FEATURE STORIES

14 A Promise Is a Promise  A teenage Raul Ruiz MPP 2001 made a pledge to the residents of his poor California hometown: Help me get an education, and I will return to serve.

20 Urgent Care  With Massachusetts seen by many as the laboratory for health-care coverage, a legislator and Kennedy School academics work on the next big experiment.

26 Energy Matters  From the new energy revolution to complex negotiations, Meghan O’Sullivan brings the messiness of real-world problems to the classroom and the imagination of academia to the world of practice.

DEPARTMENTS

2 Executive summary The dean’s word

3 The end results Letters to the editor

4 Public interest News bites from around the school

6 From the Charles Margaret Stock MFA 2001 … Q&A with Sheila Jasansoff … MOOCs, spocs, and Harvard ED … The Kennedy School’s World Bank footprint … Making college possible

32 Bully pulpit Social entrepreneurs … Juan Manuel Santos Calderón MC/MFA 1981 … Child soldiers … Government shutdown … Alan Simpson

35 In print Informing the News … The End of Big … A Case for Climate Engineering … Presidential Leadership and the Creation of the American Era … Endangering Prosperity


62 Ways and means Sheila Johnson … Jorge Jaramillo HKSIE 2010, 2012

65 Exit poll HKS goes to DC
EXECUTIVE SUMMARY

Dear Reader,

It’s been almost six months since we announced the Campaign for Harvard Kennedy School. It is a truly remarkable time for us as we meet with friends and alumni around the globe to discuss the immense challenges we face in the world and the school’s long-term vision for meeting those challenges.

As we all know, the problems confronting the world today are formidable — inequality of all kinds, climate change, and shifting balances of power, to name just a few. The Campaign for Harvard Kennedy School gives us the critically needed opportunity to position the school — by attracting and educating outstanding leaders, conducting research that advances understanding of difficult issues, and building a campus for the 21st century — to lead in the coming years and decades.

This spring we will host IDEASPHERE, a two-day celebration showcasing some of our outstanding work and the official launch of our campaign. The event will feature discussions, talks, and interactive sessions led by faculty members and alumni working around the world to solve the world.

You’ll read about some of that incredible work in this issue. The Kennedy School’s impressive convening power is illustrated by how state legislator and alumnus Raul Ruiz’s work on the campaign in greater history as we seek to expand our capacity to lead in tackling the critical issues.

In future issues, we will be reporting on the campaign in greater detail. You will also read about faculty member Meghan O’Sullivan’s research on the impact of the enduring energy revolution and how the physician and alumnus Raul Ruiz’s work on the campaign in greater history as we seek to expand our capacity to lead in tackling the critical issues.

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The Campaign for Harvard Kennedy School marks a critical time in the school’s history as we seek to expand our capacity to lead in tackling the critical issues facing the world. In future issues, we will be reporting on the campaign in greater detail. In the coming months, I will also be meeting with more of you — our alumni and friends — to discuss the campaign’s goals and progress and how together we can make the world a better place.

Dean David T. Ellwood
March 2014

LETTERS TO THE EDITOR | WHERE CREDIT IS DUE

The work Rohini Pande is doing to document the effects of microfinance is interesting and producing important results. However, it is also important to note that nearly all the studies cited take place in India. In our work around the world, we find that India is often more the exception than the rule when it comes to the context in which microfinance operates and the microfinance modus operandi itself. Accion, which began in Latin America and now works also in Africa, South Asia, and East Asia, evolved a very different model — individual loans to existing microenterprises run by both men and women. We have found this model to be relevant everywhere we work except South Asia. Why? Because the social and economic context of South Asia is different. Each region has its own microfinance story to tell. It is a mistake to make generalizations about microfinance based on how it operates in India.

Elisabeth Rhyne, MPP 1980, PhD 1987
Managing Director Center for Financial Inclusion at Accion

I enjoyed the article “Credit Worthy” I have long been advocating more constructive and robust engagement between microfinance researchers, policymakers, and practitioners, and the article is clearly a positive example overall. I particularly liked the concept of “economic returns from social interaction.” However, there were some omissions and errors. The Compartamos IPO was in 2007, not 2010. With regard to repayment flexibility, Grameen Bank launched its “Grameen it” methodology, which has as its hallmark repayment flexibility in 2002, so this is not a new insight and in fact has been put into practice on a wide scale already. Grameen Foundation and Grameen Trust have published a manual about how to implement Grameen in based on the experiences of Grameen Bank and others.

I am doubtful about the idea of governments’ subsidizing microfinance. I think that the increased default observed when there was a grace period can be dealt with through tinkering with this approach (giving its positive impact on clients), rather than through government financing. Governments should prioritize developing an enabling environment for microfinance and how providers can take advantage of digital technologies to provide flexible loans as well as savings and insurance products. The Reserve Bank of India recently established a commission to recommend policy changes to support financial inclusion n. I hope they pay attention to the research and the researchers profiled in this helpful article.

Alex Counts, President Grameen Foundation

PANDE RESPONDS

Elisabeth Rhyme of Accion is right to point out the importance of context when studying microfinance. In examining product design evaluations we aim first to ensure that the product design evaluation is relevant for our partner organization, and second to ensure that a clear hypothesis is being tested. Here, we hypothesized that repayment flexibility would matter when financial access is limited and investment opportunities have high risk. Looking ahead, we would be eager to collaborate with organizations such as Accion to see whether our hypothesis regarding context can be validated. Interestingly, our partner Srei in Kolkata provides individual loans, while the rural bank we are evaluating now offers loans and other products to men, women, and existing enterprises alike; Accion’s model may yet prove useful in South Asia. Still, across contexts one open question remains:

Can microfinance both be sustainable and deliver the financial product that poor entrepreneurs want? In February 2014, I will be coleading a program through the Executive Education on “Rethinking Financial Inclusion,” which will examine such questions.

Alex Counts of the Grameen Foundation is justifiably doubtful about the idea of governments’ subsidizing microfinance. However, my work suggests that tinkering with the microfinance contract to deal with increased default may also change the type of clients attracted. By design, experiments have had trouble isolating the selection effect of microfinance, and I would encourage the Grameen Foundation to study the types of clients different contracts attract. As the pioneers of the sector, they are in an excellent position to do so.

Rohini Pande
Kamal Professor of Public Policy Harvard Kennedy School

THE END RESULTS

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Rohini Pande
Kamal Professor of Public Policy Harvard Kennedy School
**New Frontier**

**AWARD** A combat veteran and the founder of an online charity were honored by the Institute of Politics and the John F. Kennedy Library Foundation at the Forum in November. President John F. Kennedy’s grandson, Jack Schlossberg, a member of the New Frontier Awards Committee, presented veteran and congresswoman Tulsi Gabbard (D-M) and Charles Best, CEO of DonorsChoose.org, with the John F. Kennedy New Frontier Awards.

**Tribute to Public Servant**

**ALUMNI** Jimmy Tingle MC/JFPA 2010 and Allison Shapiro MC/JFPA 2010, former classmates of Marie-Ange Bunga MC/JFPA 2010, helped pay tribute to Bunga at a benefit held in her memory in November in Cambridge. Bunga, the founder of an NGO to help promote economic development in the Congo, passed away in June in Kinshasa after contracting cerebral malaria. The event helped raise funds to benefit Catholic Relief Services and Doctors Without Borders within the Democratic Republic of Congo.

**Top Choice**

**FACULTY** Jobs for the Boys: Patronage and the State in Comparative Perspective by Merilee Grindle was selected by Choice, a library trade publication, as an outstanding academic publication for 2013. Grindle is Harvard Kennedy School’s Edward S. Mason Professor of International Development and director of Harvard University’s David Rockefeller Center for Latin American Studies. Each year Choice publishes its selections for “Outstanding Academic Titles.”

**Fifty Years Ago**

**REMEMBRANCE** Kennedy School staff and faculty members paused on Friday, November 22, to mark the 50th anniversary of the assassination of President John F. Kennedy. Participants heard remarks from Dean David Ellwood in the John F. Kennedy Jr. Forum before viewing a live streaming from the JFK Library, where singer James Taylor performed.

**Innovative Government**

**RESEARCH CENTER** A federal strategy for revitalizing distressed neighborhoods, a Washington state health-care incentives program, and a creative approach for identifying high-risk trucks in New Mexico are some of the innovative, successfully run government programs recognized by the Ash Center for Democratic Governance and Innovation. Selected from a pool of more than 600 programs, the Innovations in American Government Award finalists have demonstrated innovations at the city, county, state, and federal levels of government.

**ON THE WEB** For a complete list of the finalists and winner: [http://hks/harvard/innovations](http://hks/harvard/innovations)

**Social Entrepreneur**

**AWARD** Sasha Chanoff received the 2013 Gleitsman International Activist Award for his work with RefugePoint, a non-profit organization that works with refugees in extreme danger. The executive director of RefugePoint, Chanoff founded the organization in 2005 to help supply vulnerable refugee populations as the Congolese, Darfurian, Sudanese Lost Kids, and others. The award is presented by the Center for Public Leadership at the Kennedy School.

**Great Negotiator**

**AWARD** Ambassador Tommy Koh of Singapore received the 2014 Great Negotiator Award in April for his contributions to the fields of negotiation and dispute resolution. Recipients of the award are recognized for negotiating against great odds in difficult settings. Koh has played a leading role in negotiations such as the Law of the Sea, the “Rio” Earth Summit, and the Singapore-U.S. Free Trade Agreement. Sponsored by the Program on Negotiation, co-chairs of the event were Kennedy School Professor Nicholas Burns, director of the Future of Diplomacy Project, and Harvard Business School Professor James K. Sebenius, vice chair of the Program on Negotiation.

**Ruggie Honored**

**FACULTY** John Ruggie was recognized by the International Association for Impact Assessment (IAIA) in November for his work promoting the UN Guiding Principles on Business & Human Rights. Ruggie, the Berthold Beitz Professor in Human Rights and International Affairs, received the 2014 Global Environment Award from the IAIA, a global network that assesses best practices in the use of impact assessment for informed decision making regarding policies, programs, plans, and projects.

**You Are Here**

**CAPITAL CAMPAIGN** John Kidenya MPA/ID 2015 took a moment last fall to let readers know “You are here” as he prepared to make a difference in the world by pursuing his MPA/ID degree. A native of Kenya, Kidenya plans to return to Africa after graduation to help develop programs offering financial support to young African leaders pursuing an education. See others in this issue who also want you to know that “you are here.” You can join the story by going to the url below and posting your own photo to show where you are making a difference.

**Winchester Lectures**

**FACULTY** Kennedy School Professor of Philosophy and Public Policy Frances Kamm gave the Winchester Lectures at the University of Oxford in October. The two-part lecture was hosted and organized by the Oxford Uehiro Centre for Practical Ethics.

**Annual Report**

**AWARD** According to the 2012 Annual Report of the USA (AUSA), gross debt in the United States has increased by 55 percent in less than four years, and the U.S. government owes more than $53,000 every person living in the United States. AUSA’s 2012 edition also found that the United States has spent more than $5.5 trillion in Iraq and Afghanistan since 2002. Created in 1995 and produced by the Harvard Political Review, an undergraduate-led journal, the report analyzes major government spending,avia and decisions facing policymakers.

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

**Image Credits:** Left: Charles Best, Jack Schlossberg, and Tulsi Gabbard.

**Image Credits:** From left, Charles Best, Jack Schlossberg, and Tulsi Gabbard.

**Image Credits:** You Are Here: John Kidenya (center), a 2015 MPA/ID candidate, at a capital campaign reception earlier this year. He says, “You are here” as he prepares to make a difference in the world by pursuing his MPA/ID degree. A native of Kenya, Kidenya plans to return to Africa after graduation to help develop programs offering financial support to young African leaders pursuing an education. See others in this issue who also want you to know that “you are here.” You can join the story by going to the url below and posting your own photo to show where you are making a difference.

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**Image Credits:** Top: Martha Stewart, bottom: istock
Good Citizenship

ALUMNI “I’m not in a powerful position,” says Margaret Stock MPA 2001. “All I can do are the little things I’m capable of doing.” Even so, those little things have added up to a lot — specifically, a program that has the potential to change the lives of thousands of immigrants. Stock’s brainchild is the Military Accessions Vital to the National Interest program, better known by its acronym, MAVNI. Since 2008, the program has expedited the path to American citizenship for legal aliens with special language and cultural skills, and those trained as health-care professionals, by allowing them to enlist in the U.S. military. Stock’s contribution was recognized by a MacArthur Foundation “genius grant” last fall.

