDINE ACUÑA-SUNSHINE

MARTHA STEWART

Video, which has 150 million viewers worldwide. I was recently appointed by Secretary General Luis Almagro as special advisor on the Responsibility to Protect to the Organization of American States. In this pro bono diplomatic role, I'll be working to develop a regional system to prevent and respond to mass atrocity crimes. And I was one of three winners of the 2020 Tällberg Eliasson Global Leadership Prize, selected from 2,165 nominees across 135 countries."

**Fatimah Gilliam MPP** is happy, healthy, and still living in New York. She's enjoyed staying connected with classmates, especially during our challenging times with the pandemic and rise of overt racism. Running her strategy consulting firm, The Azara Group, Fatimah has been advising companies on diversity, inclusion, and leadership development. Also, Fatimah's very excited to share that she landed a book deal. She's been working diligently on her upcoming book, tentatively titled *Race Rules—How to Avoid Offending People & Acting Racist for the Woke, Unwoke & Woke-n Up*. It's an innovative guidebook and practical manual of the unwritten "rules" as they relate to race. The book will be published in 2022 by McGraw-Hill.

**Elizabeth Kelly MPP** has joined C40 Cities Climate Leadership Group, where she will head up the Thriving Cities Initiative. This program works with cities to help them tackle greenhouse gas emissions from unsustainable consumption of goods and services. Elizabeth would love to hear from fellow alums working in behavior change on consumption and/or working on climate change in general with cities.

**Stephanie Kostro (Sanok) MPP** began a new role this March as the executive vice president for policy at the Professional Services Council, a Washington, D.C.-based industry association that advocates for federal government contractors. As the U.S. government continues to address a wide range of challenges—whether long-standing or emergent—she is thrilled to help achieve better policy outcomes that support both a reliable contractor workforce and an increasingly efficient, effective government.

**Patrick Marx MC/MPA** is currently facilitating "Dialogue and Deliberation" and "Adaptive Leadership Inquiry" at the University of Montana, both of which are founded in HKS learning.

### 1999

**Amr Abdallah MPA** writes, "Year 2020 has been exceptional with COVID-19 changing our life as we know it. The only good side of this year is spending more time with

my wife and my three girls, who like everyone else had to adapt to virtual learning. Thinking more and more about life and work, I see that 2020 will be remembered as the family year. I am grateful to all the blessings that I still have and for being able to help young people in Egypt and Saudi find their first job and join the labor market. I can't wait to see life going back to normal and being able to enjoy simple joys of life."

**Erik Jorgensen MC/MPA** reports that he completed his fourth term as a member of the Maine House of Representatives, and this December came in second place in a six-way election by the new legislature for the Democratic nomination for Maine secretary of state. "I survived four ranked-choice runoffs and finally perished in the last round, only losing by a few votes. Despite the result, this race was precisely what my HKS training set me up to do, and I am glad I put myself out there."

**Annie Mayol MPP**, since graduating from the Kennedy School, has worked in all sectors: NGO, government, and private. "The first 15 years I worked in all levels of government, including the city of New York, U.S. House of Representatives, the governor of Puerto Rico, and the White House. I did work for women in the Middle East through the Center for Liberty in the Middle East and finally worked as COO of a large Medicaid and Medicare Advantage Health Plan. After the devastation of Hurricane Maria in my home of Puerto Rico, I decided to take all my experience and dedicate it to the recovery of the island. I am currently president of Foundation for PR, a local NGO working in large recovery federal programs."

**Terry Pierce MPA** writes, "My historical novel of Gettysburg was published in June 2020 and was an Amazon #1 New Release in Civil War Campaigns. *Without Warning: The Saga of Gettysburg, a Reluctant Union Hero, and the Men He Inspired* is a historically accurate novel that weaves together the stories of Union General George Meade and his key subordinates and forever changes our vision of the Battle of Gettysburg. Grounded in the words of the men who persisted, prevailed, and perished in the bloodiest battle of the Civil War, as accurate as history, and as true as the hearts of those who fought there, *Without Warning* takes you back in time to the moment when the tide turned toward the redemption of the republic."

**Peter Redmond MC/MPA** has been appointed the director of the Center of Excellence in Foreign Affairs Resilience at the U.S. Department of State's Foreign Service Institute (FSI). He joined the State Department after 17 years at the Peace Corps where he served in several senior

### WIENER CONFERENCE CALLS



Criminal Legal System, Police Reform, and Racial Inequities in the U.S.

**"In high-crime communities, which are disproportionately low-income communities of color, police actually do more harm than good. When people call the police for help, they want to have confidence that the police will come [and] that they won't make matters worse, ... but in low-income communities of color, there is ample evidence now that none of these expectations are being met."**

Sandra Susan Smith

management positions overseas and in the Washington, D.C., headquarters. At FSI, he oversees a team of senior foreign service officers, psychologists, social workers, and training instructors who provide resilience programs, trainings, and consultations for diplomats, overseas missions, and leadership teams across the foreign affairs community.

### 2000

**Laurie Allen MPA** is indeed alive and kicking! "I have continued to work in the environmental science and policy arena. After leaving Cambridge, I moved from D.C. to Connecticut, then back to Virginia, and finally landed for good (hopefully) in Maryland. Had lots of exciting adventures,



Terry Pierce MPA 1999



— Michael Boyle  
MPP 2001

in Ireland, Italy, and Africa, and from East to West Coast of the United States, continuing to learn and try to make a difference. Since NOAA, I rejuvenated a failing therapeutic riding nonprofit, ran a national wildlife research program at USGS, finished a PhD in ecology, consulted as strategic planner/analyst, and am now providing research and policy services to NOAA. I live with my Labrador retriever, two cats, and two horses in Potomac.”

**Anthony Chavez MPP** manages strategic communications at the Social Security Administration for initiatives that help people, especially vulnerable populations during COVID, get critical services and income benefits. “Previously I was a congressional affairs specialist helping the agency respond to inquiries on COVID relief legislation and phone scams. Like many HKS parent alums, I spent more time this past year with my family organizing summer activities and helping kids with homework!”

**Janice Cooper MC/MPA** writes, “This year marks my 10th year working for the Carter Center in my native Liberia, where I am a senior program advisor on global mental health. Over the years I have been in contact, virtually or in-person, with many classmates. My son, Kaly, who was a baby when I was in the program, graduated from Fordham last summer. Best wishes to all, especially wishing you health and peace.”

**Zahra Khan MPA** published an article in Think Global Health last year, titled “Systemic Racism in Mammogram

Guidelines.” The article gained U.S. and international attention on mammogram equity, being the first to spell out mammogram disparities using the terms “racially unjust” and “systemic racism.” Zahra coined the term “breast cancer dodger” to emphasize earliest detection opportunities through annual mammograms in the 40s for minorities like herself. She has been working to launch a health care startup, Medina Global Health. Zahra recently celebrated her 25th wedding Nikkah anniversary with Dr. Nazer Qureshi, together with their two daughters, Hanya and Summer.

**Kendra Perkins Norwood MPP** has been promoted to partner at Wiley Rein LLP. Wiley is a Washington, D.C., law firm with an elite collection of practices to help clients navigate the complex legal, policy, and regulatory environment of the nation’s capital. An attorney in Wiley’s Government Contracts Practice, Kendra counsels government contractors and grant recipients on a range of legal issues, including compliance with government procurement laws and regulations. She litigates protests, prime-sub disputes, and contract appeals, in addition to representing clients in government investigations. Kendra also maintains an active pro bono practice.

**Steven Rahman MPP** and his wife, Renee, had twins who will turn two years old in May. Like many, they fled San Francisco for the safety of the countryside during the pandemic. Steven now works at

Snapchat, focusing on developers who create the mini apps that run across the platform. One of these minis was a voter registration tool that signed up 1.2 million new voters in 2020.

**Bill Schmidt MC/MPA** has been the chair of the Winthrop Board of Health for the past five years. “We have been very busy during the past year dealing with the COVID-19 pandemic and the many issues affecting public health in the community that is adjacent to Boston. I am also on the advisory council of Bridge Over Troubled Waters, a nonprofit organization located in Boston that supports homeless, runaway, and at-risk youth ages 14 to 24 with accessible, age-appropriate programming, a safe place to stay, and a path home. Bridge serves 2,000 youth each year through street outreach, survival aid, healthcare, counseling, case management, education, job development, and housing services.”

