New York’s Finest

NYPD at the Kennedy School

NYPD Commissioner Ray Kelly MC/MPA 1984
Dear Reader:

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

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

The alumni and faculty members featured in this issue are wonderful examples of the public servants the school’s founders hoped to produce through their new undertaking. They include Cara House sec’07, 2009, who helped change the course of women’s lives in Ethiopia; Jim Kales mpp 1991, who, at a time of crisis for state budgets, found an entrepreneurial way to put the Chicago nonprofit Aspire on a more financially stable footing; and former Marine officer Nathaniel Fick mpp’a 2008, who was recently appointed CEO of a national security think tank run by veterans of the wars in Iraq and Afghanistan.

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

You will also read in these pages about the exciting research findings of political scientist and former Kennedy School dean Robert Putnam on the leading role religion plays in the United States. Putnam’s new book, Bowling Alone, which identified the importance of social capital, Putnam’s new book, American Grace, will no doubt succeed in further advancing our understanding of the social landscape in the United States.

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

Dean David T. Elwood
January 2011

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

The HRF is intended to be a half-billion-dollar fund that represents about 10 percent of the pledged money for reconstruction and the largest source of unearmarked finance for the government. We have currently mobilized more than $500 million from 38 donors, including the United States, Brazil, Norway, and Canada. Initial resources are being used to provide budget support to the government and finance projects for debris management, small and medium enterprises, disaster mitigation, and development in the south of the country. These funding priorities are set by the Interim Haiti Recovery Commission chaired by President Clinton and Prime Minister Bellerve, and the HRF’s Steering Committee is chaired by the Haitian Minister of Finance.

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

Please follow our progress at www.haitireconstructionfund.org.

Joe Leitmann mpp 98
Joe Leitmann mpp ’98
1983 Manager
Diego Osorio sec’07, 2009
1983 Senior Operations Officer

UPDATE Reform School
When Michelle Rhee sec’97 was interviewed for our Winter 2009 profile, she described how she had balked when Washington Mayor Adrian Fenty asked her to join his administration and help turn the capital’s dilapidated school district around. “I told him he didn’t want me for the job because he was a politician and he was interested in keeping the noise down and keeping people happy,” Rhee said. “I asked him what he was willing to risk. He said, ‘Everything.’” Rhee later failed to win reelection in the district’s mayoral primary in October, Rhee resigned, describing her decision to leave her post as chancellor as “heartbreaking.” “I think we’re at the point right now where we’re either going to move forward aggressively and crack the whole thing open or be looking at another 10 years of not doing a whole lot of anything,” Rhee said at a John F. Kennedy Jr. Forum on school reform in November.

In December, Rhee launched Students First, an advocacy group that aims to raise $3 billion to fund school districts and back political candidates who share her agenda.

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

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

Roshan Paul mpp’08

What’s On Your Mind?

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

—Thanks from the hks Magazine staff
Thank You!

ALUMNI
HKS students, staffs, and faculty members worked the phones at stations in the Forum in October to say thanks to alumni and friends who had contributed to the school in FY 2010. Almost 200 alumni were contacted.

Rowing Partners
FELLOWS In preparation for the head of the Charles Regatta in October, six athletes from Iraq’s national rowing team joined a group of Harvard U.S. military veterans of the Iraq and Afghanistan wars, including Kennedy School National Security Fellows. Iraq’s rowing team competed in the 2010 Asian Games in Guangzhou, China.

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

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

Very Much Alive
PUBLIC SERVICE “50 Years of the Peace Corps: Answering President Kennedy’s Call to Service” was part of the commemoration of the 50th anniversary of the Corps presidency. Current Peace Corps Director Aaron Williams noted that the spirit of service that inspired the Corps’ establishment “remains very much alive today.” Mary Jo Bane, academic dean, who served in the Peace Corps in Liberia from 1971 to 1976, moderated the discussion.

Rappaport 10th Anniversary
RESEARCH CENTERS A reception marking the Rappaport fellowship’s 10th anniversary was held on Wednesday, October 27, at the DeCordova Museum in Lincoln. The policy fellowship, which is administered by Harvard’s Rappaport Institute For Greater Boston, gives a dozen graduate students from the Boston area the opportunity to work with top executive officials in state and local government for the summer. A parallel program, overseen by Suffolk University’s Rappaport Center for Law and Public Service, provides a similar opportunity for law school students from throughout the region. Over the past 10 years, 245 students—about half of them from Harvard—have received the fellowships. Recipients have used them to work with a variety of officials, including Governor Deval Patrick and Boston Mayor Thomas Menino.

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

MPP Students Visit Clinton
STUDENTS In October the MPP student winners of last year’s Spring Exercise “Understanding the U.S.-China Relations” shared their findings and insights with Secretary of State Hillary Clinton at the State Department in Washington. The students were chosen for their outstanding written exams and presentations.

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

Journalists Essential to Democracy
AWARDS Journalist Marvin Kalb received the annual public service award from the Harvard Club of Washington during Harvard Kennedy School Public Service Week in October. In his comments at the event, the founding director of the Shorenstein Center on the Press, Politics and Public Policy (1987 to 1999) said, “No one else can do what journalists must do in a democracy. Their role is real and fundamental, and it must be better understood. The journalists are our teachers, or they should be.”

TurboVote Launched
STUDENTS Last fall, HKS students Seth Flaxman MPP 2013, Kathryn Peters MPP 2013, and Amanda Cassell Kraft MPP 2013 launched TurboVote—a nonprofit that makes voter registration and voting as easy as renting a ZVO with Netflix. Many faculty members helped get the project off the ground, and the pilot program helped more than 500 students to register and vote by mail.

Enthusiasm Drops among Millennials
RESEARCH According to a new national poll of America’s youth by Harvard’s Institute of Politics, fewer than three-in-ten (37 percent) said they would definitely be voting last November, a drop of nine points from eleven months earlier (46 percent). The poll also found that the job approval rating for President Obama slid from 58 percent in November 2009 to 49 percent in November 2010.

PUBLIC INTEREST

FACULTY

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

ON THE WEB
www.participedia.net

Public Service Celebrated
PUBLIC SERVICE As part of Harvard Kennedy School Public Service Week, the Dean’s Office and the Kennedy School’s Student Public Service Collaborative joined forces with the Harvard football team and Special Olympics Massachusetts to host a morning of Special Olympic events. Dean David T. Elwood opened the events, with Kennedy School students and staff attending.

ON THE WEB
www.turbovote.org

ON THE WEB
www.ipo.harvard.edu

ON THE WEB
www.iop.harvard.edu

ON THE WEB
www.turbovote.org

ON THE WEB
www.kennedy.harvard.edu/alumni
From the Charles

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

For many girls and young women in rural Ethiopia, the story would end there. They’d be forced to leave school and to marry. But Woinshet’s father, a poor day laborer, had heard radio ads that defined rape as a prosecutable crime. Going against cultural norms, he supported Woinshet in a court case taken on by the Ethiopian Women Lawyers Association (EWLA).

Reported in the Washington Post in 2004, the story caught the eye of Cara Hesse MC/MPA 2000, who happened to be in Ethiopia at the time. As director of public affairs for Pathfinder International, Hesse had just finished co-leading a U.S. congressional delegation to the country for the purpose of assessing U.S. programs focused on family planning and reproductive health. With a few days left before her departure, she decided to visit some of the organizations funded by Pathfinder, a nonprofit that works to improve reproductive health in the developing world.

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

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

Over the weekend, Hesse sent an e-mail to two dozen or so contacts, HKS alumni among them. “I hate to ask people for money, but the Post story gave me the confidence and credibility I felt I needed to approach friends for donations,” she recalls. “What I got back was phenomenal. I heard from people I hadn’t even met before, saying that they’d received the e-mail from someone else and wanted to help.” Hesse’s effort raised $5,000, enough to keep Woinshet and three other girls safe and in private school for four years.

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

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

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

ON THE WEB

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

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

**Fighting Chance**
“Since what we really want was democracy,” writes Monica Telt "about the resolution of civil wars, “the supposition was that if a settlement was based on democratic principles then that would lead to a democratic outcome.” But in her book, Securing the Peace: The Durable Settlement of Civil Wars, Telt, an associate professor of public policy at Harvard Kennedy School, found that civil wars ending by a negotiated settlement was based on democratic principles and the peace was probably over-simplifying very complex relationships," writes Mason Professor of International Development Merilee Grindle in “Good Governance: The Inflation of an Idea.” “Good governance is important, but like many other good ideas, it is not a magic bullet.”

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

**Good Enough Governance**
Certain East Asian countries have very democratic but have high corruption. Certain Latin American countries are democratic but have high corruption. Bangladesh has recently experienced states’ plights of democracy, they are probably over-simplifying very complex relationships, Chen explains. Now those workers are poorer still.