“The one thing that really bothers me about the U.S. immigration system is the complexity that we’ve built up, because it’s entirely unnecessary,” says Stock, an immigration lawyer based in Anchorage, Alaska, who also served for 28 years in the military police, retiring in 2010 as a lieutenant colonel in the Army Reserves. “It’s a function of politics, and it doesn’t serve our national interest.”

It’s typical to think of national security and immigration as a matter of keeping “bad” people out of the United States, says Stock, who also holds undergraduate and law degrees from Harvard. But it’s much more about letting the right people in, she says, particularly when one considers the overwhelming demographic trend of an aging population.

“The debate around immigration hasn’t always been rational,” Stock says. “When you show people the data — which is something I learned to do at the Kennedy School — they calm down and realize that we have to do something about this issue, and that the only way we can address it is through the traditional path of immigration.”

Stock came to immigration law by chance; after settling into a stable career as a civil litigant, she took a pro bono immigration case, having been told it would be “easy” because the defendant’s case was hopeless. Four hundred hours later, she had sued the government, won the case, and forced the INS to drop charges against her client.

The practical, dogged, yet creative approach Stock has brought to winning cases over the years is evident when she describes how the idea for MAVNI first came about: “It was feasible and acceptable. This population was legally present in the United States; they were trying to enlist and being turned away at a time when we were experiencing a shortage of military personnel. Authorizing legally present people to enlist seemed double.”

When MAVNI was announced, 15,000 applicants vied for just 890 Army spots. “The program is successful because the legal immigration system is broken,” says Stock. “People see MAVNI as a way to serve their country and save themselves years of heartache, bureaucracy, and thousands of dollars in lawyers’ fees.” She adds that the numbers show that on average those serving through MAVNI outrank native forces in a number of areas, from entry-level test scores to retention rates after two years of service. Many arrive with advanced degrees; one year, although they represented only 1,000 of 70,000 new enlistees in the Army, MAVNI participants held two-thirds of the master’s degrees.

Stock hopes to make the program permanent (it is due to expire in 2014) through the Military Enlistment Opportunity Act, a statute she has consulted on with the bill’s sponsor, Republican Congressman Mike Coffman of Colorado. Stock credits much of MAVNI’s quick, successful implementation to what she learned at the Kennedy School. “Sometimes I had five minutes to pitch the idea to a very busy public official. Data, analytics — you’ve got to know your math. It’s those little things again, all adding up, that have the power to create change, even in immigration law, even in an institution as large and powerful as the Pentagon.”

ON THE WEB
http://ken.su/w14-good-citizenship

Harvard Kennedy School 7
Tuning In

Q&A
Sheila Jasanoff, the Pforzheimer Professor of Science and Technology Studies at Harvard Kennedy School, is the founding director of the Program on Science, Technology and Society at Harvard. Her research focuses on the ways in which science is used in legal and policy decisions and, in reverse, on the ways in which issues in law and policy affect the production of scientific knowledge and evidence.

Q: What makes science and technology studies (STS) so important?
Sheila Jasanoff: STS improves our ability to think about the complex relations between science and society — relations that most other fields do not address. Science departments teach about how to get the most reliable results. Political science departments teach how to do science and how other fields do not address. Science and society — relations that most important?

Q: Are other universities taking this up as a field of study?
Sheila Jasanoff: Yes, programs such as the ones I have become part of the conversation at a lot of different universities, including Harvard. It’s my goal to make sure that STS programs such as the ones I have and why it matters. We see this in rising course enrollments, cross-disciplinary research initiatives, and increasing attendance at all of the STS program’s activities.

Q: Why are you seeing progress?
Sheila Jasanoff: I see many signs, though progress is slower than an impatient person like me would wish. At Harvard, many more faculty members, along with students at every level, are becoming aware of what STS is and why it matters. We see this in rising course enrollments, cross-disciplinary research initiatives, and increasing attendance at all of the STS program’s activities.

Q: Do people are learning to think differently?
Sheila Jasanoff: I hope so. The enterprise of STS is a little bit like making everybody bilingual instead of monolingual, or musical where they were not musical before. Learning to hear things and see things in the world that people weren’t attuned to — I think that’s potentially revolutionary in its consequences. — SA

Research

Oil and Dynasties
Despite a sense that the Arab Spring would, like the fall of the Berlin Wall in 1989, lead to a momentous upheaval, so far regime change has taken place in only 4 of 14 Arab countries. Asking why the harvest was so modest, Tarek Masoud, an associate professor of public policy, looks at how oil money and dynastic rule have helped regimes stay in place.

To Drill or Not to Drill
Jeffrey Frankel, Harpel Professor of Capital Formation and Growth, in “National Security Warrants Slowing Domestic Oil Depletion, Not Accelerating It,” in which he proposes a policy for conserving American energy resources instead of eliminating oil imports to enhance national security.

The Results

On the margin, a barrel of offshore oil or shale oil would be more valuable under crisis conditions than it is today.

Press Gang
Those who view partnership in the media as a warying modern trend might find this horrifying indeed. In 1976 only 15 percent of the newspapers in the country’s 50 largest markets identified as independent. By 1980 that figure had risen to 47 percent, and partisan newspapers really began to disappear. Since 1990, Matthew Baum, the Kalb Professor of Global Communications reports, in “Partisan News Before Fox.”
ToFACULTY Professor Graham Allison has taught his Kennedy School course on national security challenges and the press for so long that his part-time co-teacher in the course for the past four years, New York Times national security correspondent David Sanger, took a version of the course from Allison as a Harvard undergrad in the early 1980s.

But nothing prepared Allison for the challenges he faced last fall in transforming his brick-and-mortar classroom course into the Kennedy School’s first offering on HarvardX, Harvard’s slice of the online teaching and learning collaboration called edX, which was launched in 2012 by Harvard and MIT.

“Allison on the right in the photos. “It was much more demanding and difficult than I would have imagined,” says Allison, who produced around 40 short videos with Sanger for the course. “The X in HarvardX means experimental. But we have learned a lot. ” The project was especially challenging because Sanger’s demanding position with the New York Times in Washington made it tough for him to come to Boston to film segments for the course. That meant the production team had to squeeze in extra shoots on the few summer days when he was able to get away.

Allison and Sanger stretched the boundaries of the virtual classroom technology in two major ways: They produced a spoc — the ungainly acronym for “massive open online course”— that was open to anyone who wanted to follow along as an auditor. And they offered a smaller version — known as a spoc, or small private online course — in which 500 admitted students completed assignments in an experience more like that in an online classroom.

Both approaches are being tested by HarvardX as well as by for-profit education enterprises that are plunging into this new world. The edX consortium has expanded to 28 universities across the globe, offering 94 courses. More than one million students enrolled for edX classes in the first year. Harvard faculty members are now offering 16 courses through edX — with 45 more on the way, including another Kennedy School course, Introduction to American Government, taught by Professor Thomas Patterson.

For their inaugural online course, Allison and Sanger offered a shortened version of HKS211, or Central Challenges of American National Security, Strategy and the Press: An Introduction. More than 9,200 people registered to audit the spoc version; they could do the readings, watch the videos, and listen in. For the spoc version, more than 990 people applied for the 500 slots — just like the classroom version, it was way oversubscribed. Students met in sections moderated by online course assistants, many of them graduates of the brick-and-mortar class. More than half of the 500 students earned certificates for successfully completing the rigorous writing assignments — including mock strategy memos to the president on how to handle thorny policy decisions.

Allison and Sanger’s course differs from many others in that it stays so close to current events. The civil war in Syria, the NSA leaks, and negotiations with Iran, which are frequent topics for Sanger in the New York Times, were all bubbling while it was in session:

“The course required radically different presentation of the material, in digestible, 15- to 20-minute sections,” Sanger says.

“So we would produce, say, eight sections on different elements of the Iranian nuclear crisis, some teaching the basics of nuclear negotiations, and some ripped from the current headlines.”

Sanger notes that HKS graduate students taking the brick-and-mortar class watched the recorded classes produced for the online students, which enriched their classroom experience.

“The challenge—and the opportunity—of online courses is adapting our teaching approach to reach people scattered all around the world, while at the same time using the new online material to create a more active and engaged classroom learning experience for the students on campus,” says Suzanne Cooper, academic dean for teaching and curriculum and Stokey Lecturer in Public Policy.

Some in-class techniques didn’t translate well to the virtual classroom, Sanger adds, and “we still need to work on making the individual segments snappier and more pointed—very much the skills one needs on television. It’s a tough balancing act between accessibility and depth, and we need to fine-tune it.”

Summer Marion, the HarvardX lead course developer who oversaw the HKS211 production, says, “The spoc provided a forum exposing nearly 12,000 people from all walks of life to the choices facing foreign policy decision-makers and to the analytical processes that shape their thinking. In a field often perceived as very closed and elitist but which is being pushed toward openness by advances in technology, this kind of accessibility is an important opportunity for public diplomacy.”

One of the students underlined that sentiment, writing in a comment on the course forum: “Thank you so much! As a high school student, this course allowed me to really consider a career path I never knew existed before. Thank you, world, for taking over my home for an hour a week and allowing me to learn from you.”

Closing in on Distance Learning
ALUMNI Jim McCorkell says 1999 likes to say that his motivation for founding College Possible, a Minnesota-based nonprofit aimed at helping low-income students attend college, is part personal and part policy.

“The personal side was that I grew up in a low-income family with parents who didn’t finish high school, let alone get to college, and had pretty difficult lives,” McCorkell says. But Jim and his four siblings were all able to attend college, becoming doctors, engineers (and directors of nonprofits), giving him a strong vantage point from which to see the difference a college degree can make.

The policy side started at the Kennedy School. Studying the “transition points” in poor people’s lives — those moments when their life-trajectories could be most affected — McCorkell focused on education. A few data points help explain his decision. Upper-income students are 9 to 10 times as likely as low-income students to graduate from a four-year college; about 200,000 low-income students are capable of attending college each year; but do not; a four-year degree is the surest way out of poverty.

McCorkell’s first blueprints aimed narrowly at what he called “Kaplan for poor kids.” But as he developed a business plan for his fledgling 2000, he quickly realized that low-income kids need a lot more than just prep.

College Possible students are picked from a pool of applicants during their sophomore year of high school and begin as juniors. They get help with test preparation, college applications, and applying for financial aid and they also receive support through college.

The program now helps 15,000 students a year. After starting in the Twin Cities, it spread to Philadelphia, Milwaukee, Omaha, and Portland, Oregon (the plan is eventually to reach 20,000 students in 20 cities). So far, the results have been impressive: 95 percent of the organization’s students earn admission to four-year colleges, and they graduate at five times the rate of their low-income peers.

Traci Kirtley says 2000s, who knew McCorkell from their days at the Kennedy School, joined College Possible in 2004 and is now the director of programming and evaluation. McCorkell describes her as the architect of the nonprofit’s model — structuring the curriculum, training staff members, and using data to both motivate the group and hold it accountable.

Rigorous analysis is an important aspect of this work. College Possible has cooperated with Chris Avery, the Larsen Professor of Public Policy and Management at the Kennedy School, on a study of the efficacy of college-access programs. Using a randomized controlled trial, Avery found that College Possible increased enrollment at four-year colleges by 15 percent (with some of the increase coming at the expense of enrollment at two-year colleges).

College Possible claims that its costs are about one-seventh of comparable federal programs because it uses AmeriCorps volunteers to help students. But, Kirtley emphasizes, it is more than just a cheap alternative: “College Possible is a more cost-effective solution and it works,” she says. McCorkell believes that if the federal government shifted funds toward their model, they could potentially reach all 200,000 low-income students capable of enrolling in college.