## 2001

**Jean-Martin Bauer MPP** has taken up a new position in New York City, as senior advisor on digital, data, and innovation for the United Nations’ World Food Programme. Jean-Martin will focus on ensuring that new technologies support the global fight against hunger. He will split his time between New York and Charles Town, West Virginia, where his spouse and children live.

**Michael Boyle MPP** recently took up a new position as an associate professor of political science at Rutgers Camden. He is also a senior fellow at the Foreign Policy Research Institute in Philadelphia. His most recent book is *The Drone Age: How Drone Technology Will Change War and Peace* (Oxford University Press, 2020). He now lives just outside Philadelphia with his wife, Emma, and his sons George (born 2017) and Henry (born 2020).

**Josiah Brown MPP** writes, “In 2019, I launched Court Appointed Special Advocates (CASA) of Southern Connecticut, which—as part of the Nick Kristof-endorsed national CASA network—recruits, trains, and supports caring, consistent volunteers for children who have experienced abuse/neglect. We are progressing, for example, in training our fifth cohort of volunteers and receiving additional court appointments to match those volunteers with children in need. We’re raising funds—building on a lean model of one staff for 30 volunteers, for some 75 children—to grow to serve more children. **Reggie Solomon MPP 2000** is among our board members. More personally, my wife (Sahar) and I live in New Haven with our kids, now both teens.”

**Samuele Butera MPP** is thankful for all the participants in trials, health care professionals, government officials, team members, and all contributors to the global efforts in creating a COVID-19 vaccine.

**Mark Fedor MC/MPA** writes, “Greetings to all my classmates from the MC/MPA class of 2001! Amy and I are celebrating our 28th anniversary in June and our four kids are doing well; two in college and two in 7th grade. Having been very fortunate to be selected for rear admiral, I’m currently serving as the chief financial officer/resource director for the U.S. Coast Guard. Our shop builds and executes our budget while ensuring safeguards to prevent fraud, waste, and abuse. We’re also transitioning to a new financial management system merging three separate ledgers into one. I’m scheduled to complete another year in this role and then hopefully compete for one of our larger field commands. I hope everyone is safe!”

**Jenna Hornstock MPP** writes, “I cannot believe 20 years have passed! I have spent almost all of those 20 years in local government working on economic development, affordable housing, public/private real estate transactions, transit and land use planning. I also managed to raise my son (now 14), support some great nonprofit organizations as a board member and through fundraising, and enjoy the weather and beauty of Los Angeles. My KSG education has been invaluable throughout my career and I look forward to reconnecting!”

**Matt Robison MPP** is producing and hosting two podcasts now. “One is an interview show with top politics insiders called *Beyond Politics*. The other is a policy show with experts from across the political spectrum, called *Great Ideas*. Both are on broadcast radio on WKXL in New Hampshire and on all the podcast listening apps ... or can be found on our website *BeyondPoliticsPodcast.com*. I’d love to hear what everyone thinks of them!”

**Ken Shulman MC/MPA** has been working for the past 18 years as the executive director of the Lambert House LGBTQ Youth Center. During the COVID-19 pandemic, the center, which is headquartered in Seattle, has been serving youth online from 25 U.S. states and Indonesia, Saudi Arabia, England, and Australia. During Ken’s tenure the organization has tripled the number of youth served and expanded from 17 to 50 services in 10 locations. It also purchased its Seattle facility, making the center the fifth LGBTQ youth organization in the country to own its home. “This has been the work of my life; it fulfills my dreams to

make a positive difference in the world and uses the best of my skills in fundraising, government relations, management, youth programming, and LGBTQ civil rights.”

**Christina Wang MPP** writes, “It’s been many years since I took the “Managing Self, Managing Others” course at HKS. Over the years, the principles I learned have helped me build teams and lead others. I’m excited to share that I am expanding that work into a new leadership coaching and training practice, in addition to my job as chief financial and people officer at Impevable, a digital product agency. Referrals and advice warmly welcomed!”

## 2002 20TH REUNION

**Earl Adams Jr. MPA**, in January 2020, was elected chairman of the board of directors of the Metropolitan Washington Airports Authority, which manages Reagan National and Dulles International Airports. Earl was reelected chairman in January 2021. He was also appointed managing partner of the Washington, D.C., office of Saul Ewing Arnstein & Lehr, a national law firm, in February 2020.

**Padmesh Shukla MPA/ID** reports that 2020 was a watershed year for the investment industry, where impact and sustainability got firmly entrenched as an important third dimension in decision making. Padmesh, who is the CIO of the \$18 billion Transport for London Pension Fund and a development practitioner by training, finds that the possibilities and opportunities are endless—and sorely needed to recover from COVID-induced challenges.

## 2003

**Jimmy Aguirre MPP** and his family will be moving this summer from Stuttgart, Germany, to The Hague, Netherlands, which is good because they have hiked every trail in southern Germany at this point of the pandemic. Jimmy continues to serve through the Department of State, most recently as a foreign policy advisor to U.S. Africa Command and next as the deputy U.S. permanent representative to the Organization for the Prohibition of Chemical Weapons. Jimmy’s spouse, whom he met a few months after graduating from HKS, is working on access to high-quality tertiary education that leads to employment in Africa. “The kids (8, 10, and 13) are working on driving us a bit crazier each day. Miss you all.”

**Judith Oleson MC/MPA** is currently the director of the Tom Porter Program on Religion and Conflict Transformation at Boston University School of Theology. She teaches courses in conflict transformation,

transitional justice, and reconciliation with both graduate and doctoral students. She directs research initiatives, a clinic/internship program, and interdisciplinary learning events, and serves on the administrative team for the *Journal of Interreligious Studies*. In partnership with the European Center for the Study of War and Peace, she also teaches in Croatia and Bosnia.

**Raquel Reyes MPA** writes, “This is my first update. I can’t believe it’s been 18 years! After KSG (still KSG to me!) I spent five years at HMS, followed by four years at MGH training in internal medicine and pediatrics. I moved to Uganda in 2012, at 35, and was pleasantly surprised to meet my husband in the village where I was working. We were married in 2014, and now have three beautiful children who bring us joy daily. We live in Chapel Hill, North Carolina, but continue to dedicate a lot of time to our work in rural Uganda. I am a hospitalist, and our group provided most of the COVID care in our hospital. What a year, for so many reasons! So thankful for a new administration, vaccine rollout, and eager to return to hugs and fellowship.”

## 2004

**Stephen Frost MPP** is the CEO of Included, a specialist inclusion and diversity consultancy and legacy organization of the London 2012 Olympic and Paralympic Games. The group has produced an impact report detailing their work in diversity and inclusion in organizations worldwide over the past decade. The organization is currently working on embedding inclusion in design thinking in organizations worldwide, especially in tech, FS, and future Olympic and Paralympic Games.

**Guido Houben MPA** writes, “Generating baseload carbon-neutral energy affordable for all, in the form of electricity, hydrogen, or district heat, as well as its efficient distribution, storage, and consumption have become the dominating issues of the world (maybe apart from the pandemic). Some are passionate about renewables, others about nuclear energy. As CFO of Transmutex, a CERN spin-off in Geneva where we’re exploring a third way (thorium-based accelerator-driven systems that can also eliminate existing nuclear waste), I feel on a daily basis how well HKS has prepared me to tackle this highly international mission at the intersection of science, corporate finance, and governmental regulations.”

**Buck Song Koh MC/MPA** has had time during the pandemic to write two new books, both published in 2021. *Brand*



**AI, Employment, and the Opportunity Gap**  
April 27, 2021

“Sometimes, when you talk about these very abstract concepts—whether it’s AI or climate change—and you ignore the impact on jobs, you’re really not going to be successful in an outcome from a public policy point of view.”

— Shireen Santosham  
MPA/ID 2009

ken.sc/atp



— Buck Song Koh  
MC/MPA 2004

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*Singapore: Nation Branding in a World Disrupted by COVID-19* is the third edition of a study of Singapore's country brand, and *Around the World in 68 Days: Observations of Life From a Journey Across 13 Countries* is a travel memoir.