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

**States’ Plights**
The federal deficit is curtailing all the attention, but states finances are also in deep crisis, writes Linda Bilmes, Harvard Kennedy School lecturer, in “The Fiscal Crisis in State Government — And What Should Be Done About It.” With federal assistance to states disappearing, and states financing large portions of their programs in the bond markets, there are plenty of reasons for concern about the long term. For now, the urgent need is to provide well-designed assistance to the states to protect vital services, help solve the unemployment problem, and begin the process of repairing the yawning hole in state balance sheets, Bilmes advises.

**On the Web**
**Lady Math**
Illustrating the relevance of math is central to Hughes Hallett’s approach. “To teach math and statistics, you need to know the subject well and your audience,” she says. “What that means at the Kennedy School is learning material in context.” That’s why she keeps coming up with new case studies each year — such as questions of fraud in the 2009 Iranian elections, roadside stops and racial profiling, and the efficacy of malaria drugs in Mozambique. Hughes Hallett hopes to do more than just help her students meet the minimum graduation requirements. “To be an effective public leader,” she says, “you need to analyze the information that comes to you.” She wants students to be able to understand number-laden reports and draw conclusions from data, rather than be dependent on others to interpret for them. On this score, she appears to have been extraordinarily successful. “She’s probably one of the best teachers I’ve ever had in my life,” says Ramaswami Balasubramaniam mc/’00, head of a nonprofit organization that provides education and health care to millions of people in India. In her class, he says, “I learned how to back my arguments with empirical evidence” — an approach he’s now utilizing in policy development. “But Deb also serves as a model for how I should be teaching others,” adds Balasubramaniam, who frequently lectures around the world. His classmate, Jimmy Tingle mc/’00, a comedian, believes it is teaching “short of a miracle, as well as a great and dedicated teacher,” for him to pass the quantitative mathematics requirement. “If I could get the help I needed to get a B minus in statistics,” Tingle jokes, “there is hope for world peace.”
Justice Reconsidered

RESEARCH Professor of Philosophy and Public Policy Mathias Risse looks at contemporary political philosophy issues. In his new book, The Grounds of Justice, Risse provides an alternative approach to how we think about distributive justice — how human beings practice fairness around issues concerning global resources.

Q What do you mean by distributive justice? In the context of an increasingly interconnected world, I look at how we arrange trade regimes? What kinds of obligations arise from human rights? Mathias Risse

One view is that distributive justice applies only within states. For you and me, we arrange trade regimes. What kinds of obligations arise from human rights? How do we currently think about these issues? Mathias Risse

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

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

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Q What is it like for a philosopher to work in a school of public policy? The philosophy I’m interested in is at the intersection with the social sciences. When I think about globalization, I need to be in an environment where people actually tell me about what’s going on. But, as a political philosopher, I also get much satisfaction from getting the message across to students who really do want to change the world. Mathias Risse

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Something Brewing for Nonprofits

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

But Kales doesn’t really see it that way. He believes the challenges of starting a business are a good match with the skills he honed almost 20 years ago at the Kennedy School. The idea for the new enterprise began about four years ago when he took over as president of Aspire, a Chicago-based organization serving children and adults with developmental disabilities. Like many nonprofits, the 20-year-old organization, which employs 400 workers, relied almost entirely (about 85 percent) on state funding. But like numerous cash-strapped states around the country, Illinois was slashing aid to its social service programs. Aspire’s future was in serious jeopardy, says Kales, and if the organization that had served so many Chicago-area families was to stay afloat, it would need to quickly find alternative sources of support.

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

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

“We get used to seeing people with disabilities working in supermarkets, but there are so many more ways we can employ people with disabilities like Down syndrome and autism. We wanted to show there’s more to be done to help all people reach their potential.” — Jim Kales

In the Beginning

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

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

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

What was then the Graduate School of Public Administration began life in 1936 as something other than the world famous graduate school and research center it has grown into. It was a sort of stepchild to Harvard’s government and economics departments, offered no degrees, and borrowed faculty from elsewhere. Its official beginning, on December 7, 1936, came with 12 faculty appointments (of faculty members who also held appointments elsewhere at Harvard). Its first students were a handful of public officials (known as Littauer Fellows). But even as it took its first, somewhat uncertain steps, all those decades ago, its direction would be strikingly familiar to us in 2011.

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

Laying a Foundation

“This splendid gift—will strengthen Harvard University and enhance its ability to contribute to the country’s welfare,” Harvard University President James B. Conant told Littauer in accepting his $2 million gift. “I am sure that every one who passes will multiply the fruits of his repairing efforts and remember the gift.” Harvard men present at the dedication of the Littauer Building (from left): Dean John Williams; Abbott Lowell, Harvard University president 1909–1933; Leverett Saltonstall, future governor and U.S. senator; Lucius Littauer, Governor Charles Francis, Charles Francis Adams, former U.S. Secretary of the Navy;

In the Beginning

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

NEW CENTER The original Littauer Building, built to house the nascent school, along with the economics and government departments.

“A new center for research should,” Dean Williams hoped, “enable us to focus our combined efforts more effectively than in the past upon the problems of public policy and administration.”

ON THE WEB


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

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

Taken as a whole it should not be surprising that they all attended the Kennedy School. The Rigas siblings (there are seven in all), whose parents were Greek immigrants, made education a priority while growing up in Boston. But individually, their paths to Harvard were very different. Their careers began in politics, human resources, technology, finance, and government. Some wanted to change career direction, others to better prepare themselves for a path through the same experience, he shares that appreciation for public service.

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

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

“sibling Revelry”

“we all have a core appreciation for public service.”

Laura Kehnner Rigas

FACULTY “I’m not content with one perspective,” says Sarah Sewall msee 1991, a Kennedy School lecturer in public policy. “I’ve always been interested in how positions can shift when you turn the kaleidoscope.”

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

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

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

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

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

Her course “American Warfare and the Humanitarian Ethic” draws a variety of students, some with a military background, some without. “It calls it my Oprah class because it’s so lively and intense,” she says of the course, which examines the purposes and legality of war. “The challenge is to harness the incredible energy that makes the students so committed to the work in question and construct a dialogue that is mutually elevating and edifying.”

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

righ
In 1983, when Ray Kelly MC/MPA 1984 entered the Kennedy School’s Mid-Career Program as a New York City police captain, police officers were something of a rarity at the school. But in the past 30 years, officers from the country’s most famous police department have become commonplace. Each year, one or two leave their posts and head north. Many describe it as one of the best years of their lives. By the time they arrive at the school, they have spent years on the job, rising through the ranks in precincts and units throughout the organization, as street cops, precinct commanders, undercovers, and detectives, in the organized crime control bureau, special operations division, and intelligence division. Many already hold advanced degrees. They are an elite group within an elite police department. The oldest and largest municipal police force in the United States, the NYPD today employs more than 37,000 police officers. The country’s second largest—the Chicago Police Department—has just over one-third that number.

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

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

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

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

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

For Kelly, those assignments led to the top of the NYPD. He is the department’s longest-serving commissioner since Governor Theodore Roosevelt created the position more than a century ago, and he is the only one to hold the office twice (he first served as commissioner from 1992 to 1994). Now in the 10th year of his second term, he has dramatically reshaped the department, building a counter-terrorism operation that before 9/11 had approximately two-dozen officers into one that today has more than 2,000. He has overseen the implementation and expansion of CompStat, a highly regarded accountability process that has been replicated throughout the country, and instituted the Real Time Crime Center, a department-wide system for responding to crises. Says Hartmann of Kelly: “He is uniquely equipped to lead the department.”