And that is the mission that keeps driving McCorkell and Kirtley. “One of the things this country is supposed to be about is that people are supposed to have the opportunity to go as far as their talents and their motivation will take them,” Kirtley says. “When I came here, I looked at it as a way to do my part to make sure that we as a nation are living up to the promise of opportunity.”
Congressman and physician
Raul Ruiz MPP 2001
made a pledge to serve

A PROMISE IS A PROMISE

BY THEO EMERY
PHOTOGRAPHY BY MARK OSTOW
THE SUN WAS HIGH and the suit was hot. Raul Ruiz mopped his brow with a handkerchief as he walked the sunbaked sidewalks of Coachella, California, his hometown. He had a briefcase in his hand with a stack of carefully typed contracts inside.

In the scorching summer of 1990, the teenager in the icy blue suit went from business to business with a proposition: Donate toward his college education, and he would return to the community as a physician. He made the pledge in writing, and he stapled the donor’s card to each signed contract.

These were long odds for the son of farmworkers in a poor and dusty community down the highway from the groomed golf courses of Palm Springs. Yet Ruiz made good on that promise. Not only did he return to Coachella to practice emergency medicine, but he came back with three graduate degrees from Harvard, including a master’s in public policy from the Kennedy School.

Today the 41-year-old physician represents the 36th District of California in Congress after pulling off one of the campaign upsets of 2012. In a race that even close friends doubted he could win, he dislodged Mary Bono Mack from the seat she’d held since 1998.

Friends, colleagues, and mentors describe a disciplined achiever who has never allowed his sight to wander from his hometown, whether he was studying thousands of miles away in Cambridge; providing emergency care in Mexico, Haiti, and El Salvador; or helping create disaster plans in Serbia.

For those who know him, that hopeful trek with a briefcase full of contracts epitomizes his commitment to public service and to the community where he grew up. His promises were binding, signed with ink and stained with sweat.

“Raul had that fire, that gonar—in Spanish that means desire; I could see that right off the bat,” says Fred O. Deharo, who hired Ruiz for a summer job at a farmworkers’ medical clinic when Ruiz was in college. “He was determined to help, he was determined to be a doctor, and he was determined to come back to the Coachella Valley.”

A PRAGMATIC OPTIMIST On a sunny autumn morning in Washington, Ruiz chucked over the improbability of his election. To gauge his chances of success, he had hired a demographer to analyze voting patterns in the district. After reviewing prior election results, the consultant closed his book and said, “I have to be honest with you. You have a five percent chance of winning.”

“I looked at him, and I said, ‘So you mean I can win?’” Ruiz recalled as he strolled along Pennsylvania Avenue. He smiled at the memory.

Ruiz calls himself a “pragmatic optimist”—an apt description, given how often his prerenaturally young face breaks out in a dimpled smile. But his brow furrowed and a note of urgency crept into his voice as he talked about what motivated him to run for office: the disparity in his district; the high asthma rates; the arsenic in the groundwater.

“Those are issues that, as a physician, I know we need to address in order to improve the health of my patients and the communities in which they live,” he said.

If Coachella is known to anyone outside this Riverside County community, it is primarily through the indie music festival that draws hipsters to concerts in the nearby desert each year. But for Ruiz, the city exerts a different kind of pull. It is his center of gravity, tugging him back again and again.

Coachella pops up from the desert partway down the eponymous valley stretching from Palm Springs to the Salton Sea. In this city of about 41,000 people, 96 percent of the residents are Hispanic; one in four is poor, and the per capita income is just over $12,000, according to the 2010 Census. The valley, on the western end of the redrawn 36th Congressional District, is full of contrasts. Just 15 miles to the west, the town of Indian Wells is 92 percent white and has a per capita income of over $89,000, about one in 20 of its residents is poor.

Ruiz was born in Zacatecas, Mexico, in 1972, and moved as a baby to Coachella, where his mother, Blanca, picked crops in the valley’s agricultural fields, and his father, Gilbert, fixed farm equipment. They lived in a trailer until Gilbert was promoted to a warehouse job and the family was able to move into a modest house.

Ruiz describes his mother as part social worker, part guardian angel, always helping others despite the family’s own poverty. His parents stressed education: He needed to study hard to get a job inside, with air-conditioning, his mother insisted. When she asked him what he wanted to be when he grew up, he responded with a question: What do you call someone who helps the community, as she did? “A doctor, son, a doctor,” he remembers her saying.

POST-ITS AND DRY-ERASE BOARDS Ruiz proved to be a fierce achiever at Coachella Valley High School, earning high marks and completing 40 courses while serving in student government, playing in the marching band, and competing on sports teams. He was the most self-directed, disciplined student that the guidance counselor Rafael Barboza had ever seen.

“Incredible— he was just so organized, so disciplined, and so dedicated” Barboza says. “I don’t know how he was able to manage all these different things.”

Ruiz decided on UCLA for college, but it was a financial stretch for the family. He took the contracts around to businesses during the summer before his freshman year. “I’d hand it to them, and I’d say, ‘I’m offering you an opportunity to invest in your community by investing in my education,’” he says. Some gave him $20, some gave $40. Others said, “Sorry, son, times are tough.”

At UCLA’s freshman orientation, Ruiz found a lifelong friend in John Marcum. The two became inseparable, rooming together for three of their college years and the year following graduation. Among the coterie of premed students who studied together, Ruiz was the first at his books each morning and the last to bed, Marcum says. Raised a Seventh-Day Adventist, Ruiz would take a sip or two of beer and leave the rest. He labored over formulas scrawled on dry-erase boards, and peppered his room with Post-It notes that he studied as he brushed his teeth or got ready for bed.

There was a fearless quality to Ruiz, and a stubbornness. When he flagged under the school pressure, he would go home to Coachella for the weekend and return rejuvenated. When he decided to attend Harvard Medical School, some people warned that it would be a mistake. He would be too far from his family and the place where he grew his strength. Ruiz went anyway.

“I’m offering you an opportunity to invest in your community by investing in my education.”
“My father always told me never to complain unless I was going to be part of the solution.”

“He needed to prove to himself that he could go to Harvard and be elbow-to-elbow with the greatest minds in medicine,” says Marcum, 43, who is now medical director of the pediatric intensive care unit at Ventura County Medical Center.

As an undergraduate, Ruiz had gained hands-on medical training during summer breaks at the farmworkers’ medical clinic. There he learned about the travails of farmworkers and the union battles with growers. His grassroots perspective on the world came from his upbringing and his experience in migrant camps, where the poorest in his community felt disempowered and voiceless. “They feel like what they do doesn’t really matter, and that’s evident by the low percentage of people who actually vote and the cynicism that people have that their lives of the people I serve, “ he says.

Ruiz took his passion for social justice to Cambridge, where he remained an activist and became involved with a Native American rights organization.

At Harvard Medical School, the dean of students, Nancy Oriol, saw a driven, charismatic leader in Ruiz, but also a young man whose dedication could be bolstered with analysis and data. “That was who he was when he came here—a grassroots political organizer—which is a very different kind of person than somebody who has learned to hone the skills of logical political argument,” Oriol says.

She encouraged him to consider one of Harvard’s joint degree programs. He pored over course catalogs from Harvard Kennedy School and the Harvard School of Public Health, deciding on a master’s in public policy. John Marcum was dubious. Pursuing a second degree while in medical school would distract Ruiz from his goal, Marcum told him. Ruiz proved him wrong. “I didn’t agree with him at the time, but now I look back and I think that was the right decision for him,” Marcum says.

Ruiz also found time to gain a global perspective, traveling to Chiapas, Mexico, with Partners in Health and spending a year as a volunteer with the Harvard Humanitarian Initiative, working in the emergency room at Brigham and Women’s Hospital and also in El Salvador and Serbia. (After the 2010 earthquake in Haiti, the actor Sean Penn asked Ruiz to be the founding medical director of the Jenkins-Penn Haitian Relief Organization in Port-au-Prince.)

For Michael VanBooien, director of the Harvard Humanitarian Initiative, Ruiz stood out as a rare blend of excellent doctor and excellent communicator. He was gentle and empathic with patients and could connect to everyone in the hospital emergency room. VanBooien was delighted when Ruiz ran for congress and won. “I think it’s a wonderful thing to have somebody as a physician go back to their home community and take care of them directly,” he says, “but it’s no less wonderful to have somebody who fights the battles in Washington that can make changes that really affect those populations for many years to come.”

In 2007, Ruiz finally returned to the Coachella Valley, joining the emergency room staff at Eisenhower Medical Center, in Rancho Mirage. Plaudits piled up for Ruiz as he helped open a health-care clinic for farmworkers, founded a health-care policy initiative, and launched a mentorship program for Coachella students aspiring to be doctors.

Yet as he worked in his community, he found a tangled skein of problems. Seniors went hungry to afford medication. Unemployed people came to the ER when their medications ran out. The symptoms, he could see, were beyond medicine, and he began to consider applying his public policy expertise to address those deeper problems. “My father always told me never to complain unless I was going to be part of the solution,” he says.

Ruiz consulted with friends and advisors about running against Bono Mack. Some encouraged him, fully expecting him to lose. Local politicians scoffed, telling Ruiz to aim for school board or state assembly instead. He ignored that advice and ran. It was a bruising campaign for his past political views. Ruiz skewered Bono Mack for his misuse of government funds, and the actor replied: “He needed to prove to himself that he could get away from these partisan political games that they get the further care they need. We need to get away from these partisan political games and do more problem solving.”

A DOCTOR IN THE HOUSE

In Washington, the frantic rhythm of Congress sometimes resembles the pace of an emergency room. On his weekend trips back to California, Ruiz might get to see his girlfriend, an ER nurse. She gave him his only piece of jewelry: an unusual leather ring with a silver ingot, which he wears on his index finger. “She’s a trooper, she’s very supportive,” he says.

Although, as a congressman, Ruiz isn’t practicing medicine on a daily basis, his expertise is sometimes unexpectedly in demand. On his flight back to California in October, a diabetic passenger collapsed. Ruiz, along with a firefighter and a flight attendant, took care of the passenger until the plane made an emergency landing in North Carolina. It was a timely reminder of his medical training, and of how emergency medicine is similar to the legislative process: Diagnose the problem, find a solution, and act swiftly. During October’s funding standoff, Ruiz applied that ethos on the eve of the shutdown, to the consternation of some Democrats. He voted with Republicans on one measure to fund the government while delaying the Affordable Care Act’s individual mandate for a year.

To Ruiz, it was a logical move. Vote to open the government and delay the mandate that had already been deferred for businesses. In other words, treat the patient.

Weeks later, his frustration with the shutdown was palpable, but he said he remains the optimist he was when he began. Even with Congress deadlock, he can help his constituents using the power of his office, such as by starting an initiative to aid veterans in his district.

“I want to fix the problems and improve the lives of the people I serve,” he says. “You see a problem and you fix it, and you can either cure, treat, discharge, keep them alive, and make sure that they get the further care they need. We need to get away from these partisan political games and do more problem solving.”

Thao Emery is a writer in the Washington, D.C., area. He has reported for the New York Times, the Associated Press, Time, O, the Tennesseean, and other publications.
In October 2013, with hoopla and serious stumbles, the Obama administration passed a milestone in its signature Affordable Care Act: opening the “exchanges” that enable people to shop for health insurance coverage within their states. The ACA is modeled on Massachusetts’s groundbreaking 2006 universal coverage law, passed under Governor Mitt Romney. Like the Massachusetts law, the ACA both requires and enables every citizen to be covered by health insurance or face a tax penalty. But in Massachusetts, getting everyone covered was always seen as merely the first step in reforming health care. In 2012, the Commonwealth quietly passed a law that tackled the next essential step: holding down costs while improving quality. Authored by a state legislator who was studying at the Kennedy School, in close consultation with three Kennedy School professors, the Bay State’s Act Improving the Quality of Health Care and Reducing Costs Through Increased Transparency, Efficiency and Innovation—or, as the law is known to insiders, Chapter 224—may point the way for the rest of the nation as well.
So what was to be done? Over two years, Walsh’s staff visited 64 out of the Commonwealth’s 69 hospitals, held public hearings in all five regions of the state, and undertook thousands of daily meetings with public, private, and academic providers, and payers to try to figure that out. But Walsh also had a secret weapon. From 2010 to 2012, he was enrolled in the Mid-Career Master in Public Administration (mc/mpa) program at the Kennedy School as a Jerome L. Rappaport, Sr./Boston Urban Fellow. His goal: to tap Harvard’s incredibly knowledgeable academics. “Candidly, that’s why I was here: for the relationships and the network,” he explains. At a Rappaport luncheon, Kennedy School professor Jeffrey Liebman, who had worked with the Obama administration to create the aca, mentioned that he wanted to get involved in local projects. Walsh asked him for a meeting, and Liebman brought along a couple of colleagues. “That became the kitchen cabinet of the health-care reform bill,” says Walsh, marveling at the caliber of his advisors. “Three Kennedy School professors — Jeffrey Liebman, Amitabh Chandra, and David Cutler — and I met every Monday for the better part of two years. Where else would I ever find that level of consulting?”