**Andrew Leigh PHD** writes, "After a tumultuous year, our family has found ourselves appreciating our local community in Canberra, and enjoying time together. Gweneth is undertaking her PhD in public health, and our three boys—Sebastian (14), Theodore (11), and Zachary (8)—are growing faster than grass. I've just clocked up my 10th year in the Australian parliament. This year's book is *What's the Worst That Could Happen? Existential Risk and Extreme Politics* (MIT Press, November 2021). After all, what better time to think about how to avoid the end of the world? Warm wishes to all. Andrew."

**Anthony (Antonio) Martinez MC/MPA** was appointed by the Governor's Office of Information Technology (OIT) to serve as the second-ever executive director of the Colorado Broadband Office. Anthony will be responsible for driving the state's broadband strategy, collaborating closely with the Colorado Office of Economic Development and International Trade and the Department of Local Affairs, and continuing to grow strong public and private sector relationships in communities to support broadband expansion throughout Colorado. Anthony joins the state after serving 32-plus years in federal government.

**Bridger McGaw MPP** writes, "In a year of working remotely, I've been leading athenahealth's crisis response to COVID-19, keeping the company's 5,600 employees safe and continuing to deliver athena's electronic medical record and other services. I have enjoyed keeping up with and celebrating classmates who are making efforts locally and globally to recover and strengthen their communities through their leadership, activism, and policy work. Keep it up HKS! I continue to work locally, improving our community as an elected town meeting member in Lexington, Massachusetts. Stay safe everyone."

**Gagik Yeghiazarian MC/MPA** writes, "My main achievement is in the successful launch of the PUBLIQ peer-to-peer network and open protocol for distributed ecosystems: publiq.network. It is a working model for Web 3.0, or the new Internet of Owners, which offers full inclusion and shared ownership to all network participants, enables free enterprising with custom logic, free exchange of digital assets, e.g., content, and instant wealth distribution to all participants in the network based on merit. The network

operates with the support of PUBLIQ's native blockchain, distributed storage and channel nodes, AI, and other technology solutions that help automate all the processes and transactions using original smart contracts."

2005

**Brendan Boyle MPP** was reelected to Congress in November and began serving his fourth term in January. He was elected vice chairman of the House Budget Committee and has been busy working on COVID relief bills as well as the infrastructure bill. He's very much looking forward to the end of the pandemic and hoping for no more insurrections at his workplace.

**Maria Emilia (Millie) Dutto MPA** writes, "What learning experience do you want your child to have? When my third son was born, I decided to apply my experience leading transformation programmes for the British Library and local libraries to reimagine the outdated library of my children's school. Libraries' evolution through design thinking has been my career passion after HKS. Fundraising £30K and recruiting 120 parents, we successfully created more than a library: a ubiquitous space that encourages self-learning, enables discovery, and feeds curiosity. And since the story continues: Last month I co-created the first online book festival in the school's history. It's been spellbinding and food for thought for my next career steps."

**Mike Hayes MPP** writes, "My biggest news is that I joined classmate **Ryan Raffaelli MPP** as a guest in his HBS classroom for the third year in a row, and I'm pleased to report he is exceeding all expected MPP '05 standards! :) In all sincerity—a wonderful professor and we can all be very proud. In October, I joined the C-suite of VMware, a \$65 billion global software company, running global operations and transformation. More important, I published my book *Never Enough*, in my effort to bring more meaning and impact to the world. I'm donating all my profits to a 501c3 I started that pays off mortgages for Gold Star families—paid off my fifth home recently. Living in Westport, Connecticut, with my wife and 20-year-old daughter. All great!"

2006

**Rahul Anand MC/MPA** joined the International Monetary Fund (IMF) in 2010. "Since then, I have worked on several IMF programs and surveillance cases in Africa and Asia. I have also been involved in the fund's capacity-building work in central banks. At present I am

working in the Asia-Pacific department of the IMF as chief of the South Asia division, which includes Bangladesh, Sri Lanka, and the Maldives. I live with my family in Potomac, Maryland. I am looking forward to meeting you all!"

**Trey Csar MPP** in 2019 cofounded a statewide education nonprofit, Impact Florida, that brings together public school districts in the state to learn from one another and strengthen their instructional programs. He also serves on the founding board of 904WARD, an organization focused on ending racism in Jacksonville, and is the thankful husband to **Sunny Gettinger MPP** and father to Cort (nine) and Max (seven).

**Sunny Gettinger MPP** ran a competitive city council race in Jacksonville, Florida, in 2019, losing by just 248 votes of more than 10,000 cast in the Republican-leaning district. The campaign raised over \$250K and knocked on more than 54,000 doors in its efforts. Outside politics, Sunny continues to lead Google Fiber's communications efforts across the country and is a proud mom to two boys, Cort (nine) and Max (seven).

**Angela Joo-Hyun Kang MC/MPA**, founder and executive president of Global Competitiveness Empowerment Forum, was appointed as senior advisor of Arabesque S-Ray GmbH, a global ESG data provider, for South Korean business development in January 2021. Angela is currently an anti-bribery policy group member of Business at OECD (Business and Industry Advisory Committee), and an integrity and compliance taskforce member and special initiative of women empowerment member of 2021 Business 20 (B20) Italy. She is also a co-head of the South Korean delegation of 2021 Women 20 (W20) Italy, and a private sector advisory group member of the Fair Biz Project, housed in UNDP Bangkok Regional Hub.

**James Ku MPP** writes, "After spending a few years in industrial site selection and economic development, including time working for USAID and World Bank projects in Pakistan and Afghanistan, I went back to the private sector and spent time in private equity real estate before landing with Walmart. I was responsible for Walmart's real estate in the United States and then China, before recently becoming chief operating officer for Walmart China. I am still passionate about economic development and poverty alleviation, and founded a company that provides solar household systems for rural villagers in Pakistan."

**Lubna Malik MC/MPA**, after working with the central bank since 2001, was appointed to head the Financial



# A Force for Change in Venezuela

Juan Andrés Mejía MPA 2015

"IF YOU'RE A POLITICIAN, you're there more to listen than to speak," says Juan Andrés Mejía MPA 2015, who was elected to Venezuela's National Assembly the same year he graduated from HKS. Ever since he spent a few weeks living with an impoverished family in the countryside as part of his Jesuit high school education, he has known about the economic disparities among Venezuelans. "There's no reason for anyone to be in that situation," he says. "Everyone should have access to health and education." Although he was in high school when Hugo Chávez was first elected president, Mejía already recognized a fundamental truth: "Chávez wasn't the origin of the problem, but the consequence," he says. "The problem—inequality—was already there, but nobody was addressing it."

At Simón Bolívar University, where he majored in engineering, Mejía shared his classmates' disdain for political parties. "I felt they were responsible for the crisis we were living," he says. But Chávez's termination of a broadcaster's license after allegations of political interference pushed him toward politics. "I wasn't necessarily a fan of the TV station, but it felt weird to us—the youth—that someone could decide to shut down a TV station that had been there for decades," he says. "We decided to organize a protest—and it ended up being massive." The students' actions ignited a chain of demonstrations across the country, and a movement was born.

Mejía, with students (including Leopoldo López MPP 1996, who received the HKS Alumni Public Service Award in 2014) and others, forged a new political party, Voluntad Popular (Popular Will), that continues to be a force for change.

**"If you're a politician, you're there more to listen than to speak."**

After college, Mejía applied to the Kennedy School. "I was inspired by other Venezuelans I knew who had gone—and if you know someone who went to HKS, you think maybe you can do it too." Once in Cambridge, he took a course with Ricardo Hausmann, the Rafik Hariri Professor of the Practice of International Political Economy and a fellow Venezuelan. Says Mejía, "In Venezuela, everyone is very good at the diagnosis, of knowing how things went bad—but nobody was telling us how to fix things. Ricardo helped open my mind to the possibilities of economic complexity." He also studied with Kessely Hong MPA 2000, senior lecturer in public policy, who taught him negotiation—something he found especially helpful in his dealings with his Chavista colleagues.

