

Senior Managers in Government
October 9 - 21, 2022
Week 1

Indigenous Peoples Day		Monday, October 10, 2022	Tuesday, October 11, 2022	Wednesday, October 12, 2022	Thursday, October 13, 2022	Friday, October 14, 2022	Saturday, October 15, 2022
Participant Travel	Sunday, October 9, 2022 Classroom: TG-50	Monday, October 10, 2022 Classroom: TG-50 Shuttle to HKS @ 6:45a & 7:15a 7:00a - 8:00a Breakfast @ Malkin P. 8:00a - 8:50a Study Groups 9:00a - 10:30a	Tuesday, October 11, 2022 Classroom: TG-50 Shuttle to HKS @ 6:45a & 7:15a 7:00a - 8:00a Breakfast @ HKS Café 8:00a - 8:50a Study Groups 9:00a - 10:30a	Wednesday, October 12, 2022 Classroom: TG-50 Shuttle to HKS @ 6:45a & 7:15a 7:00a - 8:00a Breakfast @ HKS Café 8:00a - 8:50a Study Groups 9:00a - 10:30a	Thursday, October 13, 2022 Classroom: TG-50 Shuttle to HKS @ 6:45a & 7:15a 7:00a - 8:00a Breakfast @ HKS Café 8:00a - 9:00a A Conversation with Lawrence Summers Lawrence H. Summers 9:30a - 11:00a Managing Turbulence II Dutch Leonard 11:00a - 11:30a 11:30a - 12:00p	Friday, October 14, 2022 Classroom: TG-50 Shuttle to HKS @ 6:45a & 7:15a 7:00a - 8:00a Breakfast @ HKS Café	Saturday, October 15, 2022 Classroom: TG-50 Shuttle to HKS @ 6:45a & 7:15a 7:00a - 8:00a @ Nye ABC 8:00a - 8:50a Study Groups 9:00a - 10:15a
	1:00p - 3:00p Doubletree Hotel 400 Soldiers Field Rd. Boston, MA	Policy Development I: Three Organizational Models Roger Porter 10:30a - 11:00a Break 11:00a - 12:30p	Risk Control Functions of Government I Choices in Design Malcolm Sparrow 10:30a - 11:00a Break 11:00a - 12:30p	Negotiations I Intro to Negotiations Guhun Subramanian 10:30a - 11:00a Break 11:00a - 12:30p	Lawrence H. Summers 9:30a - 11:00a Managing Turbulence II Dutch Leonard 11:00a - 11:30a 11:30a - 12:00p	Senior Managers in Government Field Lab Linda Bilmes 12:00p - 1:00p Lunch Nye ABC 1:00p - 2:30p	Senior Managers in Government Field Lab
3:15p Meet in the hotel lobby	Policy Development II: Clean Air Act Roger Porter 12:30p - 1:30p Lunch Malkin Penthouse 1:30p - 3:00p	Risk Control Functions of Government II Choices in Design Malcolm Sparrow 12:45p - 1:30p Lunch Allison Dining Room 1:30p - 3:00p	Negotiations II Fairstar Heavy Transport Guhun Subramanian 12:30p - 1:30p Lunch Malkin Penthouse 1:30p - 3:00p	Senior Managers in Government Field Lab Preparations Linda Bilmes 12:00p - 1:00p Lunch Nye ABC 1:00p - 2:30p	Managing Turbulence III Dutch Leonard 2:30p - 3:00p Break 3:00p - 4:30p	Senior Managers in Government Field Lab	Leveraging the Nexus of Water, Energy, and Food Security: A Systems Thinking Approach for Meeting Human Needs Afeen Siddiqi 12:30p - 1:30p Lunch Nye ABC 1:30p - 3:00p
3:30p Bus departs for HKS 345 Coffee and Snack Welcome 4:15p - 5:30p	Gifts From Mexico: Performing the Days of the Dead David Carrasco 3:00p - 3:30p Shuttle to Museum 3:30p - 5:00p	Managing Cyber Risk Eric Rosenbach 3:00p - 3:30p Break 3:30p - 5:00p	Negotiations III Elon Musk/Twitter Guhun Subramanian 3:00p - 3:30p Break 3:30p - 5:00p	Managing Turbulence III Dutch Leonard 2:30p - 3:00p Break 3:00p - 4:30p	Politics of Disaster Juliette Kayyem 6:00p - 7:30p Rooftop Reception Doubletree Hotel	Senior Managers in Government Field Lab	Estimating the Full Economic Value of a Public Agency: The US National Park Service and Programs Linda Bilmes Shuttle to Doubletree @ 3:15p
Program Welcome	Peabody Museum Tour with David Carrasco Shuttle to Doubletree @ 5:15p	The Ghost Budget: Paying for the Post-9/11 Wars in Iraq and Afghanistan Linda Bilmes Shuttle to Doubletree @ 5:15p & 5:45p	Managing Turbulence I Dutch Leonard Shuttle to Doubletree @ 5:15p & 5:45p	Politics of Disaster Juliette Kayyem 6:00p - 7:30p Rooftop Reception Doubletree Hotel	6:00p - 8:30p Reception Garfion Street JFK Street, Cambridge Shuttle to Doubletree @ 8:45p	Senior Managers in Government Field Lab	Free Night
Linda Bilmes 5:30p - 5:45p	Free Night Doubletree Hotel Charles River Ballroom	Free Night Doubletree Hotel Charles River Ballroom	Free Night	Free Night	Free Night	Senior Managers in Government Field Lab	Free Night
Program Logistics Dan Abar	Free Night	Free Night	Free Night	Free Night	Free Night	Senior Managers in Government Field Lab	Free Night
Welcome Dinner HKS Campus: Nye ABC Shuttle to Doubletree @ 7:45p	Free Night	Free Night	Free Night	Free Night	Free Night	Senior Managers in Government Field Lab	Free Night