EVERYONE IN Massachusetts health care—not just those in government—agreed that there was a problem. As David Cutler, another of the aca’s key authors, put it, even the local 800-pound gorilla — Partners Healthcare, a system founded and dominated by the world-renowned (and high-priced) Harvard teaching hospitals Massachusetts General and Brigham & Women’s — knew that health care was just too costly. “A lot of the senior people at Partners are interested in how they can improve their own business,” Cutler explains. “They have to cut the school budget and lay off teachers because health-care costs are up. They know that isn’t right.” Nor could they argue that the cost increases were reasonable; they were the Harvard doctors and experts about their services and costs. No stakeholder objected to this requirement. Chandra says, “Nobody was opposed to this! Nobody was opposed to this requirement. Chandra says, “Nobody was opposed to this! Nobody was opposed to this!”

Imagine if Apple quoted me a different price for the screen and the motherboard and the audio system and the video card—it would be a mess!”

Imagine knowing in advance how much it would cost for a certain procedure — fixing an ankle fracture, say, or removing a fibroid. Imagine receiving a single bill for exactly the cost you were quoted in advance, rather than getting a never-ending series of mystifying invoices from the hospital, the anesthesiologist, the radiology office, and the surgeon, plus individual copies for follow-up visits or tests or physical therapy needed afterward.

Why shouldn’t we be able to get a single price and bill for a set of treatments, asks Amitabh Chandra, the way we get a single price for a computer? “Imagine if Apple quoted me a different price for the screen and the motherboard and the keyboard and the audio system and the video card—it would be a mess!” he says. “The human mind is not organized to process this level of piecemeal complexity. You just want to know the price of the computer.”

And we want sensible billing at the end. Says Chandra, “American Express has figured out how to send you one statement at the end of the month. Here’s what you bought; here’s what you owe. Why can’t the patient get one piece of paper at the end of the month?”

Getting there has been difficult — because it requires that everyone in health care actually communicate with everyone else about what their components cost so that a total can be assembled for the entire service. Chandra speculates that the roadblock was simply coordination: Getting 70 different insurers, medical practices, specialists’ practices, hospital offices, radiology outlets, visiting nurse organizations, and so forth to communicate clearly about their services and price structures required that everyone decide it was a priority at the same time.

And so Chapter 224 mandates technology as a way of turning that dream into reality: a quoted price for an entire condition or procedure, followed by predictable billing that makes sense. It sets new technological standards and requirements, mandating that all health care providers in the state meet those requirements along a particular timeline — so that they can communicate electronically billing after treatment, Chapter 224 sets interoperable patient records as a goal. Why, every time we go to a doctor’s office or a hospital, should we be handed a clipboard and asked for our medical history and our current medications? As the author of Chapter 224, Representative Stephen Walsh explains, right now, “If you show up at the ce, they run you through the car wash, giving you every test imag-inable — especially if you carry commercial insurance, which we will pay for it.” That’s partly to be sure they don’t hurt you — and partly to protect themselves from poten-tial lawsuits.

But all those just-in-case tests may be harmful — and they’re certainly expensive, a waste of our health-care dollars. The financial industry has long since figured out how to examine our financial and credit histories without relying on our testimony, why can’t hospitals and doctors do some-thing similar? As Walsh puts it, “You can go anyplace in the world, put a card in, and get money out. So the banks are 15 years ahead of the technology in the health-care field. And that shouldn’t be with the amount of money we put into health care.”

Better health care through technology.
who’d authored the reports and *Journal of the American Medical Association* articles criticizing medical spending. “So they came to the table with the attitude that ‘we know something has to be done,’” Cutler says. “‘We don’t regulate us, but give us the tools and help us do it.’”

That collaborative attitude helped shape the law, which offers guidelines and goals (and sometimes explicit statutory language) that “gives us the tools and help us do it,” he says. “The idea is that you don’t lead with a big stick if what you’re looking for is information,” says Walsh—information that can help refine the law and make it more successful. “We did not think penalties would be helpful in the first three to five years.”

### THE NEW LAW SETS CLEAR TARGETS, GIVING PROVIDERS AND PAYERS A reason to change their payment systems. It simply enjoins them to move away from “do more, get paid more,” as Cutler describes the current system, in which insurers pay doctors and hospitals for each test, procedure, and service they perform—without asking whether every one of those billing codes contributes to the patient’s health. Presumably, practitioners won’t want two different billing systems; if the new one is efficient and effective, they’ll expand it to everyone.

“An alternative payment system should the industry use? There the law is neutral. One idea, Chandra explains, is “bundled payments,” whereby a health-care provider gets a fixed amount of money to take care of a particular medical condition. For instance, you could get a lump sum to repair your hip fracture—instead of separate payments for each office visit, x-ray, anesthesia, surgical procedure, specialist visit, and physical therapy session necessary for that repair. Rates may differ on the basis of how sick the patient is. A shattered hip in an elderly diabetic will be more complex and costly than a hairline fracture in a healthy high school student. But instead of getting paid for doing more, the medical group will bill for overall care—giving it an incentive to evaluate and decide the most effective and cost-efficient way to treat you.

Or patients and practitioners might move toward such innovations as episodic payments, accountable care organizations, coordinated care organizations, patient-centered medical homes, or something else entirely. “We didn’t pretend to be smarter than the experts in the market,” says Walsh. Rather, the message is this: “Continue to innovate, continue to create things that work for you and your patients, and create a system that rewards us for being well and not sick.”

There are no penalties, requirements, or absolutes about how to get it done. That’s because every stakeholder was involved and committed—but wanted room to experiment and information to do it right. “The idea is that by the end of three years, any provider receiving Medicare (which covers 15 percent of the state’s patients) has replaced ‘fee for service’ to the greatest extent possible for at least 80 percent of its billing. It doesn’t tell providers how to change their payment systems. It simply enjoins them to move away from “do more, get paid more,” as Cutler describes the current system, in which insurers pay doctors and hospitals for each test, procedure, and service they perform—without asking whether every one of those billing codes contributes to the patient’s health. Presumably, practitioners won’t want two different billing systems; if the new one is efficient and effective, they’ll expand it to everyone.

### CAP SPENDING

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### DISCLOSURE AND TRANSPARENCY

### OVERSIGHT

**A NEUTRAL COMMISSION TO OVERSEE, ANALYZE, AND ASSIST**

The new law asks providers and insurers to inform patients in advance about what that rotator cuff surgery or low-risk birth will cost. Once the state comes up with some common metrics, they’ll also be required to report on quality, reliability, and effectiveness.

**WHAT KIND OF QUALITY METRICS SHOULD THOSE BE?** How will you know which parts of the law are working and how the others could be fixed? What data and analysis do various players need to succeed? What new laws, regulations, and requirements may be necessary after all? To answer those questions and more, Chapter 224 sets up an advisory Health Policy Commission, made up of 15 members with that many different perspectives on health care. “In Kennedy School fashion,” explains Cutler, who sits on the sicr, the commission’s goal is “to provide public goods that people want but that are not otherwise being provided: gathering data, designing systems, overseeing what’s going on, looking for opportunities to save money while maintaining quality.” The various stakeholders asked for such a body as the law was being written—and asked specifically that it be technocratic rather than political, aimed at finding and delivering accurate information that would help them reach the law’s goals. If the sicr finds that some participants aren’t meeting the goals just because they don’t want to, it can recommend that the legislature pass new statutes with sharper regulations and penalties.

**ELECTRONIC MEDICAL MALPRACTICE REFORM, CONSUMER PROTECTION, AND MORE**

**SUPPORTING THOSE MAJOR INNOVATIONS ARE SOME OTHER TOOLS THAT WILL HELP THE WHOLE RUN MORE SMOOTHLY.** For instance, the bill requires that by 2017, all provider, payer, and physician systems be able to communicate electronically. That will enable shared electronic medical records, which should improve patient safety while also lowering costs—because an emergency room will already know what your doctor’s office knows and won’t have to run every possible test. And it will help the health-care industry clarify costs and simplify billing. Other reforms include an office of consumer protection and education so that you can appeal if you believe that your health-care provider or payer is unfairly denying care to protect profits; new medical malpractice rules; expanded standards of practice for physicians’ assistants and nurse practitioners; to help bring down costs while adding health-care resources in remote parts of the state; and state funds for community hospitals and others that need help making all this happen.

Walsh credits his Kennedy School time with giving him not just the advisors he needed to help write a superlatively informed bill but also the skills to manage so many stakeholders. “The Kennedy School asks you to accept the premise that there is more than one solution to every problem,” he says. Having to work on group projects in every class meant “you learn how other people think, what other people need, what others’ priorities are”—which was essential when he had to consider how far he could push billion-dollar stakeholders before they balked.

One year in, of course, it’s too early to tell how well the law is doing. But so far the Kennedy School participants are excited about its rollout. Watch its progress carefully: A bill like this might soon be coming to a Congress near you.  

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Less than 10 years ago, the United States was still wallowing in the depths of a long decline in oil and gas production. Today, as technological breakthroughs have opened up newly accessible supplies of shale gas and oil, the country is seemingly awash with black gold. From the long-tapped fields of Alaska and Texas, to the more recently procurable reserves in the Bakken shale formation in North Dakota, production is booming. Indeed, according to the Federal Energy Information Administration, the fall of 2013 marked a major turning point; in September, the United States produced more oil than it had in any one month in the previous 24 years, and in October, that amount exceeded the amount of oil the country imported, for the first time in 20 years. Transformation in the gas sector has been equally, or even more, dramatic.
Meghan O’Sullivan

The Implications of this boom are many, for the United States and for its allies and rivals around the world. Since the 1970s, the political discussion about America’s energy profile has centered around shortages, reliance on other countries, and the complex relationships demanded by oil imports. But as evidence of a new possibility of energy independence — or significantly less dependence — emerges, the discourse is expanding to include the wide-reaching geopolitical consequences of such a shift. Meghan O’Sullivan, Jeane Kirkpatrick Professor of the Practice of International Affairs and director of the Geopolitics of Energy Project at the Belfer Center for Science and International Affairs, is at the forefront of this debate, helping policymakers respond to the new realities of an unexpected energy revolution.

As the former deputy national security advisor for Iraq and Afghanistan, O’Sullivan is no stranger to the world of statecraft and high stakes diplomacy, nor is she a rarified academic who shies away from the messiness of real life. Instead, she seems to revel in complex situations, whether they be in the hothoth of global energy markets or in flash points of international conflict, like the Middle East or Northern Ireland. A dedicated scholar, she is also an avid practitioner who jumps with both feet into the challenges of soliciting input from all sides of a conflict, critically analyzing the issues, employing shared negotiation skills, and strategizing effective resolutions. Behind the desk in her small, nondescript office at the Kennedy School, O’Sullivan reflects on the connections between her current life in academia and her forays into the world of policymaking and international relations. She is soft-spoken but self-assured, enthusiastically encouraging the value of being able to move confidently between the worlds of theory and practice. “One of the things that I really appreciate about being here at the Kennedy School is the opportunity to still do things in the real world,” she says. For O’Sullivan, that real-world work has involved, and continues to involve, playing an influential role in understanding and shaping the impact of international crises and moments of significant historical change.

When she first arrived at Harvard, as an Institute of Politics fellow in the fall of 2007, she had just days before stepped off a flight from Baghdad, bringing to an end her role in Iraq as a special advisor to President George W. Bush and her almost six years in a number of Iraq-related posts within the administration. The following September, she stepped away from the Kennedy School to return to Iraq to aid in the negotiation of the Status of Forces Agreement. More recently, the riots that paralyzed Baghdad in the summer of 2013 pulled her back to Northern Ireland, where, more than a decade earlier, she helped implement the Good Friday Agreement of 1998.