Using what he learned at HKS, Mejía led the National Assembly's Plan País Venezuela (A Plan for Venezuela), which provides a road map for national recovery. Mejía also wanted to have an immediate impact—so in 2017, he set up a nonprofit, Puntos Solidarios, which to date has provided more than 100,000 nutritious meals to poor children in Caracas. Mejía spent time each week serving food and listening to people's concerns.

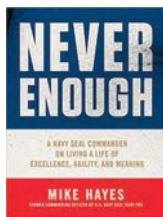
His work as a legislator, nonprofit leader, and activist came at great risk. His name was on a list of people alleged to have committed crimes such as "rebellion" and "usurpation." Still, he fought for democracy for all Venezuelans. But in 2019, the Supreme Court of Venezuela—a body under the control of current president Nicolás Maduro—rescinded parliamentary immunity for legislators, and one of his colleagues in the National Assembly was arrested. Mejía decided to flee the country with his wife and toddler.

Now living in exile, Mejía continues to advocate for democracy and equity in Venezuela. "I still do what I love most, working on recovery and reconstruction plans for the country and working with the diaspora," he says. "I am hopeful we will be able to regain democracy in Venezuela."

IMAGE COURTESY OF JUAN ANDRÉS MEJÍA



— Andrew Leigh PHD 2004



— Mike Hayes MPP 2005

WIENER CONFERENCE CALLS



U.S. National Security

“The Chinese have started to roll out ... a digital currency known as the digital yuan. For a lot of people in the United States, the idea that a digital yuan or the yuan at all could displace the dollar ... seems far-fetched—but the U.S. is quite far behind.”

Eric Rosenbach MPA 2004

Monitoring Unit of Pakistan in July 2020. As director general, Lubna supervises frameworks for developing financial intelligence and supports efforts to combat money laundering and terrorist financing. Despite the extensive challenges facing Pakistan, major improvements in these areas have been made in the past year. “My areas of interest are risk management, financial stability, and management of public enterprise. I am looking forward to the reunion and hope to reconnect with my classmates from HKS.”

**Rodolfo Neirotti MPA** is an honorary member of the Brazilian Academy of Cardiovascular Surgery.

**Christopher Ward MPP** writes, “It’s been a big year of change as I finished my time on city council and was elected last November to the California State Assembly to represent part of the San Diego region (AD-78). I now split my weeks between Sacramento and home, and focus on climate, homelessness, housing, and other key areas of legislative

business. I was tapped to be the assistant majority whip, and am highly enjoying the activities, mindful of the seriousness of the needs facing the public. My kids are now seven and two, and continue to be the best part of life. When times get safer, for those traveling to Sacramento, please feel free to reach out!”

2007 15TH REUNION

**Armando López-Cárdenas MC/MPA** writes, “Together with my beloved wife, Monica, we have two wonderful children: Armando (eight), and Anuar (five). I am currently chief of staff in the National Institute of the Migration in the Department of State in Mexico. We live in México City.”

**Charlene MacDonald MPP** now heads FTI Consulting’s Healthcare & Life Sciences for the Americas sector. In this role, she leads a team of experts across the United States and Latin America advising clients navigating financial, regulatory, and reputational challenges.

**Stephen Rockwell MPA** recently started as the chief ratings technology officer at Charity Navigator, where he is leading an effort to launch a new system of nonprofit evaluation called the Encompass Rating System. Encompass scaled the number of organizations rated from 9,000 to 160,000 while expanding the evaluative domains available to inform donors in their philanthropic decision making. The system measures finance and accountability, impact and results, culture and community, and leadership and adaptability.

2008

**Jason Blackstock MPA** writes, “Amidst the turmoil and loss of the last year, sadly including losing close family, there have been sparks of light: In November 2020—between lockdowns—I got married to Alana Heath in London (with three people there!). In April 2021 I will leave University College London (after eight years!) because the education and community (digital) social enterprises I’ve been co-building and leading have grown exponentially in the past year. Among those, the HKS-inspired How to Change the World experiential and virtual education social enterprise is the main focus (*htctw.org*). Looking very forward to hearing what everyone else is up to in these surreal times. Love and safety to everyone and their families!”

**Margaux McDonald MPA** recently completed a diplomatic posting in Pakistan, in time to return to Ottawa and welcome her first child (a girl!) with husband, Patrick. She’s now enjoying a

year of maternity leave (thank you, Canada—best policy ever) with daughter Portia. Despite the pandemic, Margaux is counting her blessings and has you all on her mind. She’s hoping everyone is healthy, and can’t wait to reconnect in person. Big hugs will be in order!

**Thomas Park MPP** is feeling grateful to still be in touch with so many classmates. “My wife, Jisu Yoon, and I are very happy to welcome our first child in April. I currently lead a new venture capital fund called the BDC Deep Tech Fund. Still based in Montréal where I co-led a group of classmates with **Clara Peron MPP** on one of the best class trips ever back in 2007. Hoping to see everyone at the next reunion!”

**Maliheh Paryavi MPA/ID** reports that *The Dr. Maliheh Paryavi Podcast* continues to reach audiences worldwide, featuring powerful and authentic conversations with world-renowned leaders and pioneers such as authors Angela Duckworth and Dr. Susan David, Valerie Jarrett (senior advisor to former President Obama), CEOs Tina Tchen and Anousheh Ansari, and HKS faculty member Iris Bohnet. Listen, subscribe, and share: [malihehparyavi.com/podcast](http://malihehparyavi.com/podcast).

**Elias Rigas MC/MPA** is a branch chief at the U.S. Army Research Lab developing a next-generation helicopter, UAS, and drone technologies for future soldiers. He is also the president of the board of directors at Odyssey Charter School in Wilmington, Delaware. Odyssey is an inner-city K-12 charter school and is the fourth largest school in Delaware. Its mission is to develop world citizenship and culture and establish critical thinking and problem-solving proficiency through the added learning of a Modern Greek language and mathematics focus. The school is also a leader in implementing environmentally sustainable practices and resources and was a recipient of the 2020 U.S. Department of Education Green Ribbon School award.

**Tai Sunnanon MPP** was elected as delegate (Assembly District 50) to the California Democratic Party in February 2021, serving a two-year term.

2009

**David Holden MC/MPA** was admitted to Harvard Divinity School’s Master of Divinity Program, Class of 2024.

**Flavian Marwa MC/MPA** writes, “After over 10 years of advisory/management consulting in the private and public sectors in the United States, Africa, and South America, I moved to Washington, D.C., where I am currently deputy commissioner for market operations at the Department of Insurance, Security and

Banking (DISB), a financial services regulator. This position leverages my diverse background. Hoping to be able to see some of you in 2021 if you pass through D.C. Stay safe and well.”

**Carrie Schuettpeiz MPP** has been named associate professor at the University of Iowa’s School of Planning and Public Affairs.

**Hassan Tetteh MC/MPA** was selected as an Emerging Leader in Health and Medicine Scholar by the National Academy of Medicine. He currently leads a Specialized Transplant Adapted Recovery (STAR) Team in Washington, D.C., to expand heart and lung recovery and save more lives. His latest books, *The Art of Human Care for COVID-19* and *The Art of Human Care With Artificial Intelligence* will be released this spring and summer respectively.

2010

**Josh Archambault MPP** has launched Presidents Lane Consulting. He is currently working with a few public policy groups and a number of health care companies that are determined to lower costs. Josh has been offering advice on how to best navigate the complex changing landscapes in states and D.C., helped a few enter new markets, and aided leaders to raise their public profile. His past work in 30 states and D.C. have come in very handy. He is eager to connect with any other independent consultants to compare notes, or others in the health care space.

**Ramaswami Balasubramaniam MC/MPA** has been appointed by the Indian prime minister to the position of member-human resources in the newly established Capacity Building Commission (CBC). The CBC is an initiative of Prime Minister Modi to prepare the nation’s public administration to take India into the 21st century. The CBC will oversee all the capacity development initiatives of the Indian bureaucracy, such as helping public servants become citizen-centric, responsive, and competent. The commission will also oversee all the 400-plus training institutions of the national government. This commission is seen as another effort of the prime minister to bring in citizen-centric governance.