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

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

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

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

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

Like all degree program students, the officers must fulfill program requirements but are otherwise free to choose courses according to
Captain Brandon del Pozo MC/MPA 2004, commanding officer at the Bronx’s 50th precinct, says it was his Kennedy School training that led to the and rewarding experiences of his life, del Pozo says. “You’re 5,000 miles from the Arab Middle East in Amman, Jordan. It was one of the most eye-opening assignment he received soon after graduation as NYPD Captain Just halfway through the year, current students Lieutenant Jack Jaskaran MC/MPA 2003 and Lieutenant Ron Wilhelmy MC/MPA 2011 are accepting the opportunity to meet people from all over the world. “Most people I would have had the chance to meet before,” says Wilhelmy. “Now we’re not caught in the weeds—we get to see the larger picture,” says Jaskaran. “Here we’re not caught in the weeds—we get to see the larger picture,” says Jaskaran. “You’re 5,000 miles from the Arab Middle East in Amman, Jordan. It was one of the most eye-opening assignment he received soon after graduation as NYPD Captain del Pozo learned the importance of such relationships during an assignment as intelligence liaison abroad. When terrorists blew up six commuter trains along Mumbai’s transit system, killing 190 passengers and injuring more than 400 people, del Pozo immediately contacted former police executive classmates from India who gave him entire to Indian law enforcement. “Thanks to those contacts, I was on the ground in Mumbai in about 48 hours and soon sending very detailed reports back to New York City.” The officers also value the importance of their exposure to visiting world figures who appear at the school’s seminars, lectures, and the Forum. McShane remembers arriving at the school in 1991 at the height of the presidential campaign, surprised and delighted by the proximity he had to the candidates. “The parade of people who passed through the Forum was phenomenal;” he says, from world leaders such as Mikhail Gorbachev, who spoke at the school soon after the collapse of the Soviet Union, to filmmaker Oliver Stone, who had just released his new film.” This exposure is what many regard as the school’s “sixth course.” Says Deputy Inspector Robert Harnischfeger MC/MPA 2004: “The speakers in the Forum and the brown bags gave me such an interesting perspective. It was a whole other influence. His year at the school helped him to sharpen his ability to tackle problems. says Riley. “I feel comfortable reaching out to any of my classmates no matter where they work,” says Riley. “I feel certain I’ll get a response.” The criminal justice program, says Cole, offers these students a home at the school, where police officers from both NYPD and other departments around the world can learn about university-wide criminal justice-related classes, events, and speakers. The program also provides them with access to high-level practitioners. Lieutenant Ron Wilhelmy MC/MPA 2011 helped Cole organize the National Police Executive Session held on campus in January. Several sources of financial support help the officers cover the costs of their year at the school. The New York City Police Foundation offers funding, and in 2003 the Kennedy School established the New York City Hall staff. “The way I’m able to interact with my colleagues over at City Hall, certainly the Kennedy school lessons are applicable there, being able to reach out to the deep well of people who are out there for assistance when you need advice. And of course it means a lot to say you came from the Kennedy School.”
LAST SUMMER, when a pastor from the small Christian Dove World Outreach Center in Gainesville, Florida, announced his plans to commemorate the ninth anniversary of the 9/11 attacks by burning copies of the Koran, the media covered the controversy breathlessly. Among the threats and counter-threats, appeals by politicians, and denunciations by religious leaders, commentators saw a parable of the country’s religious extremism and intolerance. But the story, argues Robert Putnam, Peter and Isabel Malkin Professor of Public Policy, was illustrative of religion in America in a very different way. “It was news because the whole idea that anybody would symbolically trash somebody else’s religion is very unusual here,” Putnam says. “And that’s the story. The real story is we are a very religious country. We are a very diverse country religiously. And most places that are very religious and very diverse also have high indices of mayhem. Belfast or Beirut, Bombay or Baghdad or Bosnia. America turns out to be able to develop a more capacious sense of identity—one that encompasses a larger and larger number of groups. We are basically more comfortable with differences than many other societies. That’s what we mean by the term ‘American grace.’”

American Grace: How Religion Divides Us and Unites Us is the name of Putnam’s latest book, coauthored with David Campbell, a political science professor at Notre Dame. It charts the role of religion in the country’s growing polarization, as it became more closely aligned than ever before with a specific political outlook, and as secularism and Christian conservatism pushed each other ever further apart. But the book also finds redemption in the form of a remarkable religious openness, fostered by social networks that put Americans in contact with people of other faiths and by a perhaps uniquely American spiritual generosity.

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

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

When we were finishing Bowling Alone, we realized that as a rough rule of thumb, about half of all social activity in the U.S. takes place within religious institutions, whose title became shorthand for the complicated phenomenon of a fraying social fabric.

The Faith Matters surveys, which the authors describe as among the most thoroughly analyzed of religious data ever conducted, were designed in 2001 to 2003, canvassing thousands of respondents across the country. Among the survey’s most striking findings was a question asking, “Can a person who is not of your faith go to heaven or attain salvation?” Putnam and Campbell place the cultural tumult of the past half century in a comprehensible narrative.

The surveys allowed researchers to follow up with original respondents after an interval of nearly a year and were designed to further explore questions asked in studies conducted decades earlier. The book also includes in-depth profiles of congregations across the country, ranging from an Episcopal church in suburban Boston to a Mormon congregation in Utah, from a synagogue outside Chicago to an Orange County megachurch. The data depict a uniquely American patchwork of traditions and attitudes, but perhaps more important, Putnam and Campbell place the cultural tumult of the past half century in a comprehensible narrative.

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

Then the 1960s changed everything. The great bulge of the baby boom generation was reaching young adulthood amid political unrest and assassinations, the Vietnam War, unprecedented affluence and access to higher education, the sexual revolution, the women’s movement, and, of course, “sex, drugs and rock’n’roll.”

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

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

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

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

Newspapers have shrunk their page size, their print runs, and, most important, their staffs; full-time employment at U.S. newspapers dropped 25 percent in just the three years ending in 2009, Pew found. The circulation of daily papers, still the mainstay of public-affairs news gathering, fell by more than 10 million from 1990 to 2008, and 10 percent more in 2009 alone.

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

Arlyn Gajilan MC/MPA 2004 sums up the past 15 rolling years: “The way I practice journalism has completely changed, and the financial well-being of the institutions I’ve worked for has completely changed.”

Readying the launch of an online business and management journal — for a consulting group, not a traditional news organization — this alumna of both Newsweek and Time voices the near-universal concern that the changes are not for the better. “I’m worried about the rise of near-journalism that gets confused with real journalism,” she says.

Alex Jones, director of the Shorenstein Center on the Press, Politics and Public Policy, agrees: “The culture of the Web is one that’s incredibly empowering thing, “ Grove says.

Leading lights who attended the school at perhaps journalism’s darkest hour several years ago keep in touch and now see green shoots of creativity and possibility springing up in the charred landscape of the old print journalism. Grove acknowledges the downside, or at least the challenge, of an information culture in which, for example, “we see 24 hours’ worth of video uploaded a minute. That echoes the personal stress all journalists feel as they compete in today’s hyperconnected, 24/7 news environment. But Grove and most of his Kennedy School colleagues say the industry is figuring out how to handle this torrent of
winter 2011

what has traditionally been recognized as stretching for producer, who is the audience? Whose audience? A Kennedy School internship. audio piece — a skill she incubated during mpp 2007. Drudge Report, a news aggregation site. link or getting your article to go viral, “ says Grove epitomizes the odd, powerful home / blog / video / twitter / newspaper / vlog / magazine / facebook / youtube / tv / cable / podcasts / online / intranet / radio / rss / webstream / itunes / livecast /

From Beirut, Ellen Knickmeyer mc/mpa. From Cambridge, he landed a job with Slate.com’s former business-coverage site, Big Money, and worked there until his visa expired and his wife got a good job back in Canada. Big Money, and worked there until his visa expired and his wife got a good job back in Canada. As a reader or a listener, you might feel that you can now get as much or as little of the news as you want. But you won’t feel that way if you are a journalist. For those of us who practiced journalism long ago, there were lots and lots of very worried colleagues. They were worrying that the future of the media in a very positive and responsible way, but also one that recognizes we’re in the middle of a revolution.

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

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

material and also how to resolve what some feared just a few years ago might be a pretense of news or sex up the television program. Grove epimizes the odd, powerful directions in which modern journalism is veering— not least tellingly in his description of himself as a “former journalist.”

Most people would agree that if you’ve interviewed Bill Clinton recently and your job title is director of news and politics, you’re a journalist. And that is Grove’s journalism. Grove epitomizes the odd, powerful directions in which modern journalism is veering— not least tellingly in his description of himself as a “former journalist.”

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Get it first, but first get right.
Home to a Place Never Been

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

The event was part of the annual W.E.B. DuBois Lecture series, organized by Harvard’s W.E.B. DuBois Institute for African and African American Research. “I was in Africa several times and each time, when I went to some place where perhaps my ancestors might have been, I found myself feeling that I was going home to a place I’d never been,” said Rice, who is currently a professor at Stanford University’s Graduate School of Business and a senior fellow at the Hoover Institution.

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

“After all, ironically, the founding documents of the United States that promised equality for all, the founding documents that said “We the People,” of course didn’t mean me when that was said. And it was the descendants of those very stolen sons and daughters of Africa that would redeem America in the civil rights movement, and we have made a market in electioneering that has nothing to do with taking office. We have decoupled the process from the responsibility and we are making a killing doing it.”

Rachel Maddow, host of MSNBC’s The Rachel Maddow Show, describing how today’s opinion-driven media operate, at the 2010 T.H. White Lecture on Press and Politics, sponsored by the Shorenstein Center for the Press, Politics and Public Policy in November.

“My interest is in the intersection of politics, noting that 75 percent of political advertising is horrifically negative, at a seminar in October sponsored by the Shorenstein Center for the Press, Politics and Public Policy.

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

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

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

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

“Who would want to run in this environment?”

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

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

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

“You have to think creatively and you have to think like a CEO.”