O’Sullivan’s ongoing work in the energy sector has the potential to be as highly influential in global politics as her work in foreign relations. Much of her current research focuses on the foreign policy implications of the change in the United States’ energy profile, due in large part to the commercial viability of shale gas and tight oil production. Together with Amy Myers Jaffe of UC Davis and Kenneth Medlock of Rice University, she has overseen a multi-year study on the geopolitics of natural gas, which has involved inputs and interaction with more than a dozen country and energy experts. The purpose of the study is to identify the political and economic forces that could affect production and consumption of natural gas over the next few decades, anticipate how global markets will be affected, and assess how market changes might influence political realities. The study’s preliminary results will be released at Rice University in February, and its final results at Harvard this coming fall.

Energy has, of course, always been a huge determinant of foreign affairs and policy. But, as O’Sullivan explains, two major events are going on in the energy world today to make this period exceptional and more intense: a slow revolution, whereby we would like to go from being highly dependent on fossil fuels to having a more diverse energy base, and a fast revolution, in which new technologies are allowing for the extraction of more oil and gas at commercial prices than we ever thought possible. Shale gas and tight oil — resources retrieved from hydrocarbon formations by hydraulic fracturing and horizontal-drilling methods, also known as fracking — has, according to a Foreign Affairs article written by O’Sullivan and American diplomat and academic post. The time she spent in government, in particular, adds both credibility and interest for her students, who benefit from her behind-the-scenes insights and her extensive knowledge about most issues related to foreign policy and energy. For her first two years at the Kennedy School, O’Sullivan co-taught with Graham Allison, Douglas Dillon Professor of Government and director of the Belfer Center, and then conducted a cabinet meeting in which the decision is debated. The purpose is to demonstrate how different assumptions and perspectives affect the way information is presented and decisions are reached, thereby reinforcing the importance of subjecting every assumption to strenuous testing. 

But just as O’Sullivan knows that keeping at least one foot in the world of practice allows her to connect students’ learning to contemporary issues in a more dynamic way, she believes that her work in the academy informs her work in areas of global impact. Having been on the front lines of policymaking, she is especially conscious of the value of research time. As she explores the ripple effects around the world of the increased production of shale oil and gas in...
North America, and considers how those effects will play into changing U.S. foreign relations, she knows that current policymakers need to answer to these questions. “One of the reasons I’m working on this topic,” she claims, “is because I’ve had policymakers tell me, ‘We know this is important, we know this has big implications for how we conduct ourselves, but give time and other constraints and the complex nature of this issue, we need assistance in translating these changes into strategy."

Being able to paint a broader picture of how the global footprint of the United States might shift because of changing energy needs is, in O’Sullivan’s view, part of her responsibility as a scholar. She speaks just as passionately about the creative space of the classroom, where one has the ability to see a problem in its many dimensions, and look back on it from many perspectives. She offers an example: “At an abstract but important level, I think there is a real need for creativity in negotiations. Both times I’ve stepped away from my role here at Harvard, I’ve stepped into pretty hard-core negotiations. If you’re trying to get multiple groups of people to a common place, you need to find many creative ways to get those people to see their interests differently, to find potential areas of compromise. You can’t always come up with something that nobody else has thought of, but it’s often useful to ‘complexify’ an issue to create tradeoffs.”

To explain that coinage, O’Sullivan recounts the challenges she faced in Northern Ireland, where she spent the last five months of 2013 (cutting back her teaching at the Kennedy School). At the behest of the Northern Ireland Executive, O’Sullivan joined Richard Haass, the former U.S. envoy for Northern Ireland and currently the president of the Council on Foreign Affairs, in facilitating all-party talks convened to resolve the divisive issues that continued to thwart the country’s desire for lasting peace. The Good Friday Agreement established the Northern Ireland Executive and the Assembly; there were certain issues that constitution; there were certain issues that couldn’t immediately be resolved.” O’Sullivan admits that some might see that as a failure. “But I firmly believe,” she argues, “that supposedly black-and-white issue and make it so complicated that everyone feels like they can get something out of the solution,” she says, only partly jokingly. When issues are shown to be multiple shades of gray, all parties involved have at least some core principles in common. From there, theoretically at any rate, compromise can be made and agreements reached.

That was not the case in Northern Ireland, at least not by the end of the team’s negotiation period. “I would have loved it had everyone looked at that final document and thought, ‘This is the best outcome I can get, knowing what I know is other people’s constraints,’” says O’Sullivan. “But I hope that we have helped move the debate along, in a way that will lead to some real political progress.”

The desire to change minds, set influence in areas of conflict is what drives O’Sullivan. This is as evident in her current research into how America’s changed energy profile might affect foreign relations, and national security as it is in the nation-building exercises she has participated in. “When you look at what is happening in the energy world and appreciate that energy has always shaped the behavior of countries,” she says, “then you understand that there are going to be major consequences of these energy changes in the realm of international affairs.”

Unconventional energy not only has changed America’s energy profile dramatically, but has the potential to do the same for many other countries. “How do these energy innovations influence our role in the world?” O’Sullivan asks. “How do they influence how important the Middle East is to us? If we are not importing any oil from Africa, does Africa go down on our list of priorities or not? If the price of oil drops, who does that happen for Russian institutions in the China is able to develop its own resources, through unconventional methods, how does that change the country interacts in its own region or in the South China Sea? How China sees Latin America? How it sees Africa? How are these changes in energy affecting foreign policy and national security?”

Here O’Sullivan returns to the matter of “complexifying an issue, and how the creative practices she employs in a classroom can shape negotiating tactics. “You can’t always do something, sometimes, if you don’t do that, you prevent progress on all fronts because one issue seems irresolvable at the time. So you park it, you create a rationale as you respond to your experience, and you hope that when people come back to that issue, the environment will be such that it can be taken on in a way that doesn’t lead to violence or backsliding. It’s a gamble, but I think it’s one you have to take in certain circumstances. Sometimes, the best option is still a distant fact with serious drawbacks.”

Policy Influence

O’Sullivan doesn’t come across as a gambler, at least not in a flamboyant, bet-the-farm kind of way. She is measured in tone and speaks with the purposeful, concierge manner of someone well practiced at briefing senior-level officials. A former Brookings Institution scholar with a master’s in economics and a doctorate in politics from Oxford, O’Sullivan is sharp, thoughtful, and articulate as she responds to her experiences in Iraq and Northern Ireland. She’s also a pragmatist, perhaps even more so now that she is a few years removed from her time in Iraq, and readily acknowledges that societies coming out of the type of sectarian conflict experienced in Northern Ireland have a long road ahead of them. “Things don’t get resolved overnight,” she says, “but how much comprehensively your agreement is.”

Chairing the negotiations of political parties trying to agree on a way forward, Haass and O’Sullivan sorted the issues put aside in the Good Friday Agreement into three categories—flags and emblems, parades and protests, and how to contend with the past. Addressing the past, is, of course, a particularly sensitive matter but the other issues might seem to be minor points of contention. O’Sullivan can understand statements that country and resolved major issues relating to the British military presence and the decommisioning of paramilitary organizations. But the ability to achieve an agreement in 1998, O’Sullivan explains, required that they park certain issues.

“This is true in every peace negotiation,” she says. “You can’t take on everything at once. I was very conscious of this in my involvement with the Iraqis, when they were authorizing their

ON THE WEB http://ken.sr/w5wz-energy-matters

Susannah Ketchum Glass is a writer living in Beverly, Massachusetts.
The right to vote is not permanently won.

Theda Skocpol, Professor of Government and Sociology at Harvard University, speaking at a panel discussion at the Newseum Institute in Washington, D.C., on November 12, 2013, about the failure of governing at the local level to produce lasting change, at an event sponsored by the Institute of Politics in October.

“You ignore religion at your peril.”

Shaun Casey, special advisor heading the Office of Faith-Based Community Initiatives at the U.S. State Department, speaking during a panel discussion at the Newseum Institute in Washington, D.C., on November 12, 2013, about the panel on religion and politics featuring Harvard Kennedy School Dean David T. Ellwood and Harvard Divinity School Dean David N. Hepworth.

Cities are not just where it’s happening—they’re where things are getting done.”

Chicago Mayor Rahm Emanuel about how governing at the local level allows greater opportunity for effecting change, at an event sponsored by the Institute of Politics in October.

“They mistook the euro for a fixed exchange-rate regime, when in fact it is an irreversible single currency.”

European Central Bank President Mario Draghi on critics of the European Union’s common currency, during the 2013 Malcolm Wiener lecture in International Economy in October.

“He was a statistical anomaly in every sense.”

Political senior political reporter Maggie Haberman, describing New York City Mayor Michael Bloomberg as an atypical Republican/Independent Democrat and why Mayor-elect Bill de Blasio’s wide margin of victory should not be viewed as a repudiation of Bloomberg’s tenure, at a Shorenstein Center brown bag in November.

That didn’t seem to ring the bell enough.”

Alex Keyssar, Sterling Professor of History and Social Policy, on the failure to decry the excesses of influence following the 2008 economic crisis, during a recording of Wbur’s On Point at a Forum sponsored by the Ash Center as part of its series Challenges to Democracy in October.

“It’s about changing the culture.”

General Raymond Odierno, chief of staff of the U.S. Army, about the high incidence of sexual harassment and assault against women in the military and the need to reinforce the military’s code of looking out for fellow soldiers, at a Forum sponsored by the Center for Public Leadership in November.

“It’s become the greatest proxy war of all time.”

Rami Khoud, senior fellow at the Belfer Center’s Middle East Initiative, speaking on the Syrian war at a seminar in October.

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FORUM | Limit Less

“We broke a trend,” Colombian President Juan Manuel Santos Calderón MC/MPA ’81 said during a Forum in October, describing the widening inequality gap that has persisted in his country for centuries. Today, income for the poorest six times as fast as it is for those in Colombia’s upper strata, Santos Calderón said. But the country’s potential can be fully realized only after the four-decades-long conflict with the guerrilla group FARC is finally resolved. More than 220,000 have died in the conflict, said Santos Calderón, adding that he has known only war in his lifetime. “I am hopeful we can reach agreement and become a country of peace,” he said. “When we release the potential of all Colombians, then the sky is the limit.” The public address was moderated by Jorge Domínguez, Madero Professor for the Study of Mexico, and sponsored by the Institute of Politics.

FORUM | War Child

“I have been to war and I have seen,” said Ishmael Beah, a former child soldier in Sierra Leone and the author of A Long Way Gone: Memoirs of a Boy Soldier. “But where the problem lies is in the implementation of some of these things.” Beah spoke in October during a panel discussion on children and armed conflict at the Forum sponsored by the IOl and the Carr Center for Human Rights Policy. Lella Zerouali, special representative of the UN secretary-general for children and armed conflict, said that although international resolutions aren’t the only solution, they do provide an important expression of the global community’s opposition to the use of children in conflicts, and also form the basis for future action.

FORUM | Boom and Bust

“This is a consequence of my Baby Boom generation,” said Time magazine columnist and Shorenstein Center Fellow Joe Klein, during an October panel discussion on the government shutdown at the Forum. “We came into political consciousness by distrust­ ing authority. The reaction to those of us involved in the antiwar and civil rights movements of the 1960s was to use those same confrontational tactics as we now see in the Tea Party.” Joining Klein on the panel panel was Linda L. Bítlen, Daniel Patrick Moynihan Senior Lecturer in Public Policy; David King, senior lecturer in public policy; and moderator Maralee Schwartz, former national political editor for the Washington Post and a fall 2007 IOl Fellow. The event, sponsored by the IOl, was to have featured U.S. Agriculture Secretary Tom Vilsack, but the government shutdown forced him to remain in Washington.

FORUM | Poli Sigh

“You don’t like politics and partisanship?” former U.S. senator Alan Simpson (R-Wy.) asked members asking some students. “Well, then why don’t you move to a country where they don’t have any politics and partisanship and write me a note and tell me how much fun you’re having. You will find there the lack of freedom of speech, the lack of right of assembly, the loss of freedom itself. You can’t hate politics and love democracy.” Still, Simpson, who was delivering the 2013 Theodore H. White Lecture on Press and Politics in November, decried the current situation, describing it as hate-filled. “Politics in its own selfish state is barbaric,” he said. “Without what he called the “softening agents of life” — art and other intellectual pursuits — “pure politics can bring a person down, and it can bring a party down, as it can certainly bring a country down.” The lecture was sponsored by the Shorenstein Center on Media, Politics and Public Policy.