**Cathryn Clüver Ashbrook MPA** writes, “I’m happy to announce that we will be joining many classmates in Berlin this summer, as we relocate for me to take up a new job as the director of the German Council on Foreign Relations. We’ll miss being everyone’s HKS outpost, but are looking forward to new challenges—a new job and another family member, due in September 2021.”

**Zachary Gingo MC/MPA** is still living in Medford, Massachusetts, and working for Harvard, now as the associate dean for physical resources and planning in the Faculty of Arts and Sciences. “This past year has been particularly challenging as we have dealt with the ever-changing conditions presented by COVID, but Harvard remains a rewarding and inspiring place to work.”

**Naima Green-Riley MPP** has accepted an assistant professor position at Princeton University. She is jointly appointed to the political science department and policy school and will start teaching in 2022.

**Ian Mills MPA** writes, “I write this from sunny Barbados! Currently home to **Courtney Mills MPP** and myself and our two little treasures (Ariella and Eliud). Been a crazy year but little-island life has worked pretty well for us during a pandemic ... I’ve been working as deputy director of development for the UK Foreign Office in the Caribbean, and Courtney has been starting a new agribusiness venture, which is extremely exciting. We expect to move next year, likely to Texas, but to be confirmed! We miss our old HKS friends and look forward to seeing y’all whenever and wherever we next can.”

**Josh Stephens MPP** published his first book, *The Urban Mystique: Notes on California, Los Angeles, and Beyond*, a collection of essays about urban planning. He edits the California Planning & Development Report.

**Clarence Tong MPP**, after 6.5 years on the political affairs team at the Environmental Defense Fund in Washington, D.C., has taken on a new role leading federal affairs and policy at a new electric-vehicle manufacturer called Arrival.

2011

**Alex Buck MC/MPA** writes, “My family and I just moved to Fort Collins, Colorado. We were in Hershey, Pennsylvania, for a few years after moving there from Massachusetts. Still working in the medical device industry; same company for the last five-plus years. I was working remote even before the pandemic. Also working on an app with my brother. The app gives the joyful thrill of discovery through experimentation. Looking forward to catching up at the upcoming reunion!”

**September Hargrove MPP** writes, “In December 2020, my husband, John, and I welcomed our first child, a son, John-August. We are currently living in Detroit, where I’ve been leading JPMorgan Chase’s \$200 million philanthropic investment in the city’s economic recovery. We’ll be moving back to California in 2022. I can’t believe that it’s already been 10 years

since graduating from HKS. It’s been a wonderful journey that has taken me from Harvard Square to New Orleans, the Obama White House, and a backpacking trip across Europe, Africa, and Asia. I hope that everyone is well and that our paths cross again.”

**Danielle Piskadlo MPA** is coming up on her two-year anniversary as the executive director at Budget Buddies, a nonprofit that builds the financial health and resilience of women living on low incomes. Danielle lives in Acton, Massachusetts, with her partner and their two sons. “I’m looking forward to connecting with classmates at our virtual reunion this year!”

**Eluid Ramocan HKSEE** is the project director for Jamaica’s Cyber Programme to the Ministry of National Security. In this role he is tasked with upgrading critical infrastructure through the use of cutting-edge cybersecurity technology and international cooperation that fosters a cyber-resilient economy. Prior to that, he worked at Jamaica’s central bank for more than a decade, developing economic intelligence and data management capabilities. Eluid is the author of *Remittances to Jamaica: Findings From a National Survey of Remittance Recipients*. He earned HKS executive education certificates in strategic management for regulatory and enforcement agencies in October 2011 and in cybersecurity in January 2021.

2012 10TH REUNION

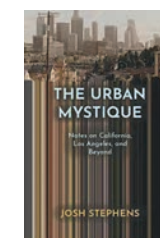
**Francisco Aguilar MPP** writes, “Hey all! Gracie is 19 months, and the first-responder and defense robotics company we launched after graduation was just recognized in *Forbes*, so we’re doing well despite all the challenges of the past year. Look forward to reconnecting with you all soon and hope you are staying safe.”

**Erica Harrison Arnold MPP**, in these unprecedented times of the COVID-19 pandemic, serves as the executive director of legal compliance in Henry County schools in Georgia. Erica helps families navigate policies, practices, and protocols while demystifying compliance actions for school and district leaders. In Fall 2020, Erica completed a Master of Education in education leadership through The Broad Center as a 2018–2020 resident.

**Sophal Ear HKSEE** writes, “In April 2021, the Public Policy and International Affairs (PPIA) Fellowship Program named me as its third PPIA Changemaker. This initiative is part of PPIA’s 40th-anniversary celebration, naming 40 PPIA Alumni Changemakers. A 2011 YGL of the World



Hassan Tetteh MC/MPA 2009



Josh Stephens MPP 2010



Eluid Ramocan HKSEE 2011

Economic Forum and a 2009 TED Fellow, I did the 1994 Junior Summer Institute at Princeton. In 2016, I received PPIA's Rev. Clementa C. Pinckney Achievement Award for Extraordinary Leadership in Public Service. I continue to teach at Occidental College, where I specialize in political economy, Asia, and am a global expert on Cambodia. In 2020, I co-edited a virtual issue on 'Coronavirus: Politics, Economics, and Pandemics' in the journal *Politics and the Life Sciences*."

## 2013

**Netalý Ophir Flint MC/MPA** recently launched her firm KONU's new office in Israel, through which she continues to bring the adaptive leadership framework to organizations and change-makers. After spending the past three years living in Los Angeles, she recently moved back to Tel Aviv with her husband, Nir, and their three children.

**Elisabeth Heid MPA** writes, "I am based in Berlin and gave birth to my son, Ari, in June 2020—a pandemic baby! Otherwise, I am continuing to build my leadership development and change consultancy, KONU (*konu.org*). All of our workshops, coaching, and consulting are virtual now, so our client base is even more global. Many engagements (such as Fairtrade International, the World Bank, or FMO) arise through HKS connections—it's great being able to work with fellow HKS alumni."

**Rahul Kalita MPA** co-founded an education technology startup, Tutored by Teachers, in 2020. The company's mission is to build a national tutoring program and help close the achievement gap. They successfully raised a \$500K seed round, and their first hire is an HKS 2019 alum, **Elizabeth Gibbons MC/MPA 2019**, who is the head of partnerships and advocacy.

**Litcy Kurisinkal MPP** and fellow Harvard alum Neha Bansal have launched an initiative named Asianism Retold. The initiative aims to understand the nature of Asian leadership, which is a reflection of distinct Asian values, and to leverage the role of Asian leaders in the region's development and global geopolitics. In March 2021 the initiative's first expert consultation brought together Asian leaders, academics, and diverse stakeholders to explore the diverse dimensions of Asian identity and values. The Center of Asian Leadership Institute (CALI), which was founded by a Harvard alum, and NIICE Nepal are partners of the initiative. Anyone interested in knowing more about the initiative should feel free to reach out.

## 2014

**Michael Koehler MPA** has continued to grow his firm KONU to support change-makers and organizations leading adaptive change. The past year added an emphasis on DEI and crisis challenges—as well as an expansion into virtual deep learning spaces. KONU was co-founded by HKS lecturer Tim O'Brien. It currently consists of 10 HKS alums—and is growing.

**Ruthzee Louijeune MPP** is running for Boston City Council at-large! Ruthzee started at HKS with the Class of 2013, but graduated in 2014 with a joint degree from Harvard Law School. She is a native Bostonian, a lawyer, and an advocate. She previously served as senior counsel to Senator Elizabeth Warren's campaigns. Ruthzee is running to build a more affordable, equitable, and inclusive Boston, and has the passion and conviction to make it happen. Please visit *RuthzeeForBoston.com* to donate, sign up for emails, and find out how you can get involved!

**Nate Mackinnon MC/MPA**, after four years working and living in Nevada, has been appointed executive director of the Massachusetts Association of Community Colleges. He and his wife, Kaitlyn, and daughter, Madelyn, are moving back to the Boston area in June.