Barry Bluestone, dean of Northeastern University’s School of Public Policy and Urban Affairs and director of the Bluestone Center for Urban and Regional Policy, about the need for leaders in economic development to act like corporate CEOs at a debate in November about the future of the Rust Belt cities, sponsored by the Taubman Center for State and Local Government.
FORUM | Strategic Interplay Speaking in the Forum in November, Chairman of the Joint Chiefs of Staff Admiral Mike Mullen said military force should be in line with political action. Now in his second term as chairman, Mullen said that the interplay of strategy and policy in war requires the United States to be flexible in response to new facts and conditions — to “sense and adjust” along the way. Mullen praised President Obama for “this understanding of the changing nature of war.” He added that the emphasis in Afghanistan and Iraq has shifted from defeating Al Qaeda to training police and armed forces as combat strategy makes way for policies that encourage development and good governance. But any advances, said Mullen, remain “fragile and reversible.”

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

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

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

The Politics of Happiness What Government Can Learn from the New Research on Well-Being \( \text{\textcopyright\textregistered~Derek Bok} \)

As stated in the U.S. Declaration of Independence, one of the unalienable rights that citizens should be guaranteed is the pursuit of happiness. Eleven score and fourteen years later, one might reasonably ask how well the United States is doing in terms of this pursuit and whether it ought to be doing more. This question lies at the heart of Derek Bok’s new book, The Politics of Happiness: What Government Can Learn from the New Research on Well-Being. While it may seem ludicrous to a government to take on happiness as one of its issues, alongside national defense, the economy, and other matters, Bok points out that one small nation, Bhutan, has made it a preeminent concern. In 1972, the newly appointed King Jigme Singye Wanchuk announced that the country’s progress would be measured by its “gross national happiness” rather than its gross national product. On that score, “the record of Bhutan remains impressive,” writes Bok. “The sheer utopian audacity of a country that commits itself to making happiness the centerpiece of national policy is enough to compel a respectful interest.”

Bhutan is not alone in this endeavor: as French President Nicolas Sarkozy has started an initiative to assess the well-being of his country’s people. It makes sense to consider the well-being of the American people, too, argues Bok, and policies might even be crafted with that goal in mind. Today’s politicians could take advantage of 35 years of psychological research into what makes people content, tapping into a database that neither Thomas Jefferson nor King Wanchuk had access to. The burgeoning field of happiness research has yielded a number of counterintuitive results, writes Bok. For example, it is commonly supposed that happiness correlates with individual, as well as collective, prosperity. This supposition is untrue, Bok contends: “Average levels of happiness in the United States are all areas in which the American national health system comes up short. The United States should not just forget about the economy, does, because they quickly habituate to a situation they once found exciting. Thus, they move to California for the weather only to find themselves no happier than they were before.

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

News Media & Governance Reform
:: Pippa Norris, editor

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

Three questions lie at the core of this book: The first concerns the function that the media should play in bolstering democratic governance and thereby advancing human development. The authors identify several critical roles to serve as watchdogs over powerful interests, agenda setters entrusted with the task of representing a diverse set of political perspectives and societal voices. The second question relates to the conditions under which the media succeed or fail at fulfilling those roles. To answer that question, media systems in various countries — including Kenya, Mexico, Korea, and Qatar — are examined.

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

Moving Out of Poverty, Volume 2

Success from the Bottom Up
:: Deepa Narayan, Lant Pritchett, and Soumya Kapoor

The result of an exhaustive research effort, Moving Out of Poverty: Success from the Bottom Up draws interviews of more than 60,000 people from 15 poor countries in Africa, East Asia, Latin America, and South Asia. It tells the stories of poor people who have moved upward or downward on the socioeconomic scale, with the main focus on mobility out of poverty rather than on poverty itself. Why do some people manage to escape their clutches, the authors ask, while others remain destitute?

The book — written by Lant Pritchett, Professor of the Practice of Economic Development, and his colleagues Deepa Narayan and Soumya Kapoor — provides a “bottom up” perspective by concentrating on actions at the local level that can help free people from poverty’s grip. It offers a guide to achieving equity in an increasingly unequal world. Former President Bill Clinton calls the book “an important resource for everyone who’s working to alleviate poverty.”

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

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

Going Local
Decentralization, Democratization, and the Promise of Good Governance
:: Merilee S. Grindle

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

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

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

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

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

profit that provides animal therapy to

came out in 2010, the fifth such film

Storm: Story of the American Bison

plains films documentary,

the idea. rutgers historian william

future. in november 2009 Kansas’s two

rah popper, on the buffalo commons,

1961

"classnotes."

To submit a classnote, e-mail

classnotes@hks.harvard.edu.

The subject line should be

::

Chris Palmer

is currently teaching at Tecnologico de Monterrey in Mexico City. He retired in 1994 and lives in Trinity, Florida.

Stan Steiner

is pursuing a second career as a professional political science advisor and consultant. He retired from the navy in 1965 and com-

pleted his Mba studies at Berkeley in 1967, and has subsequently been part of the subject theory organization and action movement in the United States. He served as the chief executive at Ranchos Luna Azul, a not-

profit that provides training to indigent and disabled people.

John H. Ayers

spent his academic career as a law professor at the University of Chicago and spent the past 25 years in the global

business of public service roles. Ross is chair of the board of trustees of the Boston Federa-

l Reserve Bank, a fellow of the Institute of His-

toric Newton, and a director of the Mas-

achusetts school of Architecture where he acts as chief in the government affairs committees. Ross and

Chris Palmer, who retired president of Tax Architects, Inc. of Waltham and San Francisco, is active in a variety

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orla Cappelli, who has served as the

senior legal officer at the

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secre-

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senior policy officer at the Food and Agriculture Organization of the United Nations, based in Rome.

M. Elizabeth Swepe

retired from the Foreign Service and now serves as an advisor to the assistant secretary for consular affairs on

a part-time basis. She is her husband, Pat-

rick, is a retired foreign service officer, and

management, enjoy periodic visits to

their farm in cumberland county, vir-

ginia. Betty sees classmates periodically

at lunches. Regular attendees include

Andy Petits, mc/mpa, Congression-

al Affairs, Office of the Speaker of the House, US Capitol (2001–05); Chair,

Maria Alicia Varela Sepúlveda

teaches at Tecnológico de Monterrey in Mexico City. Varela Sepúlveda has designed and implemented Pan-


mader of literature, and her favorites include Faulkner and Jose Don-

oa. She practices Buddhism. Her daughter, Astra, graduated magna cum laude from Harvard (1982) and completed her doctorate at Cornell University, and currently does environ-

mental policy research.

1980

Ed Brannon mc/mpa retired from the U.S. Forest Service. He and his wife, Kathe, settled along the Delaware River in Milford, Pennsylvania. Ed stays involved in conservation through his role as a senior fellow of the Pinchot Institute for Conservation and Forest History, and as a partner in a development firm, which he helped to establish. Ed is also involved in community affairs. His wife, Jean, is retired. She was an active volunteer in the Milford area for many years.

1979

Judith Gross mc/mpa currently runs her own consulting business, Jill Advisory Services, which provides outsourc-

ing solutions to hedge funds. Since the firm’s inception the business has been very busy. The firm is based in New York City.

Deborah Lob Bohnen mc/mpa is vice president and managing director of public affairs at LNS Langme Medical Centers, the for-profit arm of the New York City-based National Environmental Law Practice from 1986 to 2007.

1978

Richard Philip Broinowski (mc/mpa) is a writes a regular column in rural townships and regional publications covering rural and regional issues. He also has strong ties to the Indigenous community, following 16 years of federal service, 13 of which were spent in the U.S. Department of Agriculture.

Gerald Connolly

is ranked third on the House Appropriations Committee’s 2010 list. Mark’s ideas about commu-

nity foundation, following 16 years of federal service, 33 of which were spent in the U.S. Department of Housing and Urban Development. He has been an

associate dean for clinical medicine for

and brandeis Universities. besides his

years as professor of political science

and experience,

interdisciplinary review of research

proposing an approach more beneficial

and, i admit, have a wonderful time.

as president of cornell college. He

in the U.s. department of Housing and

years of federal service, 33 of which were

sor of languages at lebanon college in

new罕 Nhame, previously, he was

associate dean for clinical medicine for

golf course acquisitions, and managed

after obtaining an

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and the city & county of san francisco.

golf travel company, negotiated several

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Andy Petits, mc/mpa, Congression-

al Affairs, Office of the Speaker of the House, US Capitol (2001–05); Chair,
communications areas in North America and Europe. He teaches at Harbert College School of Business in Tennessee. He has also been a panelist on the National Science Foundation (NSF) and is a consultant for the Mass General Hospital’s Cancer Center. Fick has written several books, including "One Bullet Away," a best-selling account of his tours of duty in Afghanistan.