In addition, he points to an overeasurance among journalists on using high-ranking sources without regard for the accuracy of the information they impart. Patterson cites the coverage leading up to the Iraq War, dominated by quotations from Bush administra­ tion officials, as one prominent example. He also highlights the practice of “airing deceptive claims and pairing them with opposing claims,” with the audience left to determine the truth. But, he notes, the audience is in no position to know the truth and instead reverts to party loyalty to reinforce its position. Journalists’ lack of knowledge can lead to manipulation by sources or experts who may have an agenda, Patterson contends. Although “journalism is not rooted in a body of substantive knowledge,” he writes, practitioners can tap scientific studies and public records and apply the knowledge gained to their reporting. He also recommends that journalism schools offer training on this best practice but would be popular as well. He cites surveys indicating that the public desire for celebrity scandal stories is low, and stories on policy rate higher than those on insider Washington politics. Another study shows that more in-depth stories produce a higher audience rating.

Even in the Internet and “citizen journalist” age, Patterson says, only traditional media can consistently supply trustworthy and relevant news, which is exactly what the public seeks. Yet too often, he writes, “it has placed profit and convenience ahead of its duty to report to the public. “Carrying out that duty, he believes, means “after having heard repeatedly from reporters about government’s failings, Americans had assumed the worst about its performance,” he writes.

NOW THAT THE INTERNET is ubiquitous in people’s lives, getting access to information has never been simpler or quicker. So it may seem that the need for journalists has never been less important. Quite the contrary, argues Patterson, the Bradlee Professor of Government and the Press. The fact that so much information is available is precisely why the public needs the kind of reliable, substantive information journalists should provide. Yet today journalists traffic more in conflict-ridden “he said, she said” narratives and rely on sources who have vested interests, he says. A remedy lies in what Patterson calls “knowledge-based journalism,” in which journalists are steeped in the subjects on which they report. The concept was developed through the Carnegie-Knight Initiative for the purpose of strengthening journalism and practice, in which HKS’s Shorenstein Center on Media, Politics and Public Policy participated, along with 11 journalism schools. The book stems from the initiative while focusing especially on jour­ nalism practice, including where it has ill served the public, and how knowledge-based journalism can provide valuable informa­tion and even boost the number of journalism consumers. Spotlighting a problem for which he faults the media, Patterson outlines a “sharp rise in misinformation in recent years.” This is reflected in partisan talk shows and blogs geared to appeal to the like-minded, which perpetuate “separate realities.” He also points to a “constant barrage of criticism” from the media, exemplified by the treatment of politicians ranging from Bill Clinton to members of Congress, in which a “preference for the negative” overrides the desire to inform. “After having heard repeatedly from reporters about government’s failings, Americans had assumed the worst about its performance,” he writes.

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Even in the Internet and “citizen journalist” age, Patterson says, only traditional media can consistently supply trustworthy and relevant news, which is exactly what the public seeks. Yet too often, he writes, “it has placed profit and convenience ahead of its duty to report to the public.” Carrying out that duty, he believes, means presenting information grounded in facts, not spin, and using knowledge to reclaim the news that matters. ""
The End of Big
How the Internet Makes David the New Goliath
Nicco Mele
For as long as anyone alive today can remember, certain institutions have held power, from national governments to media conglomerates to military forces. That is all changing, argues Mele, because of something even the most powerful entities can’t control: radical connectivity, or the ability to share data all the time and all over the world. That offers opportunity but also unprecedented peril: “Everything we depend on to preserve both social stability and cherished values, including the rule of law, civil liberties, and free markets, is coming unraveled,” he writes.

Mele, an HKS adjunct lecturer in public policy, who served as Internet operations director for Howard Dean’s 2004 presidential campaign, outlines myriad examples of the downside of new technology, including “the demise of serious journalism,” the rise of polarizing politics, and the perceived diminished value of education and expertise. These consequences have arisen, he argues, because the technologies that bring about radical connectivity — smartphones, the Internet, social media — have become inextricably linked to antiestablishment thinking.

Amid his concern, Mele offers remedies to “overcome technology’s destructive effects,” such as making institutions responsive to individuals, demanding thoughtful leadership, and strengthening local communities. In the end, he says, technology should never supersede our values.

A Case for Climate Engineering
David Keith
Keith acknowledges objections about feasibility, the risk involved, and possible misuse. He contends, however, that geoengineering, should be seriously explored because we may come to discover that it is a necessity.

As he describes it, the process would involve injecting tiny droplets of sulfuric acid into the stratosphere, which would have the effect of scattering sunlight back into space. In concert with the effect of scattering sunlight back into space. In concert with the effect of scattering sunlight back into space. In concert with the effect of scattering sunlight back into space.

Keith understands such visceral negative reactions; he was among the first to raise concerns about the technical and political risks of geoengineering. But the professor of public policy, who also teaches physics at Harvard, cautiously outlines the merits of, essentially, introducing a pollutant into the atmosphere.

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Endearing Prosperity
A Global View of the American School
Eric Hanushek, Paul E. Peterson, and Ludger Woessmann
Linking the quality of the school system to national security and economic vitality, the authors (including Peterson, Henry Lee Shattuck Professor of Government and director of the Program on Education Policy and Governance) warn that the United States is falling dangerously behind. “The failure to develop adequate skills…has truly profound implications for U.S. productivity growth in the next half century,” they write.

The authors document how poorly American students compare with those from other countries in reading and math skills. And they show that raising student performance to that in other industrialized countries would have profound implications. For example, if the United States reached Canada’s level of performance by 2025, the resulting gains to GDP could resolve the U.S. debt crisis.

Although the authors don’t focus on specific educational reforms, they do contend that the educational establishment has fought to impede systematic change. “Those who work for the schools seem more concerned about their own benefits and privileges than the customers they serve,” they write. They argue that needed change may only come from strong bipartisan political leadership.

Presidential Leadership and the Creation of the American Era
Joseph S. Nye, Jr.
As an expert on power, Nye explores in his new book how individuals in the most powerful position in America—the presidency—shaped the country’s primacy by the end of the 20th century. In particular, the former Harvard Kennedy School dean evaluates eight presidents who were instrumental in expanding American power through their foreign-policy initiatives, from Theodore Roosevelt to George H.W. Bush. Some, such as Woodrow Wilson and Ronald Reagan, he categorizes as “transformational,” while others, such as Dwight Eisenhower and Bush, he calls incremental in their objectives. Yet the more cautious, “transactional” presidents may also have been the most effective, he contends.

In addition, he focuses on these leaders through the prism of the ethics of their foreign-policy leadership, compiling an “ethical scorecard” for each based on his goals, his means, and the consequences of his actions. Nye also examines 21st-century leadership in light of how more-recent presidents have handled American primacy. A lesson to be learned from their predecessors, he writes, is that “some presidents matter, but not always the ones who are most dramatic or inspiring.”

George Gilder writes, “After more than three years of work on President Obama’s export control reform initiative, it’s nice to see it coming to fruition. Future legislation will improve interoperability with our allies, strengthen our defense industrial base, enhance our export sector’s competitiveness, and lower barriers for American exporters.”

The Boy Who Heard at Gettysburg by Z. Julia Paton. Reports that a photo gallery, video calendar and changes have been added to his author page — please check it out at hekim.com and feel him what you think.

Roger Sharpe (2001) reports that his academic research has influenced the documentary The Boy Who Heard at Gettysburg. He has recently published a book called The Boy Who Heard at Gettysburg.

Martin Krongold (2000) is the execu- tive director of the Inter-American Development Bank. This year he was retained by him as executive director of the Inter-American Development Bank.

Susan Bregman is the editor of the book called Best Practices for Transportation Planning and Management: A Guidebook for First-Time Managers. She just published a book called "The Boy Who Heard at Gettysburg."
Keel Hunt writes: the author of the new book Cover: The Day the Democrat Cashed their Governor, about the 1975 recall of Tennessee Governor Ray Blanton. Leaders of the governor’s own party took the extraordinary step of recalling a Republican governor—Lamar Alexander (now a U.S. senator) three days early to stop a popular recall.

Verna Burden McDaniel: &zew writes, “I’m checking in with my 1966 Kennedy School of Government classmates and alums with students.”

Peter Henderson: “On 36x340, it is a pleasure to share my students at a leading public sector university in Istanbul, and many countries with students.”

alaska, a network of 160 universities, colleges, and research centers in the eight Arctic Nations. He is chancellor of the University of Alaska Fairbanks. America’s Arctic is the source of our nation’s water and energy, and it is home to the Inupiaq and Yup'ik people who have called this region their home for thousands of years. As our nation and the world face the challenges of climate change, we must do more to ensure the sustainability of the Arctic. The Arctic is a region where we can take action to reduce greenhouse gas emissions and move toward a more sustainable future. The Arctic is a region where we can work together to protect the environment and ensure the well-being of the people who live there. The Arctic is a region where we can learn from the experiences of the Inupiaq and Yup'ik people and apply those lessons to our own work. The Arctic is a region where we can work together to ensure that the challenges we face are met with solutions that are fair, just, and sustainable.

Steven Weissman &zew spent the fall of 2013 living with his wife, Laura, in Barre- ton as a Fulbright scholar, teaching at the law school of the University of Virginia at the University of Virginia. He also taught with the Environmental Justice Program, a program that works to promote environmental justice for communities of color and low-income communities. His teaching, writing, and research focus on environmental justice and the role of the law in promoting environmental justice.

Maria Núria de Cesaris &zew is still living in Ciudad Guayana, Venezuela. “The country’s crisis has its good sides: I decided to found Farnes’ Doneo’s America, the world’s best joint, with more than 40 awards of excellence—more than any restaurant in history. In family foundation helps us skills and career skills for at-risk youth both in the inner city and in Indian reservations both here in the United States and in Canada.”


David Ortman’s &zew is now in the world of sports. He founded Farnes’ Doneo’s America, the world’s best joint, with more than 40 awards of excellence—more than any restaurant in history. In family foundation helps us skills and career skills for at-risk youth both in the inner city and in Indian reservations both here in the United States and in Canada.

Steve and Laura have posted a travel blog at ivanovlebedevdima.wonder.com.

Peter Henderson: “I am hoping to make the next edition of my Georgetown reunion for the past few years for the next edition of my Georgetown reunion.”

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James Faier &zew writes, “Greetings from Chicago! It needs a two-yearly update! I offer a $100,000 prize in economics, innovation, technology commercialization program at an academic research center. This year again I joined Sega Consulting, a 25-year-plus enterprise started by my wife, Claire. We provide policy, business development, and strategy services in health care, innovation, technology, and other areas. We have key clients—also in health care, and one a foremost at an arts high school.”

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Michael Riley &zew has been named as chief of the Office of Health Literacy of the U.S. Department of Health and Human Services. Michael Riley has been chief of the Office of Health Literacy at the U.S. Department of Health and Human Services since 2015. He leads the Office of Health Literacy, which develops and implements policies and programs to improve health literacy and health equity, and to ensure that all Americans have the health information they need to make informed health decisions.

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Judith Lee &zew writes, “Who would have guessed that I’d be playing in the World Series in October 2013. My son, Kirk, was drafted by the Chicago Cubs in the 2013 MLB Draft, and I have been cheering him on from the stands for the past few months. Kirk is now playing in the minor leagues for the Cubs, and I am enjoying watching his games and cheering him on from the stands.”

Brian Rogers &zew was elected chair of the board of governors of the American Association of University Women. He has also been chair of the board of the Arctic, a network of 36 universities, colleges, and research centers in the eight Arctic Nations. He is chancellor of the University of Alaska Fairbanks. America’s Arctic is the source of our nation’s water and energy, and it is home to the Inupiaq and Yup’ik people who have called this region their home for thousands of years. As our nation and the world face the challenges of climate change, we must do more to ensure the sustainability of the Arctic. The Arctic is a region where we can take action to reduce greenhouse gas emissions and move toward a more sustainable future. The Arctic is a region where we can work together to protect the environment and ensure the well-being of the people who live there. The Arctic is a region where we can learn from the experiences of the Inupiaq and Yup’ik people and apply those lessons to our own work. The Arctic is a region where we can work together to ensure that the challenges we face are met with solutions that are fair, just, and sustainable.

and has served on over 20 nonprofit boards, both locally and nationally. Although retired from the post as of 2013, he is a weekly commentator for the Sirius Satellite Radio News and is in demand as a speaker throughout the region. Her three children and seven grandchildren, who are scattered all over the coun- try, have all been her greatest achievement.