**Steven Sarao MC/MPA** is currently assigned to the NYPD Intelligence Bureau. He continues to publish in the public policy space, recently in the *Newark Star Ledger* as a guest columnist: "'So Precious Is a Grandmother's Love.' Saying Goodbye During the Time of COVID-19." Steven is completing his first novel, *The Dreams of Little Boys Create Men*, which sits between historical nonfiction and memoir. It's about fathers and sons, why boys become police officers, and how small-town economic struggles intersect with social justice, corruption, and murder. It offers a historical look at policing in America, providing a unique perspective towards understanding policing in the United States.

**Ted Zagraniski MC/MPA** and his family are wrapping up three and a half years based at Naval Station Norfolk. Since 2018, Ted has traveled extensively across Europe, the USA, and the Pacific, guiding and adding to national and multinational military planning efforts. Next stop this July: back to the Pentagon and the U.S. Army Staff, Office of the Deputy Chief of Staff for Operations.

## 2015

**Sahar Albazar MC/MPA** ran in the Egyptian Parliament elections last year and won. Sahar began her role as a Parliament member in January 2021.

**Olof Hugander HKSEE** made partner at Brakeley Nordic, a consulting firm advising nonprofits on matters concerning philanthropic support, resource mobilization strategies, and stakeholder engagement. Having previously hosted career chats at HKS, Olof welcomes all HKS students to reach out if they want to know more about career opportunities in the field.

## 2016

**Axelle Bagot MC/MPA** writes, "For the second year in a row I have been offered to teach a class in adaptive leadership at Brown University (MPA program). I'm enjoying this experience a lot. I am also now CEO of the Leadership Lab International, an organizational development consulting company I co-founded with two Harvard professors. Our missions include working with the Malala Fund in the UK and the Africa Business School in Morocco. I also work for Ace Up, which offers executive coaching packages to various organizations. I juggle between these different jobs and my different hats, combining with delight the tasks of teaching, learning, experimenting, and interacting with fascinating people who have inspiring purposes."

**Vilas Dhar MC/MPA** was named inaugural president of the Patrick J. McGovern Foundation, a \$1.5 billion global philanthropy advancing AI and data solutions to create a thriving, equitable, and sustainable future for humanity. In March 2021, Vilas architected a rare philanthropic merger with Cloudera Foundation, creating a novel approach to empower social change-makers and nonprofits with powerful technological capacity. He co-chairs the World Economic Forum's Global AI Action Alliance with Arvind Krishna, the CEO of IBM, and serves as a global expert on issues of equity, sustainability, and human possibility in a data- and AI-powered society.

**Zoltan Feher MC/MPA** writes, "Since my HKS graduation, I have been pursuing my PhD in international relations at the Fletcher School of Law and Diplomacy, Tufts University. In my dissertation, I examine the U.S. strategy toward China from 1970 to 2020 to explain why the United States ended up facilitating China's rise. In recent years, I have taught international relations at the Harvard

Summer School, Ivy League Summer Institute (at Harvard Law School), and Tufts University's political science department. Since 2017, I have worked as a research fellow at Fletcher's Center for Strategic Studies. In August 2021, I am joining the Clements Center for National Security at the University of Texas at Austin as a predoctoral fellow."

**Maroof Mohsin MC/MPA** writes, "Since my return from Harvard in 2017 I have been teaching political science at North South University Dhaka as an adjunct lecturer and enjoying it. I fell into this space by serendipity, having randomly met a dean of the engineering school at a friend's birthday party who invited me to see the campus, which I totally loved! The rest is history. I embarked on my teaching journey at the Department of Political Science and Sociology in the fall of 2017. It is now spring of 2021 and I am eagerly planning for a PhD, which I never even dreamt of."

**Siqi Mou MPA** writes, "Since graduating from HKS, I've been building HelloAva, a beauty technology company. Many twists and turns, but we are scaling and helping hundreds of thousands of users get more confident about their skin. We are very excited about this mission. I currently reside in NYC (Tribeca) with my husband, who works in finance, and we just welcomed our son in early 2020."

**Theodora Skeadas MPP** writes, "I am running for Cambridge City Council this year! I'm running to champion a fair and sustainable economy, to empower our local businesses, and to fight for greater equity for our most vulnerable residents. It's been a tough year for our city. Through my work managing Cambridge Local First, I've seen how much our local businesses are struggling. Unemployment in Cambridge tripled in the first half of 2020 alone. And as the housing crisis worsens, so does the racial and gender equity gap. As board chair of the YWCA Cambridge, the city's largest residential housing provider for women, I have seen these inequities firsthand. Join me in fighting for a more just Cambridge, at *votetheo.com!*"

**Alyce Su HKSEE**, at the invitation of Dr. Lee George Lam, chairman of Cyberport, participated as an investor in Cyberport Venture Capital Forum 2020. Edventures GBA Summit/Expo and Silicon Dragon were the spotlight events. The forum featured Hong Kong as the Smart City, powered by artificial intelligence, big data, blockchain, and fintech. At the event, Alyce participated in nearly 100 one-on-one investor presentations arranged by Cyberport Investors Network (CIN). Over the past three years, CIN has invested HK\$629 million in 37 projects.

Cyberport Macro Fund also committed HK\$32 million and attracted HK\$394 million via co-investments 1:12.

## 2017 5TH REUNION

**Mildred Voon MPP** is currently the head of projects at the Leadership Institute of Sarawak Civil Service. "My organization develops training programmes and leadership development frameworks for the Sarawak state government, in my hometown of Kuching in Malaysia. I work closely with colleagues in the government to review and amend policies related to capacity building and performance management for the state civil service."


**Jiyuan (Dexter) Yu MPA/ID** writes, "Hi everyone, it seems like it was only yesterday that we were sitting in the same classroom—time truly flies! I now serve as the vice president of the board and CEO of CHK Oil, a publicly listed company in Hong Kong. I also started my own business in China, working together with Real Madrid Foundation as their strategic partner and official exclusive partner of football training camps in China to provide high-quality football training to Chinese youth using the Real Madrid philosophy. I miss you all dearly and hope we can meet up face-to-face sometime soon, hopefully in Cambridge!"

## 2018

**Joshua Albert MPP** is in Washington, D.C., working with KONU, a leadership and change consulting firm where he helps mission-driven organizations apply the adaptive leadership and adult development principles he learned at HKS to navigate complex challenges or change processes.

**Yingjing Deng MC/MPA** writes, "Since graduation, I settled down in the greater Boston area, got married, and had a baby boy. I am working at the Harvard Chinese Art Media Lab as a project manager leading teams to bring cutting-edge technology and design together with the humanistic inquiry. In 2020, I also initiated a nonprofit English buddy program to support Syrian refugee youth in Lebanon. Even more exciting, I joined the Harvard Kennedy School New England Alumni Association as a member of the board of directors, serving as co-chair of the Public Service Committee and vice-chair of the Marketing Committee, to continue to serve the HKS community."

**Matthew Fecteau MC/MPA** was awarded the Meritorious Service Medal on August 11, 2020, while serving with the U.S. Army Intelligence & Security Command. According to army regulation, the Meritorious Service Medal is "awarded to



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March 23, 2021

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— **Bracken Hendricks MPP 1998**

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ALUMNI AWARD

2021  
Digital  
Innovation  
Alumni Award

## A Deeply Personal Task

Hla Hla Win MC/MPA 2016

HLA HLA WIN MC/MPA 2016 isn't a morning person. So when the phone rang at 6:30 am on February 1, she groggily knew that something wasn't right.

On the other end of the line was the operations manager at her company, 360ed. Located in Myanmar's largest city, Yangon, 360ed leverages digital technology such as augmented reality and virtual reality to educate children and teachers across the country and beyond. The social enterprise was weathering the pandemic and had recently expanded to other Southeast Asian nations. But her life—and her company—were about to change.

The news from her colleague was not good: The president of Myanmar had been arrested, there was no internet, and the country was in chaos. Overnight, the military had staged a coup.

That first week of February, Win pivoted from running her company to caring for and advising her employees, who numbered about 80 at the time of the coup. She and her husband, who also works at 360ed, told them to be safe. But she soon realized she needed to modify her messaging.

"My life changed from regular business meetings to asking what our employees needed to protect themselves while protesting, how many had been wounded, how many had been arrested, and whether their families were safe," she says.