With that said, Fick emphasizes the need to focus on fuel, the full cost of which can include human and economic components that are critical factor in diplomatic relations. He notes that this last trend, in particular, has helped to create opportunities for action in the here-and-now of Iraq and Afghanistan, for example, moving to portable, renewable energy systems. The military as a whole has realized that "That’s simply not sustainable, " Fick says. "The military as a whole has realized that this is a problem that we can’t ignore."

A similar sense of duty and mission motivate Fick today, as CEO of the Center for a New American Security (CNAS), a think tank founded in 2007 by former Harvard Kennedy School faculty member Kurt Campbell and Michele Flournoy, the current undersecretary of defense for policy. CNAS is unique right now in that it’s the only top-tier national security think tank in the country that runs by veterans of the current undersecretary of defense for policy.

Fick has a visceral, emotional appreciation for the fact that real human beings are executing the decisions being made in Washington. With that said, Fick emphasizes that CNAS is not solely focused on military-related topics. "National security is a much more holistic issue," he says. "Diplomatic, political, and economic components are equally important, if not more important."
gie and Board are members of the new New England Alumni Association.

Heather Flowers is a member of the Harvard Alumni Association of Puerto Rico. She also serves on the Alumni Recognition Awards Committee in Boston. She serves on the executive committee for the Boston Alumni Chapter. She is also the chair of the Harvard Alumni Association of Puerto Rico.

Michael Pococky LCW/MA has been named by the International Association of Democratic Alternatives in the Americas. He is also a member of the State of Maryland's Commission on Disarmament Education. He is also a member of the Leadership Council of Worldwide Peace. He is also a member of the Monticello Capital in Charlottesville, Virginia.

Edith Pippin Dorsey is a management consultant at Morgan Stanley. She serves on the board of directors for the National Association of Corporate Directors, Inc. in Vienna, Virginia, providing decision and risk analysis consulting to the board of directors.

Tom Shuster was installed as president of the Maryland Recreation & Park Association. He is also a member of the Maryland Recreation Association. He is also a member of the Maryland Park Association.

Richard Klumpp is a professor of law at the University of Illinois College of Law. He is also a member of the Harvard Alumni Association of Puerto Rico. He is also a member of the Harvard Alumni Association of the District of Columbia.

Michael Coatesy LCW/MA has been named by the International Association of Democratic Alternatives in the Americas. He is also a member of the State of Maryland's Commission on Disarmament Education. He is also a member of the Leadership Council of Worldwide Peace. He is also a member of the Monticello Capital in Charlottesville, Virginia.

Beverly Humphries serves on the study state networks. She also serves on the executive committee for the Boston Alumni Chapter. She is also a member of the Harvard Alumni Association of Puerto Rico.

Mary Lambeth Moore received the MPP degree. She is also a member of the Harvard Alumni Association of Puerto Rico. She is also a member of the Harvard Alumni Association of the District of Columbia.

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A great time with our two wonderful children. Our daughter, Vivian, is working for the State of California and has just moved to San Francisco. Our son, Ben, is now employed in New York City—employed by an investment bank and living the city life. I recently became the development director for the world’s first major triple non-profit organization that started in a tandem canoe. Life is good—it’s not about being perfect, but how good do you feel when you do it, please be in touch.”

Edward Goldstein

and his wife, Maria, have a big baby. Brooks Samuel Goldstein, who was born on June 24, 2021.

Julio Gonzalez Pomar

was served in the state Senate of California for public state and administration and is currently the President of the Public Administration and Reform Committee for the Public Sector and academic director of an executive master’s in public administration program at the IE Business School in Madrid, where he also teaches administrative reform.

Take-Hira Kato

is a professor of sports business in the Graduate School of Business Administration at the University of Tokyo, where he is trying to establish an academic discipline and an industry in the sports business area. Kato has served as the general secretary of the Japan Football Association. Take-hira changed his career in 2003 to enter the graduate school of the IE Institute of Entrepreneurship in Tokyo, where he is now a professor at Harvard Business School.

Charles O’Hara

is the plan- ning director for the Metropolitan Tribal Community in La Crosse, Wisconsin. His duties include directing environmental, planning and development activities, environmental programs, cultural resource protection, real, and mapping services. He received a Masters in Conservation Biology from the University of California Santa Barbara and is a member of the North West Indian Council.

Bonnie Politz

is currently serving in her third year on the Academy for Educational Development (AED) in Washington, DC and now serves as vice president and chief operating officer of the Social Change Group, focused on domestic and international youth development and social change.

Steve Shender

is currently retired on a number of philanthropic boards. Steve worked as a journalist, a political and corporate speechwriter, and finally as a fundraising consultant. He is now working as a consultant focusing on social and political change.

Shrawan Nigam

is a senior consultant for the World Bank. Since 1994, he has been working for the Research and International Economic Relations, policy think tank in New Delhi. His areas of focus includes energy, and climate change and also on global governance issues. Previously, he was a senior economic advisor with the World Bank. In 1995, he was appointed chief of the International Relations, the World Bank.

John Austin

was appointed chair of the board of the European Energy Regulation Commission in 2000, and is currently responsible for analysis of international energy negotiations and energy efficiency. Previously, he was director general of the Danish Energy Authority. John Austin is currently serving his first in this position. He is also chair of the Energy Board for the State of Vermont, Vermont.

Karl Bostic

is a professor in the Department of Human Rights, Women and International Law at the European University Institute. He is also a field producer for local governance programs for UNDP and served in the capacity of giving “very important a humanitarian project in Nigeria in support of the local government”.

Yvonne Thayer

has retired from the Foreign Service and continues to work on humanitarian issues for the Department of State. She ran the UNHCR office for the Democratic Republic of the Congo in 1999 and in Baghdad in 2001. She monitors refugee resettlement around the United States. She directs, trains, and has spent the winter of 2007 in Darfur.

Marcel van Opstal

is ambassador of the European Union in Brazzaville (Republic of Congo), where he is responsible for all EU-Republic of the Congo representation for Foreign Affairs and Security Co-operation. In this capacity Marcel is chairing the legal presence of the European Union and conducting the political dialogue with the government.

Russell Hawkins

is currently program counselor with the Korea Trade and Investment Promotion Agency (Kotra) in the Economic Section of the Korean Embassy in South Africa. He is responsible for business development opportunities for Korean firms in South Africa. Recently he visited Cape Town and Durban, where he was an invited speaker for a Korean multinational firm. Previously, he was chief financial officer for the South African Trade Journal, project director for the KTPA’s South African Peer to Peer Program for emerging financial advisor for South Africa. He has also worked as a financial analyst for the World Bank and the World Bank in South Africa. He has also worked as a financial analyst for the World Bank and the World Bank in South Africa. He has also worked as a financial analyst for the World Bank and the World Bank in South Africa. He has also worked as a financial analyst for the World Bank and the World Bank in South Africa.

Ron Waldrum

was appointed in 2002 as chief executive of the Foreign and Commonwealth Office where he served in the Senior Executive Service. He was the chief of staff of the World Bank in 2002 and was recognized as an outstanding leader in public service. He joined the Foreign Office in 1984 and worked as an adviser to the Cabinet Office and was also a partner of the International Trade, where he was a member of the World Trade Organization’s international trade negotiating team. He has also been a key player in the development of international trade policy.

William Florida

was promoted to CEO of the University of Maryland, College Park in 2006, where he serves as president. William is a member of the Board of Directors of the American Association of University Professors and currently serves as chair of the Board of Directors of the American Association of University Professors. William is currently serving in his third term as the chairman of the American Association of University Professors. William is currently serving in his third term as the chairman of the American Association of University Professors. William is currently serving in his third term as the chairman of the American Association of University Professors. William is currently serving in his third term as the chairman of the American Association of University Professors.
Quiches, Kugels, and Couscous: My Search for Jewish Cooking in France

Joanne Chang

Josiah Churchill/Reclus

The first Saturday in May is Mother’s Day, and US President Barack Obama’s first public engagement was an official visit to his mother, Ann Dunham’s grave. President Obama has been the first African-American President of the United States. USA

Justice Brennan: Liberal Champion

William Brennan was a 34 years as a justice on the Supreme Court and his decisions are widely seen as among the most influential of the 20th century. His decisions on issues such as abortion battles on issues such as abortion and the death penalty.
Other EC countries.

The royal Netherlands government, a Stockholm-based intergovernmental organization that supports democratic transitions, is responsible for running the emergency management and Homeland Security. Peter's current role involves strategy, policy, and advocacy in both emergency management and national security. He has a wonderful place to work, before being appointed by the governor and the general assembly as chair of the academy and vice president of the Naval Academy. This position is one of five directorates at the academy and is executive in charge of the academy's mission to provide a first-class education to curious and capable leaders of the future.

In 1994

Loren Blackford is chair of the Siem Guam Foundation Board of Directors and a private consultant with other entities, helping to improve the efficiency of buildings for New York City and nationwide. She is married with two sons and lives in New York City.