James Justice &zew recently retired after 40 years of public service with the Canadian government. In 2013, he was named to the Order of Canada for his contributions to Canadian diplomacy and to the country’s foreign policy. He continues to serve as executive director of the Democracy Institute and is still active in the field of international development and conflict prevention.

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Vicki Arroyo &zew states, “In addition to serving as executive director of the George- ton Climate-Center for Community Resilience, I am also an assistant professor of public policy and is now the director of the Climate Change & Public Policy Program at the Metropolitan Area Research Center. This year again I served as a consultant to the Canadian government and to the United Nations Framework Convention on Climate Change.”

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Keeping track of cancer is a vital public health objective. Knowing who has it, what type, and whether and how it is treated allows health officials to monitor the disease. But can cancer registries be taken for granted in wealthy countries, they are virtually nonexistent in developing ones.

With cancer rates soaring in Africa, Asia, and Latin America, public health officials there are flying blind as they attempt to track the disease’s path. Key to tracking the disease, global health director at maim, is helping to change that. Working with the Union for International Cancer Control (uicc), an international network of partners is providing the big data expertise to bring cancer registries to Africa. The project was inaugurated in November 2014.

Rhee has worked at the intersection of medicine and policy his entire life. Uncertain which path to pursue, he covered both, attending the Harvard Kennedy School and then medical school, practicing as a humanitarian and a pediat- rician in underserved urban areas, and serving as a medical director at the National Institutes of Health and the Health Resources and Services Administration (the primary federal agency tasked with improving access to health care for uninsured, isolated, or medically vulnerable people).

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for 14 years. It is the responsibility of that board to advise the Executive Office of Public Safety on matters relative to firearms sales, purchases, and licensing.

Robert Crawford md now lives in the French countryside with his wife, his am-biance work, with clients in international organ-i-izations, business schools, and occasionally as a bit of a rogue. My work takes me all over the world, sometimes for just a day. Last year, 98 percent of the sixth graders were in school at an average cost of $1 per day. In 1999, we were in Buenos Aires, Argentina, working with the UN on global health issues to Secretary of State Hillary Clinton. We continue advising my major clients in marketing, communications, and crisis man-agement firms. And my lovely daughter, Isabella, is in her third year at the University of St. Andrews in Scotland. With my wife, Lu, we all live in Washington, D.C.

2019

Izat Dajani md is a board member of financial institutions and management companies, and holds a Master of International Business in Canada, and also leads private equity, corporate and financial advisory for investments in the region of Colón and Panama. Izat possesses qualifications in finance and law and is a visiting faculty at the Bren School of Environmental Science and Management at UC Santa Barbara, where he teaches environmental management and policy.

Julian Yulin Yang md reports that his, “Legal Services Reform in China: Limitations, Policy Perspectives and Strategies for the Future,” was published in October by the Journal of Political Risk.

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Saw, mind you. Therefore we have set up an management wants to know and what the are channeled through. This is designed to brings back memories of Malcolm Sparrow's veterans and other populations.

**1993**

Bell Amman in pursing a map in education policy at the University of Maryland, Baltimore County. I continue to work full-time as a continuing education director at the Community College of Baltimore County.

**1994**

Lubna Alaman in/were, representative and county director of the United Nations World Food Programme (WFP) in Egypt since June 2013, manages a country program focused on fighting poverty, food security, and school feeding. Prior to that, Lubna was WFP representative in Yemen for two years, where she was responsible for implementing school feeding programs and emergency assistance to 5 million beneficiaries. Lubna's career with WFP spans 21 years since graduating in 1994, serving in the Sudan, Somalia, Afghanistan, Yemen, and Rome, at her headquarters, as deputy director of external relations from 2001 to 2008.

Christopher DelBraccio in/were, "After many years in the energy industry, I have moved away from the commodities side of the business to focus on integrity management in their personal and professional life.

**1995**

Elis Frey is general coordinator of the No States for Deportations (No States for Deportations). The federal immigration agency is responsible for removing immigrants from the country. In Brazil, she will also continue to conduct a graduate workshop on transformation and cultural institute, in Salvador, and in Bahia, and will continue to work closely with these two institutions in Bahia. She will continue to give talks reflecting on the use of public space to promote social justice.

Robert Stavins, after a long and successful career in oregon state government, has now joined the faculty of the Harvard Kennedy School, as an associate professor of environmental economics. His research focuses on the role of markets in environmental policy, with an emphasis on the uses of cap-and-trade mechanisms.
practice as lawyer with Frisvold Bruinderink Deringer in New York, he teaches courses on such topics as healthcare, taxes, and business. Since he frequently serves as an arbitrator at the Court of Arbitration for Sport (CAS), Christian cochairs classes on football and law. His secu-
relation classes deal with the impact of the sovereign debt crisis on europe.

Joy Howell

Joy Howell writes, “i have been up to my elbows networking by creating winning content for established and new brands. i have also hosted events, speeches, and workshops. i did a major event last year for the khalid foundation in dallas and for the venture foundation in dallas.

Del Wright Jr.

Del Wright Jr. writes, “this past summer, i taught International Financial Regulation to a gifted group of students in the United Kingdom, England, and caught up with Demetrios Zoppas in 1995. Currently, i serve as a law professor at Virginia Commonwealth University School of Law, teaching courses in financial and tax law. when not teaching, writing, or publishing, i manage a marketing services firm, and am preparing for the Senate bar exam.

John Zawacki

John Zawacki has, during the past year, been vigorously employing concepts and tools retained from educational programs while serving as a technical assistance consultant supporting New York City’s efforts to deploy $27.3 billion in Superstorm Sandy Recovery funds through a comprehensive review, approved action plan.

1998

Gerard Belleau

Gerard Belleau was recently appointed executive director of the Regional Services Commission for Southeast New Brunswick, Canada. “i enjoy the challenge of working with municipalities and community partnershipsthere in this area.”

Nicole Duce

Nicole Duce was his first campaign for the Republican party in his district’s city council seat (in Plac, in the Province of Buenos Aires), in Argentina’s electronic last election. He won by a landslide.

Matt Goldberg

Matt Goldberg was appointed to the position of deputy city attorney for the city of S. Paul. He is serving his fifth consecutive year as a deputy city worker and continues to perform in the affirmative and complex litigation team.

Eric Gouvin

Eric Gouvin was recently appointed dean of the School of Arts and Sciences at Boston University, in Massachusetts.

Vani Meeral

Vani Meeral writes, “since leaving MBAm in 2001, i have continued my work in international development and diplomacy—working in diverse cultures to develop and promote sustainable artificial intelligence, partnerships and investments in the public and private sectors. for more information, please contact me. i am also a fellow at the school of public health at the university of Pittsburgh, to continue an online learning course called ‘integrating the Adaptive Design. Keep up with me at roseanneg baptist.org.”

Jennifer Korr

Jennifer Korr was doubly blessed last spring in that her twin sister in person with both Michael Whitlock in 1995 and Virginia Valdez in 1995. Though jenny saw each individually, plans were in the works for a reunion of all three in Chicago when Michael visits for work. If you’re in the Chicago area and looking for a connection, please contact me! jenni@olaya.com, after setting up Transpara-

ency international’s global program against corruption in public procurement and an initiative for transparency in the executive

2015

I have seen human trafficking close up as we continue to rescue many of its victims. i hope you will join me in fighting modern slavery.

Mina Reddy

Mina Reddy was recently awarded a doctorate in education from the University of Massachusetts, Amherst, with a focus on sustainability education. i am currently focused on the transition to college for students from Adult Basic Education programs.

Robert Marshall

Robert Marshall is writing early next year: “will be looking for opportunities to contribute to our next generation as we build and grow our company, our government, and our relationships with other nations.”

Tina Mazzola

Tina Mazzola, “just three years ago, i ran for the North Dakota Senate in the 2014 election. Government in hard work. in this role, she achieved the innovative and administrative officer for the faculty on all university, executive, and administrative staff. she is responsible for recruiting and retaining the best minds in the field of public service in the state. she is a member of numerous boards around the nation in various capacities. she lives in the Boston area with her partner, Scott Kellman.

2000

Michel Astaly was recently published Manufacturing Worlds: The Violence of Silence in Business Education.” “have you ever worked in a system where you just had to try to make sure that its faculty and students embrace proper business standards?” Michael adds. “i have seen great examples of how silence plays in the school’s process of codify-
ing values. Recently, i’ve been visiting schools as a faculty member at the school, i have diary entries and field notes to conduct his ethnography on the space. the book shows that specific rates are left up unspoken and that the school’s valuation model ret-

Continued from page 4746

By karen m. parton

parton has been a member of the harvard kennedy school (hks) alumni association since 1998 and serves on the alumni council. parton is chair of the alumni council of the harvard kennedy school and has been a member of the alumni council since 2001.

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Christopher Gentile was recently announced as the new associate counsel in the Special Projects Division, Office of the Associate Attorney General, which helps prioritize the voices of progressive faith leaders.

The Mc/Va class of 2015 is deeply saddened to announce the passing of our beloved classmate Komla Dikeramu. Komla was a 2015 alumnus and a contributor to The New York Times, The Guardian, and the BBC. Komla's contributions spanned a range of topics, including African politics, culture, and economics. His death is a loss for the world of journalism and a reminder of the fragility of life. We extend our condolences to his family and friends.

I wanted to serve a tour of duty and assist as I could the too-small group that has carried too heavy a deployment load for too many years.

— Ryan Friedlaender 2001
Cheryl Abbott
wax is a member of the board of directors of the hks New England Alumni Associates, Inc. She serves on the board’s liaison to Community Action Partners, which connects alumni from both wax and wax to benefit local and international nonprofit organizations based in New England. Recently, she completed a project for them with South Africa Partners, currently, she consults with A Far Cry Chamber Orchestra.

Manuel Almanza
wax has been recently appointed treasurer of the Mexican Institute of Social Security. He has a budget of $35.2 billion.

Phillip Bleep
wax is back to his assistant professor position at Cornell University in International Studies in California, after spending the past year as senior advisor to the Assistant Secretary of Defense for Nuclear, Chemical, and Biological Defense Programs at the U.S. Department of Defense. Although he misses us, colleagues, and friends, he’s happy to be back in the intellectual climate of Cornell.

Susana Vasquez
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Rubenstein (left) with HKS Capital Campaign co-chairs and program directors for small business development programs, including smarter cities challenge and programs for small business.谢谢 especially to Sen. Scott Brown for his Democratic majorities in Minnesota’s House and Senate. Thanks especially to Sen. John Felix and Sen. William Lowell for their leadership on these issues. Thanks especially to Sen. John Felix and Sen. William Lowell for their leadership on these issues.

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During my stay at hks, there was a coup d'état in my homeland.

—— Hanselatto Rabelo

Commissioner on the American Battle Monuments Commission, to which she was appointed in 2019, delivered the Memorial Day address at Ohio's national cemeteries. "At this time in our history, it is important that we remember the sacrifices made by those who served our country."

Hassan Tehzin reports that he has a new tattoo, "Gifts of the Heart."

Nasser Almeishirkuh, a deputy in the Ministry of Education in Iran, says that the government is committed to providing quality education for all students. "We are working towards the goal of ensuring that every child has access to education and that they are prepared for the future."

Jasmin Johnson Gaerhert was appointed to the National Council of Women's Organizations in the United States. "I am honored to be appointed to this position and will work to promote women's rights and gender equality."

Aylor was recently appointed as the director of the School of Public Health at Johns Hopkins University. "I am excited to join such a prestigious institution and work towards improving public health outcomes for all communities."
Ashraf Swaleh was a Kenyan journalist and later a political activist. He is currently a social development consultant in Angola. He has previously worked for the United Nations Development Programme in South Sudan and Somalia. He is also a columnist for Al-Jazeera English and has written extensively on African and Middle Eastern topics.