Win knew her own security—and that of her husband and young child—were at risk: "My husband and I are high profile—we studied in the States, and he had been a consultant to the Ministry of the Environment. Two of our friends were snatched by the military—we don't know what became of them."

She and her family were out one day when they received another fateful phone call. "Don't go home," said the caller. Win says, "We live on a main street, and we passed by the building and there were so many soldiers in front of our house. That day we decided to leave to go somewhere safer."

They fled to a refugee camp at a monastery, where they found themselves in a situation familiar to many of 360ed's users: living in a rural area with sparse access to digital technology. But because many of the company's apps, once downloaded, do not require internet access, children in the camp were able to continue their education—something that many users across the nation did, thanks to 360ed's technology. "We were in the situation 360ed had imagined—needing access to education in the most challenging areas," Win says. "In a way it felt very rewarding and fulfilling. There were about 200 families in the camp, and the apps were the only method for learning. We became very popular when people realized who we were—the inventors of the apps."

360ed, which launched in January 2017, had grown quickly before the coup—but even in the coup's aftermath, the company continues to educate more than 400,000 students like the ones Win lived with in the refugee camp—and it is still expanding.

Win and her family were eventually able to make their way to the United States. Today, she continues to absorb the drastic shift in her life as she helps

360ed emerge from the wreckage of the coup.

"As a social enterprise, we put social first and enterprise second," says Win. "We care about those who don't have access to schools or learning, and that's why we started democratizing access to quality learning."

Although the future is far from clear, Win's dedication to educating people in the most difficult-to-reach places persists. "This work is

challenging, frustrating, and tiring, especially in times of turmoil," she says.

"We have a lot to do to build continually more engaging solutions and to take these solutions to students around the world. As a 'mompreneur'—and where my business partner is my life partner—the task is deeply personal."

—  
"We care about those who don't have access to schools or learning, and that's why we started democratizing access to quality learning."

any service member of the Armed Forces of the United States ... that has distinguished himself or herself by outstanding meritorious achievement or service." In his remarks Matthew said, "I want to dedicate this award to my aunt, Christine 'Teen' Pappas. This has been a difficult year for her due to her medical condition. She is my best friend, hero, and my moral compass." Matthew is an Iraq War veteran and former congressional candidate.

**Jason Halligan MPP** recently helped the city of Brandenburg, Kentucky, deliver its new wastewater treatment plant as the first local government public-private partnership under Kentucky's P3 law. By following this innovative project delivery model, the city saved upwards of \$3.5 million and a year in project completion time.

**Mercy Atieno Odongo MC/MPA** is first counsellor at the Kenya Consulate in Dubai. She was one of 200 leaders selected from over 10,000 applicants across 44 countries for the inaugural class of the Obama Foundation for Emerging Leaders in Africa program in 2018. Mercy is also the founder of Adaptive Leadership Foundation and has worked with HKS to coach more than 140 emerging leaders from Africa. She is also a member of Harvard Women Defense, Diplomacy and Development and has been involved in HKS alumni career shadowing.

**Ivana Rachmawati MPA/ID** writes, "Indonesia stands at the crossroads of a waste crisis with a 10 percent share of the global mismanaged waste (second only to China). The traditional way of the waste recycling process has some market failure, which hinders a scalable recycling effort. We leveraged advancements in technology to create a platform called Octopus (*octopus.co.id*) that simplifies the process, improves recyclable quality, and offers an e-market to address market failures. After two years of operation, we have recycled more than 20 million PET bottles and created more than 8,000 jobs. Partnership with FMCGs hopefully will scale our effort to significantly reduce recyclable waste in Indonesia."

## 2019

**JP Caicedo MPA** is currently leading one of the largest urban renewal transportation projects in Bogotá—his hometown in Colombia. "It is a 25-kilometer-long project in which the city will privilege clean and zero emission modes of transportation such as walking, biking, and public transit. It's been a challenging experience as it involves strongly

empowered constituencies (civic, political, CBOs, etc.) and political pressure and exposure. A great scenario to put together many HKS classes."

**Jennifer Gottesfeld MPP** started a podcast called *The Other Story*, where each episode looks at the dominant narratives that have been constructed around a particular group or issue, for example Asian Americans and Pacific Islanders, Native Americans, or mental health. The podcast explores how these dominant narratives came to be, what work is being done to deconstruct and change these narratives, and the role of Hollywood in reinforcing and challenging them. The podcast can be found anywhere podcasts are available; follow @otherstorypod on Twitter for updates and resources.

**Bernie Hvozovic MC/MPA** has been appointed by the mayor and council of Princeton, New Jersey, to serve as their administrator. He was previously the township manager of South Brunswick, New Jersey. Bernie is also certified by the Supreme Court of New Jersey as a civil trial attorney.

**Patrick Lynch MC/MPA** is now director of policy and planning at Ipswich River Watershed Association, a 1,500-member nonprofit north of Boston working to safeguard the drinking water source for 350,000 residents and businesses. In April, Patrick's team released a video featuring remarks by John Kerry, U.S. special presidential envoy on climate, as part of a new campaign to advance local solutions on climate and water. Patrick continues to take people kayaking as he did at HKS, and invites alumni to become members and join him for a paddle. Patrick also joined the board of the HKS New England Alumni Association.

**Alnoor Maherli MC/MPA** recently launched Venn Mediation, a company specializing in conflict and dispute resolution. Venn, which was inspired by Professor Brian Mandel's advanced negotiation class, just celebrated its one-year anniversary. Alnoor works with his clients to reach agreements and resolve disagreements in a more collaborative manner that aims to increase the size of the pie rather than simply dividing it. Venn Mediation helps with personal disputes such as divorces, prenups, and estates, and also commercial disputes. Disputes can be difficult, but dispute resolution doesn't have to be. Visit Venn Mediation at [vennmediation.com](http://vennmediation.com).

**Korey Te Hira MPP**, after serving as chief operating officer at the National Conference on Citizenship, started a new

position as chief of staff at The Markup. "Also married someone I met through my Alpha MPP cohort!"

**Megan Townsend MPP** is entering her third and final year of family medicine medical residency at the University of Colorado and Denver Health. She serves as a Denver Health chief resident. Megan is enjoying getting to know Colorado and spends as much time as possible in the mountains!

## 2020

**Daniel Bicknell MPP** writes, "In April 2020, a group of Harvard alumni founded Harvard Alumni for Climate and the Environment. We seek to connect Harvard alumni to combat the climate crisis and protect people and the planet. Become a member and learn more at [harvardclimate.com](http://harvardclimate.com)."

**Courtney Duffy MPA** has come aboard at Patreon, a fast-growing membership platform that makes it easier for artists and creators to get paid. As head of creator policy engagement, she informs and engages the creator community in public and content policy initiatives that promote the new creator economy. Based in New York, she looks forward to meeting and reconnecting with fellow alumni in the area.

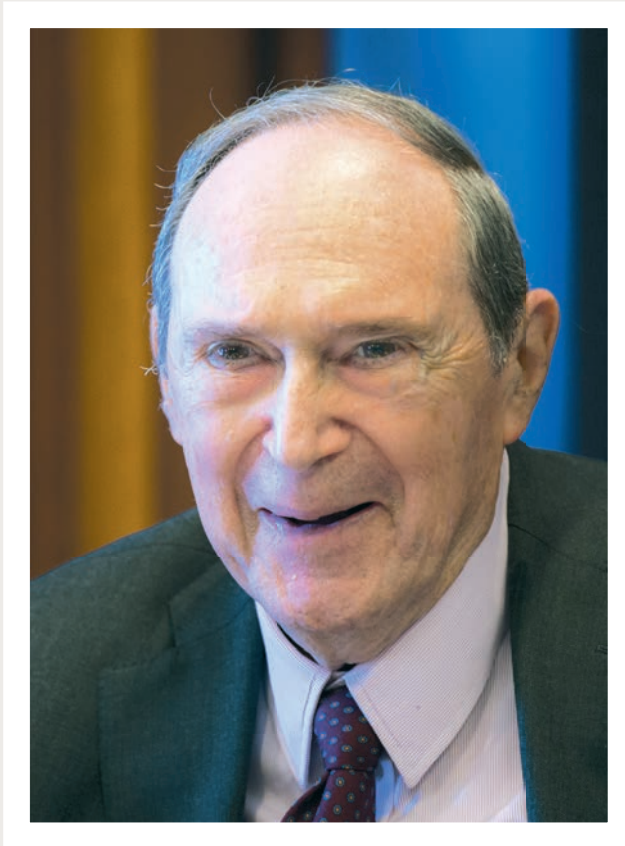
**Nick Elledge MPA/ID** reports that DataFleets, his tech startup focused on private data analytics and collaboration, was acquired by LiveRamp (NYSE:RAMP).