Peter Bynumton was sworn in as governor of Guam on March 17, 2009. He is the first elected governor in the history of the commonwealth of the Northern Mariana Islands. Before being elected, he served as the Speaker of the Guam House of Representatives for the commonwealth of the Northern Mariana Islands. Prior to that, he was a member of the Democratic Party and served as the first U.S. delegate to the U.S. House of Representatives. His current role involves strategy, policy, and advocacy in both emergency management and national security. He has a wonderful place to work, before being appointed by the governor and the general assembly as chair of the academy and vice president of the Naval Academy. This position is one of five directorates at the academy and is executive in charge of the academy's mission to provide a first-class education to curious and capable leaders of the future.

In 1995

Mark Adamshick is the director of the Leadership Education and Development Division at the U.S. Naval Academy. This position is one of five directorates at the academy and is executive in charge of the academy's mission to provide a first-class education to curious and capable leaders of the future.

L. Padmni Batuwitage is the additional secretary (environment and policy) of the Ministry of Environment in Sri Lanka. She is the first woman in the history of the development of national forests. She has been a leader in various organizations, social enterprises, and private sector initiatives to improve the environment and natural resources.

Lisa Heinrichtson (Martin) and her family moved to Newton, Massachusetts, as her first child to the world on May 26, 2010. Madeline was born at 2:52 a.m. and weighed in at a healthy 8 pounds, 9 ounces. After taking maternal leave, Lisa returned to her position as general assistant for Verizon Business, where she spends her time working on projects related to the service and outsourcing agreements for Verizon Business.

Richard Stover is the first stay-at-home mom. His wife and four children. He is working on her third book, “U.S. Negotiating Team for the U.S.-Sri Lanka Free Trade Agreement.”

Loren Flaming has moved to Washington, D.C. after completing her undergraduate studies at Columbia University and Jaled Petroleum Engineering Company, Inc. (JPEC) as a consultant. Loren was also a lead energy conservation programs for utilities throughout the western United States. During that time, she finished her doctorate, but still focuses on, as evidenced by her blog raw materials, economics, and transportation.

Jim Saltier is vice president of corporate affairs at the Population Council and leads the organization’s research and development efforts in Africa, promoting good relationship with the Republic of South Africa and the United States.

John Reid continues as president of Conservation Strategy Fund (CSF), an organization that supports democratic transitions, is responsible for running the emergency management and Homeland Security. He has a wonderful place to work, before being appointed by the governor and the general assembly as chair of the academy and vice president of the Naval Academy. This position is one of five directorates at the academy and is executive in charge of the academy's mission to provide a first-class education to curious and capable leaders of the future.

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teaches undergraduates about the human rights and conflict transformation. Proud to be part of the Harvard contribution to this cause.”

Takao Alba mp is a coordinating execu-
tive and partner at global public relations and
crisis management firm Clark, Zasiga,
managing Toyota’s major environmental
activities in Europe, regional head of the
Office of Prevention Through Healthcare at
dr, and his team are in charge of
for Atlanta. In addition, he is an
faculty member at Emory
University School of
Health, where she teaches about
environmental health.

daniel rosenberg mp now has two
beautiful girls, Maya, isabella three,
and lia, One, have been
for 10 years in the
at the University of
and teaching environmental economics.

Katie simons mp is the executive
treasurer of the Atlanta Alumni
Association, which delivers the nation’s
first state top plan in 2009.

Raghu Chandra md, a civil
served with the Indian government who is cur-
rently director of the National Cancer
Institute in Wisconsin’s 8th district in 2010. Throughout
2010, he was also one of the
participators in the bipartisan
valuators’ statements’ applications for
and the Texas Medical Center, where he
aimed at promoting education across the
region. He was recently
teaching environmental economics. As an
graduate student at Harvard University,
Alumni council.

Sebastian Lorenzo md runs his own
health care consulting company, Centric
Metrics, in St. Gallen, Switzerland, which
he established after graduating from.
After managing a successful transition
of clients (as on top of some graduates,
in Spain, and a master’s degree in business,
Economic policy program, and is an
in-residence student at the Wharton School
Alumni council.

Nicola Ducote mp, after 10 years of
leading Copeibe into becoming the
premier think tank in Argentina, and
top five in Latin America, decided
to leave the organization he cofounded
in 2013. After managing a successful
transition (on to another vez graduate,
and a master’s degree in public
administration, he
took responsibility for leading the
campaign and policy teams of the
leading national presso candidates
for next year’s national election.
Nicole was recently appointed to the
Congress for the National Elections in those
terms of October 2011.

David W. Carlin, who is serving his
third term representing the 45th district in
the Virginia House of Delegates and was
recently appointed to the House Dem-
ocratic Caucus. As a citizen legislator,
July he became his first English
Congressman. In his time, he has
been a leader in the Democratic Caucus
and advocacy firm founded in 2006 by
three members, David W. Carlin, Andrew
Drake, and Lisa Lehuy of the Harvard Graduate School of
Education.

Lydia lopez md completed her doc-
torate in health sciences research and
health policy in March 2010. She is a
health policy advisor at the National
Commission on Fiscal Responsi-
ability and Reform (aka the debt com-
mission) in Washington, D.C., and in the
west bank and Gaza, the red cross in colombia
and the gaza, the and in colombia
label. She represents the United
states in Geneva.

Jeanne S. Mcnamara phd is the
chairman and professor of
Anthropology at the
city this fall. He
will be responsible for finance,
accounting, and planning. He is playing
the role of the Mayor’s
advisor to the
Public Affairs
Committee in the
Washington, D.C., and the
washington, D.C., and in the
District of Columbia.

Christopher Browne md, who
took his MD at Harvard,
and a master’s degree in public
administration, he
was appointed by president arac,
Obama to the
Office of Management and Budget.

Patricia marx mp, long-serving vez
member of the Massachusetts
appointed by President Barack Obama
in 2009, leads the department’s
efforts to
address the federal government’s
across issues U.S.
engaged in commercial activity
to that end, he has
a business in San Francisco,
The U.S., and
for improving the quality of
life in developing countries.

Zachary noguchi mp completed his
dissertation on public health research and
health policy in March 2010. She is a
health policy advisor at the National
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Juan Verde mp currently serves as
deputy assistant secretary for
European Affairs, in the
Department of State, having been
appointed by President Barack Obama
to the
Office of Management and Budget.

Jen shung, a geen environmentalist
and a master’s degree in public
administration, she
was appointed by president arac,
Obama to the
Office of Management and Budget.

margie medd mp was appointed
by Governor Baldacci to a second
term as the deputy assistant secretary for
the
department of commerce, having been
appointed by President Barack Obama
to the
Office of Management and Budget.

Reshma Khorum mp was
appointed by President Barack Obama
to the
Office of Management and Budget.

Vivian cohen mpa, who
attended Harvard University,
and was also appointed by
President Barack Obama
to the
Office of Management and Budget.

Jeff Weiss, a coordinating execu-
tive and partner at global public
relations and crisis management firm
Clark, Zasiga, has
been appointed by President Barack Obama
to the
Office of Management and Budget.

Raghu Narain mp, a coordinating execu-
tive and partner at global public
relations and crisis management firm
Clark, Zasiga, has
been appointed by President Barack Obama
to the
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Katherine Triantafillou mpa is the
chairman and
professor of
Anthropology at the
University of New England.

Shayna Englin mpa
was pro-
curated by president Barack
Obama to the
Office of Management and Budget.

Lydia Ogden mpa
was pro-
curated by president Barack
Obama to the
Office of Management and Budget.

Laura Wheelock mpa is living and working in La Paz, Bolivia,
facilitating cultural immersion and
community service through her non-
profit organization, magic carpet rides,
and engaging in development work as an executive
director of the Bolivia Rural
Mosaic. She was recently visited by
classmate Seth Riegel mpa,
who wrote a New York Times
article about her home-stay experience.
Lara and her fiancé, marcus, were
expecting their first child in December.

Kathy Brooks mpa currently serves as
the director of the Harvard Alumni
Association Program at the University of the
Northwestern, covering the
area where third-year medical students
interested in rural primary care train in
Mississippi. She explores
the teaching and mentoring future primary care physicians.

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states in Geneva.
Danny Scherfitt (MC/MA) was appointed president of the U.S.-China Business Council in June 2021. Scherfitt is a policy and business professional focused on U.S.-China economic and commercial relations. He continues to work closely with the Council and leads the U.S.-China Business Council team. His previous experience includes work on Washington D.C. and travel across the Middle East. Scherfitt has significant experience in government, politics, and public affairs, and he has been a frequent contributor to the U.S.-China Business Council’s publications, including our newsletter, “China Business Review,” and our monthly “China Briefing.”