David Tier was a research fellow at the Georgetown University at the time he started this project. He is currently working for the World Bank and has published extensively on African and Middle Eastern topics.

Holly Swaleh was a Harvard graduate and married to Ashraf. She is currently the chief information officer for a large technology company.

Alamats gathered for march 2013 Harvard Yard via low-light, streaming video

Jen Stier was a public policy expert and legal scholar. She is currently working for the right-wing think tank, The Heritage Foundation.

Krista Gwyall was a writer for a major national magazine. She is currently working for a major news organization.

Mikael Claason Hook was a student at Harvard Business School. He is currently working in a leadership role for a major consulting firm.

Kris Kraner was a student at Harvard Business School. He is currently working as a consultant for a major financial institution.

Theodore Evangelos was a student at Harvard Business School. He is currently working as a consultant for a major financial institution.

Mike Kramer was a student at Harvard Business School. He is currently working as a consultant for a major financial institution.

Kris Kraner was a student at Harvard Business School. He is currently working as a consultant for a major financial institution.

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Vivik Kumar was a student at Harvard Business School. He is currently working as a consultant for a major financial institution.

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Antonio Barreira was a student at Harvard Business School. He is currently working as a consultant for a major financial institution.

Ivanov was a student at Harvard Business School. He is currently working as a consultant for a major financial institution.

Olaniya Bailey was a student at Harvard Business School. She is currently working as a consultant for a major financial institution.

Frederick Babb was a student at Harvard Business School. He is currently working as a consultant for a major financial institution.

Erica Smith was a student at Harvard University. She is currently working as a consultant for a major financial institution.

Jay Bhattacharya was a student at Harvard University. He is currently working as a consultant for a major financial institution.

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Edward Zipnick has been nominated by the Monmouth County Bar Association as a past participant of the Legal Aid Society of Monmouth County. If elected, he will become the first open gay candidate to represent the 2nd district of the state legislature. Edward, a 2012 Senior Executive Service and Legislative Intern, has been on the forefront of the gay rights movement.

Recep Eden Erol has a new role as Microsoft regional national program manager for the Midwest and East Asia region. He previously worked with the United Nations Security Council as a peace and security advisor. If elected, he will become the first open gay candidate to represent the 2nd district of the state legislature. Recep, a 2012 Senior Executive Service and Legislative Intern, has been on the forefront of the gay rights movement.

Thomas Goiser has written, “Right after my return to Vienna following Marly Linke’s leadership, we decided to stop looking for a successor to the Austrian Award for Diversity (and nominated for the award for supporting integration programs). And then we awarded the 2013 Austrian Science Award for my research, but not for the same reason.”

Bernabe Guillen has written, “I am with the current leader of Gaspoly- tical Business Club. We will work together for the benefit of the community.”

Chike Agwú has written that after graduating in May, “I got engaged to Crystal and we are going to have a baby.”

Rudy N. Briechle has written, “I am currently a director of the Board of Directors of the Nigerian Institute of Management. I have been serving humanity via this medium for more than 30 years.”

Michael Owens has written, “I am vice president for Policy and Government Affairs at the National Black & Latino Council.”

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Thinking of Yourself

ZAHER NAHLE MC/MPA 2013

Zaher Nahle MC/mpa 2013 was born in Beirut, Lebanon, in 1974, just as the country was about to fall into a 15-year civil war. His family moved constantly, their homes burned down twice, and they were even injured during the fighting, but it was something else that really shaped Nahle’s life. As his older sister, who made a complete recovery, is now doing. “The thing that happens to you at the Kennedy School is that you start thinking of yourself as a global citizen.”

In October and is the founder of the Transformational Leadership Consortium to mentor student leaders for executive-level, win- decision-making roles to diversify boardsrooms. She continues to live with the coauthors of her book, 40 Days to Save My Life.

Bruce Jackson we/c we has taken the role of first president of people, nui... of the world... – Zahir Nahle mc/mpa 2013 most right now is on this project. “Himself. Ibrak, which the two friends founded at the end of their year at student who had suffered from polio and could not walk. Nahle persuaded close friendship with classmate Mukhtar Abdi Ogle to solve social problems. “Technocratic paradigm of governance and is developing such movements for a global medical research. “Fighting, but it was something else that really shaped Nahle’s life. As his older sister, who made a complete recovery, is now doing. “The thing that happens to you at the Kennedy School is that you start thinking of yourself as a global citizen.”

Women in Leadership:

Women in leadership positions: a look at gender representation and progress in executive roles.

In Memoriam

William Bango Jr. 1950, 2014

Robert Pastor 1924 2014

Mariana Filgueira Risso 1961, 2013

Tushar Pandey 1975, 2014

Uchral Nyam-Osor 1968, 2014

Komla Dumor 1961, 2014

Gojko Vuckovic 1955, 2014

HARVARD KENNEDY SCHOOL 61

:: CLASSNOTES | WINTER 2014 | www.hks.harvard.edu/alumni

60

You start thinking of yourself as a global citizen.

“The thing that happens to you at the Kennedy School is that you start thinking of yourself as a global citizen of the world,” Nahle says. “You lose your given identity and you start thinking of yourself as someone who will put his energy when it’s needed the most. It goes that happens where it’s needed most now is this project.”

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“The thing that happens to you at the Kennedy School is that you start thinking of yourself as a global citizen of the world,” Nahle says. “You lose your given identity and you start thinking of yourself as someone who will put his energy when it’s needed the most. It goes that happens where it’s needed most now is this project.”
“You don’t need much money to start a business. You need guts, patience, and passion—and connections and access.”

During a visit to the Kennedy School last year, Sheila Johnson spoke to students at the Center for Public Leadership about film and social change, sharing stories from a life full of achievement and success, difficulties and obstacles. As she spoke, she sensed in the students a familiar hunger for mentors who could provide advice and networking opportunities as they prepared to make a difference in the world. She didn’t realize how transformative that meeting would be, both for future Kennedy School students and for her.

“After I spoke with the students,” says Johnson, “I realized there was a void and that they need to be more connected with others.”

This is one reason she gave $5 million to the Sheila C. Johnson Fellows, the first of whom will matriculate in fall 2014. The fellowship will enroll up to 10 students a year for five years in an rks degree program, with the goal of creating a cadre of individuals who are fervent advocates for creating positive change in underserved communities and other marginalized populations.

Johnson didn’t exactly have much tutelage when she cofounded Black Entertainment Television (bet) in 1980. The nascent cable tv industry was poised for rapid expansion when she and her then-husband, Robert Johnson, sought to give African Americans a voice in the new medium. “It was a groundbreaking time, but it was hard being an all-African American network,” she says. “People didn’t believe we could do it—or they didn’t want us to succeed.”

Despite the obstacles, success came, especially financial: In 2001, the couple sold bet to Viacom for $3 billion. But she and Robert divorced soon thereafter, and Johnson found herself alone with no job. “I decided that rather than crawl under a rock, I would take another path and start a hospitality business (Salamander Hotels & Resorts),” she says. “Everyone is going to hit bumpy areas in life, so being able to have the resiliency, passion, and strength to keep going even when curveballs are thrown at you is crucial.”

This is a message she wants to impart to the new fellows, who, she hopes, will be “fearless” and open to change. “I want them not to be tunnel-focused on where they want to go. They should bring critical thinking into their lives and really attack the status quo and believe in their voice.”

Helping others is part and parcel of just about everything Johnson does. She is a one-woman dynamo who, in addition to being the first African American woman to have an ownership stake in three professional sports teams (the Washington Capitals [nhl], the Washington Wizards [nba], and the Washington Mystics [wnba]), has produced socially relevant films such as Lee Daniels’ The Butler, Kicking It, The Other City, and A Powerful Noise. Woven throughout her films is a strong desire to bring significant social issues to the forefront.

“Kicking It is a story about homelessness, about how we take people off the street and get them involved with sports to help them kick their addictions,” says Johnson. But in a characteristic twist, she notes that all the people helped in the film are men. Rather than simply make this observation, Johnson created not one but nine soccer teams—dubbed the Lady Salamanders—for homeless women across the country.

“I love to bring social issues to life,” says Johnson. But she does more than shed light on these problems; she is moved to take action. She hopes her fellows will share this proclivity, particularly in the area of education and entrepreneurship.

“This is a message she wants to impart to the fellows linked closely with an extensive network of alumni, mentors, and practitioners around the world. The Center for Public Leadership will serve as a home base for the fellows on campus, providing leadership development and curricular programming that will complement their academic work. Says David Gergen, a codirector of the Kennedy School, is eager to see the fellows linked closely with an extensive network of alumni, mentors, and practitioners around the world.

For her part, Johnson says she is going to have a close relationship with her fellows. “I’m going to be very hands-on to make sure they get what they need out of their fellowship program. I want to make sure they are going to make a footprint in our underserved communities.”
Common Goals

Q What do you use the most today from your Kennedy School courses?

My time at HKS helped shape my view of the positive impact government can have on our communities, from providing education to promoting a healthy economy and business sector. In my role with the state of California, our office supports the economic strategy for the world’s eighth largest economy on issues relating to business development, private sector and foreign investment, and international trade. HKS’s programs on mastering negotiations and senior executives in state and local government gave me an analytical framework that I use to tackle the varied challenges that come about in state government affairs. They also provided an opportunity to learn from the wealth of experience of my classmates.

Q Why do you serve on the HKS Alumni Board?

I am proud to serve on the Alumni Board to represent our diverse alumni family — more than 15,000 alumni from over 170 countries. I have had the opportunity to interact with alumni in New York, Washington, DC, Los Angeles, San Francisco, San Diego, and Paris and to advocate for their ideas and feedback. Through one-on-one conversations, I have learned how HKS helped shape their work and their passion for continuing the connection to the Kennedy School.

I have met a diverse group of executive program graduates — from ambassadors to state senators to nonprofit leaders in emerging economies — and I am continually impressed by the important role HKS plays in bringing new insights to individuals working to improve governments and communities globally. As an HKS alumnus, I believe we need to increase our ties to one another across graduate and executive programs. We all share common goals that brought us to HKS, and we can do so much more by working together. Executive program graduates have much to offer in terms of connections, career coaching, and financial support. As a board, we need to pull them in and continue the rich tradition of HKS.

Q How do you advise alumni to become more involved with the school?

There are many ways to stay involved, from participating in a local network to hosting a seminar for fellow alumni to making a financial contribution to help ensure that HKS can support the next generation of students. Also important is creating pathways for new and upcoming graduates to have a network of support worldwide, including mentoring, internships, and potential job opportunities. For example, the Office of Alumni Relations and Resource Development and the Office of Career Advancement are sponsoring the J-term shadowing initiative in nine locations globally, where students visit alumni hosts at their workplaces during one day and get a firsthand view into their careers. Additionally, we are developing a role for alumni global ambassadors to promote engagement regionally and back at HKS, and we welcome involvement. I look forward to hearing from the Harvard community on how we can enhance the connection between alumni and HKS, so please feel free to e-mail me at jorge.jaramillo@post.harvard.edu.

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HSEE 2010, 2012

Lives | San Francisco, California

Profession | Deputy director, California Governor’s Office of Business and Economic Development

Passions | Sustainable community development, mentoring, HKS

HKS Involvement | Vice chair of the HKS Alumni Board of Directors and member of the HKS San Francisco Network

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http://hks.harvard.edu

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http://ken.sci/hks-oca

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Ziad Haider ‘07 is an attorney at White & Case LLP and vice president of the White House Fellows Foundation and Association, shares his experience in one of the nation’s preeminent leadership and public service programs, the White House Fellow Program, at the Kennedy School’s Office of Career Advancement’s Washington Networking Night. “The opportunity to interact with HKS students at OCA’s Washington career panel was a welcome reminder of not just the remarkable breadth of HKS’s alumni body and its commitment to public service but also the friendships and skills I have carried forward with me in my own career since graduation.” OCA has run a January Washington program for 25 years. The Networking Night, hosted at the National Press Club, started in 1997 with the support of Richard Westover ’63, 1953 and Barbara Friday ’69, 1954. A snowstorm this year did nothing to dampen enthusiasm: 170 students and 93 organizations signed up.

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Barbara Friday

Richard Westover

ON THE WEB
http://ken.sc/wi-14-common-goals
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