**Kasia Jakimowicz MC/MPA**, since graduation, has managed to transition into international development and global tech, consulting with the UN and the World Bank and working with MIT Media Lab privacy-by-design digital solutions.

**Adithya Wicaksono HKSEE** writes, "Amid the pandemic, children spent countless hours indoors on gadgets and entertainment. A former colleague and I decided to start virtual trip-based education for young children. The platform of *biviti\_id* was created in September. Technology has enabled us to engage more than 1,300 Indonesian kids across the nation in just three months, in four-hour sessions each. We took them on a virtual tour of the International Space Station and Indonesia's national parks. We celebrated the milestone with encouragement from Indonesia's first woman astronaut, Professor Pratiwi Sudarmono. For more information, visit @biviti\_id on Instagram."

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**GUSTAVE “GUS” M. HAUSER**

## One of Harvard’s leading benefactors left an indelible imprint on HKS students.

GUSTAVE M. HAUSER—who with his wife Rita established the Hauser Center for Nonprofit Organizations in 1997, endowed two faculty positions, supported extended visits by prominent public leaders, and funded the recent space renovation for the Center for Public Leadership—passed away February 14, 2021, after a long illness.

Gus Hauser will be remembered across Harvard for his steadfast support and enduring generosity. At Harvard Kennedy School, Gus and Rita Hauser focused especially on the nexus of public policy and civil society. The Hauser Center became a part of the Center for Public Leadership in 2013, when it was

renamed the Hauser Institute for Civil Society. A signature project, the Hauser Leaders Program, is now in its seventh year of bringing distinguished leaders from the public, nonprofit, and private sectors to Harvard to learn from and enrich the University community. The Hausers also funded the Hauser Professor of the Practice of Nonprofit Organizations, a position held today by faculty member Cornell William Brooks, and the Rita E. Hauser Senior Lecturer in Leadership and Civil Society, a position held today by faculty member Marshall Ganz. Most recently, Gus and Rita Hauser enabled a renovation of the space occupied by the Center for Public Leadership.



*Gus and Rita Hauser speak with Larry Bacow (left), president of Harvard University.*

“Gus Hauser was a remarkable person who cared deeply about creating positive change in the world. His interest in developing ethical leaders who can work across sectors to make a difference has had a significant impact both at Harvard and beyond,” said Douglas Elmendorf, dean of HKS.

Lawrence Bacow, president of Harvard University, said, “I was privileged to serve as a Hauser Leader-in-Residence at the Center for Public Leadership in 2015, where I saw firsthand the good that continues to derive from the Hausers’ generosity. Gus cared about making an impact, and his and Rita’s thoughtful philanthropy made Harvard—and the world—a better place.”

Gus Hauser was a pioneer of the cable television communications industry, serving as the founding chairman and CEO of Warner Cable Communications and later as chairman and CEO of Hauser Communications, Inc. He led many industry innovations,

including pay-per-view and interactive services, and launched many well-known channels.

Among his public service activities, Gus Hauser was twice appointed by the president of the United States to serve as director-at-large of the U.S. Overseas Private Investment Corporation, of which he was a founder.

Gus and Rita Hauser founded The Hauser Foundation, Inc. in 1990. In addition to their extensive support of Harvard Kennedy School, they were the crucial donors for Hauser Hall at Harvard Law School and for the Harvard Initiative for Learning and Teaching. They also served as honorary chairs of the most recent Campaign for Harvard University.

Gus Hauser received his AB from Western Reserve University, his JD from Harvard Law School, his LL.M from New York University Law School, and an LL.M from the University of Paris, France Law Faculty. Gus and Rita Hauser met at Harvard Law School and were together for 64 years.

**“Gus Hauser was a remarkable person who cared deeply about creating positive change in the world. His interest in developing ethical leaders who can work across sectors to make a difference has had a significant impact both at Harvard and beyond.”**

**DOUGLAS ELMENDORF**

PHOTOS BY TOM FITZSIMMONS





Bloomberg Philanthropies is also supporting a 100 Days Program to train and support new mayors during their first 100 days in office—a period during which mayors make critical decisions. This new program is a partnership with the HKS Institute of Politics, which for many years has offered programs to help mayors assemble strong teams that will perform, learn, and deliver results. The gift also supports faculty research, programming, curriculum development, postgraduate fellowships, a knowledge-sharing community, and evaluation of impact.

Kathy Sheehan, the mayor of Albany, New York, was a part of the Bloomberg Initiative's second cohort, in 2018–2019. The information she gained was invaluable in dealing with the pandemic, including efforts to create an equitable vaccination effort. She noted that to schedule and receive the vaccine, people must have “mobility, broadband access, [and command of the] English language, and it requires that you be able to interact with a computer. And the state was measuring how fast the vaccine was getting into people’s arms, but they weren’t measuring the demographic makeup of whose arms [the vaccine] was getting into. Because of the many things that we talked about through

“The goal is to enable innovative leadership and to foster lifelong networks that will serve [mayors] and their citizens for decades to come.”

DOUGLAS ELMENDORF



# INVESTING IN CITY LEADERSHIP

**New gift from Bloomberg Philanthropies creates more learning opportunities for city leaders and students**

FROM HOUSING TO HEALTH CARE TO EDUCATION, cities confront problems that only effective leadership can solve. The need for innovative leadership became even more urgent during the pandemic, which saw city hospitals overflowing and emergency services stretched to breaking points. Because cities are home to 55 percent of the globe’s population—a figure the United Nations expects to increase to 68 percent by 2050—addressing cities’ issues will have a big impact on the wellbeing of a significant number of people around the world.

Harvard Kennedy School’s teaching and research have long supported good city governance. The Ash Center for Democratic Governance and Innovation, the Rappaport Institute for Greater Boston, and the Taubman Center for State and Local Government in particular focus on improving the effectiveness of local

governments—and the Bloomberg Harvard City Leadership Initiative, established in 2017, has, to date, helped mayors and senior staff from 478 cities in 48 countries develop their ability to lead both before and during the pandemic.

Harvard is now expanding these efforts thanks to a generous new gift from Bloomberg Philanthropies, which was started by Michael Bloomberg MBA 1966. Bloomberg has been a steadfast donor to Harvard for many years. The Bloomberg Center for Cities at Harvard University—a university-wide hub located at HKS—will continue to provide research and teaching to strengthen the capabilities of mayors and their teams, advance effective organizational practices in city halls around the world, support a new generation of public servants, and produce new research and instructional materials that will help city leaders

overcome today’s and tomorrow’s challenges.

Douglas Elmendorf, dean of Harvard Kennedy School, said, “We hope to enlighten and inspire leaders and to provide them with even greater understanding and capacity to solve the many problems that they face in their cities. The goal is to enable innovative leadership and to foster lifelong networks that will serve them and their citizens for decades to come.”

As part of its gift, Bloomberg Philanthropies has funded 10 professorships named for Emma Bloomberg MPA/MBA 2007. HKS faculty member **JORRIT DE JONG**, who continues to direct the Bloomberg Harvard City Leadership Initiative with Rawi Abdelal from Harvard Business School, will lead the Bloomberg Center for Cities.

PHOTOS COURTESY OF BLOOMBERG PHILANTHROPIES

ON APRIL 5, KENNEDY SCHOOL STUDENTS held a 3,800-candle vigil on the steps leading into John F. Kennedy Memorial Park to recognize reported hate incidents against Asian Americans and Pacific Islanders (AAPIs) in the United States.

PHOTO BY MARTHA STEWART





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