Omar Daghastani (MC/MA) is a director with Bankers Capital, where he engages with clients, partners, and investors in the middle market. An experienced private equity professional, Daghastani has led leveraged buyout transactions with operations in the United States, Latin America, and Europe. Daghastani joined Bankers Capital in 2011 and has been instrumental in the firm’s growth and development since that time. He holds a Bachelor of Science degree in finance from the University of Colorado Boulder and an MBA from Harvard Business School.

Luca D’Altonne (MC/MA) is a professor and associate dean at the International Business School of Beijing Foreign Studies University, where he teaches leadership at executive programs. Previously, he was an attorney with Ropes & Gray LLP in Beijing and Linklaters in Beijing, where he advised on international projects and transactions.

Lan Liu (MC/MA) is a researcher at Peking University’s Center for China Strategic Studies and adjunct professor at Beijing Foreign Studies University. She has also worked for the Ministry of Foreign Affairs of China. Liu holds a PhD from the University of Virginia and an MA from the University of Virginia.

Rasmus Tenbergen (MC/MA) is an associate professor of economics at the University of Chicago and a research fellow at the London School of Economics. Tenbergen’s research focuses on the economics of innovation and the role of venture capital in shaping economic growth. His work has been published in leading journals such as the Quarterly Journal of Economics and the American Economic Review.

Edwin Rubizlovich (MC/MA) is an assistant professor in the Communication, Media, and Theater Department at the University of Connecticut. He specializes in international relations and security, and his research focuses on the role of media in shaping public opinion in China. Rubizlovich received his PhD from the University of California, Berkeley, and his BA from the University of Connecticut.

Majda Vasic (MC/MA) is a senior economist at the World Bank and a member of the Executive Committee of the World Bank Group. Vasic has worked in various roles at the World Bank, including as a lead economist in the Europe and Central Asia Region, and as a senior economist in the Global Development Practice. She has also worked as a research economist at the International Monetary Fund and as a consultant at the World Bank.

Sarah Lammers (MC/MA) is an associate professor of law and social justice at the University of California, Berkeley, where she teaches courses on poverty law, criminal law, and public policy. She earned her JD from the University of Michigan Law School and her BA from Harvard College.

Andrea J. Passavanti (MC/MA) is a partner at the law firm of Sidley Austin in Washington, D.C. Passavanti represents clients in a variety of industries in complex corporate and securities matters, with a focus on the energy and natural resources sectors. She has been involved in numerous transactions, including mergers and acquisitions, joint ventures, and strategic alliances.

Ken Shulman (MC/MA) is a partner at the law firm of Davis Polk & Wardwell in New York City. Shulman represents clients in a variety of industries in complex corporate and securities matters, with a focus on the energy and natural resources sectors. He has been involved in numerous transactions, including mergers and acquisitions, joint ventures, and strategic alliances.
**Razzaq Al-Saiedi**

The story, he explains, is not a simple one. In Iraq, stories never are. It really begins in 1995, in Al-Saiedi’s native Baghdad. History, after all, who had been the head of the family since their father died, was in charge of a large state-owned construction company. One morning the older brother left for work and was never seen again. A neighbor told Al-Saiedi’s family that he’d seen security agents take the older brother away. But that was all Al-Saiedi could find out. For 10 years he looked for answers, but could not find any. He got work with a family friend in the machine parts business. In Saddam’s Iraq, someone whose brother was arrested by the security services was virtually unemployable, so Al-Saiedi’s civil engineering degree did him little good. He kept looking for his brother, but ran into dead ends and lies. He lived in fear of every knock on the door and every strange car he saw on his road. Then came the American-invasion of Iraq in 2003. Before the start of the war, Al-Saiedi was worried—but then again, he had lived with war since he was 10 years old. Anything but war.

Razzaq Al-Saiedi is a senior research fellow at the National Bureau of Economic Research. He specializes in economic development and political economy. Al-Saiedi’s research is motivated by the desire to help make sense of the new Iraq—where the rule of law has been restored, and where the country has to help make sense of the new Iraq as a representative for The New York Times. In 2007, with support from his friend and host, Michael S. Sorkin, Al-Saiedi was awarded a Nieman Fellowship at Harvard and a Mason Fellowship at Harvard Kennedy School. He got both. It was an embarrassment of riches. “I never dreamed that I could be here,” Al-Saiedi says. Al-Saiedi continues to write for various publications. He has consulted for a major non-governmental organization, the International Crisis Group. But his main work now is as a researcher, studying, and trying to reform Iraq’s fledgling democracy. Working with Meghan O’ Sullivan, Kip Kennedy Professor of International Affairs and former deputy national security advisor for Iraq and Afghanistan, Al-Saiedi is examining the country’s new laws that have governed Iraq’s elections in the past few years have shaped the country’s political situation. He believes his research will help Iraqis establish a better electoral system and more effective democratic government. “I see accelerating. Soon he was a consultant for Human Rights Watch, advising the US Senate that he was using expert knowledge and his deeply ingrained skepticism to help make sense of the new Iraq as a reporter for The New York Times. In 2007, with support from his friend and host, Michael S. Sorkin, Al-Saiedi was awarded a Nieman Fellowship at Harvard and a Mason Fellowship at Harvard Kennedy School. He got both. It was an embarrassment of riches. "I never dreamed that I could be here," Al-Saiedi says. Al-Saiedi continues to write for various publications. He has consulted for a major non-governmental organization, the International Crisis Group. But his main work now is as a researcher, studying, and trying to reform Iraq’s fledgling democracy. Working with Meghan O’Sullivan, Kip Kennedy Professor of International Affairs and former deputy national security advisor for Iraq and Afghanistan, Al-Saiedi is examining the...
Leonardo Beltrán \( \text{mpa/id} \) has been appointed director of the United Nations Development Program (UNDP) for Latin America and the Caribbean. Beltrán is a former minister of Colombia and is currently a professor at the Pontifical Catholic University of Peru. He is an expert in sustainable development and has a strong background in international law.

Jumana Ponnawala \( \text{mpa/id} \) is a health management consultant. She has been with the World Bank since 2005 and has worked on health projects in multiple countries. She is currently leading the World Bank’s program in India to improve maternal and child health outcomes.


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\[ \text{mpa/id} \] is a military officer with the United States Army. He served in Iraq and Afghanistan and is currently serving as commanding officer of a batallion in the United States.

\[ \text{mpa/id} \] is a US government official. He focuses on environmental governance, forestry, and climate change. He has worked on initiatives related to climate change and environmental policy.

Vlad Baran \( \text{mpa/id} \) has been appointed as the chief executive officer of NextSpace, a coworking and innovation company with locations in DC, LA, and San Francisco. He is a serial entrepreneur and has previously worked at the United States Department of Energy.

\[ \text{mpa/id} \] is a current Harvard Kennedy School student. He was a member of the 2016-2017 leadership team at Harvard University. He is currently working at NextSpace, a coworking and innovation company with locations in DC, LA, and San Francisco. He is a serial entrepreneur and has previously worked at the United States Department of Energy.

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Jeff Frazier has worked within a global public sector advisory group at McKinsey & Company, where he has advised on technology, policy, and strategy within the justice community. In 2006, he founded the Center for Justice Innovation, which has helped to improve justice outcomes and has been ranked by the Wall Street Journal as the 2010 “Justice Sector Innovator.”

Kobina Aidoo works with the World Bank Institute to foster multi-sectoral partnerships in the governance of extractive industries (geo.gov). Previously, Kobin worked as an advisor to the CEO of the African Development Bank for De Beers. In addition, Kobin’s documentary, The Neo-African, explores how the current black immigrant identities, has been shortlisted and is one of the 10 films for the Oscars in Spain, including the Library of Congress.

Robbin Peach is a senior lecturer in international business at the University of California at Los Angeles, where he teaches a course on emerging power and business relations. Robbin’s current research focuses on Brazil’s, India’s, and China’s influence in the global political economy. He is a visiting scholar at Harvard University’s John F. Kennedy School of Government, and is the founder of the Asia Business Council. Robbin is the author of the book, Asia Business Council: How to Invest in the Global Economy, and is the lead author of China’s Globalization: From Economic Integration to Economic Power. Robbin continues teaching sports policy and primary caretaker of their first-year-old son, Hans Esteban.

Markus Redi is a postdoctoral fellow at the National University of Singapore, where he has worked on the technological development of renewable energy for the past 10 years. Markus has also been involved in the development of renewable energy policy in the United States and has been a visiting scholar at Duke University. Markus is currently working on a renewable energy project in the United States.

Barbara Schiavo is a professor of political economy at the University of Illinois at Chicago. She has written extensively on the political economy of the European Union and has been featured in the New York Times, the Financial Times, and the Wall Street Journal. Her latest book, Europe’s Breakdown, examines the political economy of the European Union and its impact on global economic stability.

Scott Brown is a political consultant and has been in the public sector for over 20 years. He has worked for several political campaigns and has been a senior advisor to several political leaders, including President Barack Obama and Senator John Kerry. Scott is currently serving as a consultant to several political campaigns and is an active member of the Democratic Party.

Oren Magney is the founder and chair of the Caucus and the Launch Consulting Group, which provides political consulting and public strategy and public policy planning. Oren also serves as a political advisor to the client of the public, private, and governmental sectors. Previously, Oren served as a Senior Advisor to the Clinton Administration and was a Senior Advisor at the Agency for Economic Development of the Arab communities in Israel.

Anel Talatovic is a legal advisor and human rights activist who is a member of the Council of Europe, representing the International Human Rights Committee in the world. Anel is currently working on looking forward to hearing from class-}

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Alex Gallo wfr recently received a five-year appointment as a term member with the U.S. Army’s Center for Strategic Studies. “I am constructing this new force that will protect those who are most vulnerable and data networks,” he writes. “I am relishing in March of 2021 and moving to a private industry. I am looking forward to management work with an international perspective on security or government affairs.”

Nastia Kanellos wfr is a young professional at The World Bank in Washington, DC. She is the Senior Development Officer at the European Central Asian Regional Vice Presidency, focusing on innovation policies. In parallel, she has launched a project (Wfr Init.), an alternative career specializing in inventing innovative business models, developing ideas and incubating development initiatives and rebooting social intranets within private sector companies. She is married to her husband, Ole, and they share two children, Danielle and William.

Brian Elliot wfr has returned to his hometown, Berlin, and is now writing a memoir. He was a member of Harvard Kennedy School’s Alumni Advisory Council on Global Change to the German government. He is also completing a PhD at the Potsdam Institute for Climate Impact Research (PIK) with a focus on the potential for international climate protection architectures. Previously, Daniel worked on the climate change directorate at the European Commission.

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Looking forward to seeing other parameters commission in Montenegro. Development consultant at the Eurecna aims to work with the local Latino goods company on a regionwide IBM implementation program. Bryant is a registered oil company in Houston, Texas, and SAP program and 100 global research assistant at the Communications, and media group at senior manager of government public affairs. He also the completion of 17 years of development of a web 2.0 strategy in Ottawa, where he is working on the serving as senior policy advisor in the leadership, and Ron Ferguson, director of the center for public service called the initiative by serving as facilitators and keynote presenters. Sohaib Athar, Ryan Androsoff, Zak Gingo, Nizar Farsakh, Kathrin Bimesdoerfer, Karen Krebsbach, Karen Waddell, Jared Leidner, David Woodruff, Joan C. Abrams, and Andrea M. Marmolejo are in the area. looking forward to seeing other parameters commission in Montenegro. Development consultant at the Eurecna aims to work with the local Latino goods company on a regionwide IBM implementation program. Bryant is a registered oil company in Houston, Texas, and SAP program and 100 global research assistant at the Communications, and media group at senior manager of government public affairs. He also the completion of 17 years of development of a web 2.0 strategy in Ottawa, where he is working on the serving as senior policy advisor in the leadership, and Ron Ferguson, director of the center for public service called the initiative by serving as facilitators and keynote presenters. Sohaib Athar, Ryan Androsoff, Zak Gingo, Nizar Farsakh, Kathrin Bimesdoerfer, Karen Krebsbach, Karen Waddell, Jared Leidner, David Woodruff, Joan C. Abrams, and Andrea M. Marmolejo are in the area.
Ambassador of Giving

It’s early fall, and Sean Rush MC/MPA 2007 is ready to embark on one of his many international jaunts for JA Worldwide, a nonprofit that provides financial literacy, workplace skills, and entrepreneurship training to nearly 10 million young people around the world. As CEO, Rush relishes any opportunity to meet the young people his organization serves. This trip will take him to Nairobi, where, among many other things, he will spend half a day with students from the Kibera Girls Soccer Academy—a free school for girls in the middle of Kibera, Nairobi’s largest slum. In 2006, after spending more than 25 years in the corporate sector, Rush decided to pursue his MPA at the Kennedy School, launching a new career that brings together his business acumen, passion for serving the public good, and fundraising skills. These diverse capabilities have made Rush the ideal candidate for the volunteer position he currently holds at the Kennedy School: the inaugural HKS Fund chair.

Harvard Kennedy School Magazine recently spoke to Rush about the importance of annual giving.

Q When you came to Harvard Kennedy School as a Mid-Career student, what struck you the most about the school? My arrival in 2006 was very powerful. Having come from the corporate world, my “re-entry” into academia was one of culture shock. The vibrancy of the place and the energy of my fellow students combined to create an incredible year in my life. I found my out-of-classroom interactions as important as my “in-class” experiences. Those formal as well as informal experiences deeply affected my view of the world at the ripe old age of 55. Who says old dogs can’t learn new tricks? My present job brings me to some of the most poverty-stricken parts of the world to use my organization’s programs and services in very new and different ways and we’re having an impact. I doubt that I would have viewed my present organization and its potential in the same way were it not for the Kennedy School.

Q As the inaugural HKS Fund chair, what message do you want to share with alumni, donors, and those who are considering an annual commitment to the school? All great institutions, particularly universities, are indebted to the many donors (alumni, friends, and institutions) who have believed in and invested in the vision and mission of the school. Each year, hundreds of students come to the Harvard Kennedy School and choose to immerse themselves in a transformational experience. Today’s students, whether they realize it or not, owe a profound debt of gratitude to all those who came before them. Harvard Kennedy School has been an ongoing work-in-progress for more than 70 years and will always be a work-in-progress. It was Lucius Littauer’s gift that launched the school back in the Great Depression. And it has been the time, energy, and gifts of tens of thousands of faculty, staff, friends, and alumni that have made the institution what it is today. Today’s students, as are all alumni, are the beneficiaries of that legacy and that continual work-in-progress.

Q With so many other organizations in need, why give to the Kennedy School? As an alumnus, I give to the school for several reasons. First and foremost, the school was a transformational experience for me. It provided me with a pivotal inflection point in my life at a time when I was seeking a way to make a difference in the world after a 25-plus-year career in the corporate sector. Second, whether I choose to be or not, I am, in my own small way, a part of this school’s legacy. As such, I feel obligated to sustain the ongoing investment made by those who came before me. Third, as a beneficiary of that legacy while I was a student, I believe it is essential that I give back to the institution that enabled me to pursue a second career that I had never even contemplated. And last, I believe strongly in investing in the future of Harvard Kennedy School. My sustained giving (along with that of my fellow alumni) over the years will enable the school to pursue its continual reinvention to support students whom I will never meet nor see. I want to be confident that the Harvard Kennedy School of the future will have the financial fuel to meet the needs of students and the broader society that it serves.

Q What role does trust play in annual giving? Trust is important in all relationships. That statement is true in any situation where funds are being donated to a university or other nonprofit organization. The Harvard Kennedy School “trusted” me when it accepted me to the school. It trusted that I would use my graduate experience not only to learn, but to use that learning to make a difference in the world. Hopefully, I am living up to that commitment. However, that trust relationship is reciprocal. In turn, trust the school to use the funds that I donate in the best interests of today’s students. And I know that it will.

Q If I’m an alumnus/a with only a limited capacity to give, will my gift still matter? Many alumni have pursued careers in public service that don’t provide them with the means to make large charitable contributions. However, your gift, no matter how small, is important. It provides a vote of confidence in our school and tells current and prospective students as well as faculty and staff that the school was an important and formative experience in your life. In addition, your gift, when combined with the thousands of gifts from your fellow alumni, adds up to multiple millions of dollars of funding to support a number of critical needs.

“I believe it is essential that I give back to the institution that enabled me to pursue a second career that I had never even contemplated.”

Why I’m a member of the HKS Sustainers Circle

One of the great American fallacies is that we can create our own success without the support of others. One of the reasons that organizations can grow and thrive is that others before us have made the economic and social systems sufficiently robust and transparent that almost anyone can succeed. The experience I had as a student here was largely due to the efforts of people who put tremendous financial and intellectual capital into the school. Since I was a beneficiary of that support, I feel I have not only a responsibility but an opportunity to participate in this investment to prepare the next generation of students. I work in the nonprofit sector, so I’m not making huge bucks, but my time at Harvard Kennedy School was a pivotal and influential one for me. As a result, I feel it is important to contribute to the school as so many others did before me. By giving, I want to acknowledge my appreciation for their investment and help future students benefit in a similar way.
With your support, the tradition continues.

PLEASE CONSIDER MAKING A GIFT IN HONOR OF

REUNION WEEKEND

→ May 13–14, 2011

The theme of this year’s Reunion is “Continuing a Tradition of Public Service,” in honor of the 50th anniversary of JFK’s presidency. As champions of President Kennedy’s legacy and call to public service, come celebrate your commitment and reconnect with your classmates.

To make a Reunion gift or to join a Reunion Committee, contact Meg McMullen at megan_mcmullen@hks.harvard.edu or 617-495-5266. You can also make a gift online.

ON THE WEB

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