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Senior Managers in Government
October 9 - 21, 2022
Week 2

Sunday, October 16, 2022	Monday, October 17, 2022	Tuesday, October 18, 2022	Wednesday, October 19, 2022	Thursday, October 20, 2022	Friday, October 21, 2022	
No Academic Sessions or Events	Classroom: TG-50 Shuttle to HKS @ 6:45a & 7:15a 7:00a - 8:00a Breakfast @ HKS Café 8:00a - 8:50a Study Groups 9:00a - 10:30a	Classroom: TG-50 Shuttle to HKS @ 6:45a & 7:15a 7:00a - 8:00a Breakfast @ HKS Café 8:00a - 8:50a Study Groups 9:00a - 10:30a	Classroom: TG-50 Shuttle to HKS @ 6:45a & 7:15a 7:00a - 8:00a Breakfast @ HKS Café 8:00a - 8:50a Study Groups 9:00a - 10:30a	Classroom: TG-50 Shuttle to HKS @ 6:45a & 7:15a 7:00a - 8:00a Breakfast @ HKS Café 8:00a - 8:50a Study Groups 9:00a - 10:30a	Classroom: TG-50 Hotel Check-out Shuttle to HKS @ 8:45a & 9:15a 9:00a - 10:00a Breakfast @ HKS Café 10:00a - 11:30a	Classroom: TG-50 Hotel Check-out Shuttle to HKS @ 8:45a & 9:15a 9:00a - 10:00a Breakfast @ HKS Café 10:00a - 11:30a
	Managing Turbulence IV	Developing a People Strategy	Walter Reed National Military Medical Center (A): Leadership, Courage and Being an Introvert Scott Gould & Linda Bilmes	Data Visualization	Program Closing & Certificate Ceremony	
	Dutch Leonard and Deval Patrick 10:30a - 11:00a Break 11:00a - 12:30p	Elizabeth Linos 10:30a Group Photo 10:30a - 11:00a Break 11:00a - 12:30p	Walter Reed National Military Medical Center (B): Organizational Culture, Change, and Cooperation Scott Gould & Linda Bilmes	Hong Qu 10:30a - 11:00a Break 11:00a - 12:30p	Linda Bilmes Shuttle to DoubleTree @ 11:45a	
	Who's in Charge? Authority and Responsibility in a Public Emergency	Behavioral Science in Government	Walter Reed National Military Medical Center (B): Organizational Culture, Change, and Cooperation Scott Gould & Linda Bilmes	Science of Communicating With Busy People		
	Deval Patrick 12:30p - 1:30p Lunch Malikn Penthouse 1:30p - 3:00p	Elizabeth Linos 12:30p - 1:30p Lunch with SEF Program Nye ABC 1:30p - 3:00p	Walter Reed National Military Medical Center (B): Organizational Culture, Change, and Cooperation Scott Gould & Linda Bilmes	Todd Rogers 12:30p - 1:30p Lunch Malikn Penthouse 1:30p - 3:00p		
	Trust in Government Worldwide: The role of information environments and cognitive skills Pippa Norris 3:00p - 5:00p	Public Sector Leadership and Personal Resilience Scott Gould 3:00p - 3:30p Break 3:30p - 5:00p	Tour of i-hab 2:15p - 2:45p Shuttle to i-hab 3:00p - 4:00p Innovation and Technology @i-hab classroom Ash Carter 4:15p - 5:30p Innovation Mixer @i-hab classroom	Managing Transitions Roger Porter 3:00p - 3:30p Break 3:30p - 5:00p	Participant Travel	
	Optional Tour of Harvard	Strategic Human Resources	Linda Bilmes & Hong Qu Shuttle to DoubleTree @ 5:45p	Leadership Lessons		
	Shuttle to DoubleTree @ 5:15p 6:30 - 8:00p Dinner with Dean Elmendorf and the Senior Executive Fellows program Doubletree Hotel Charles River Ballroom	Jeff Neal Shuttle to DoubleTree @ 5:15p & 5:45p Free Night	Free Night	Roger Porter Shuttle to DoubleTree @ 5:15p Shuttle to Lobe House @ 6:15p 6:30p - 9:00p Closing Dinner Lobe House Shuttle to DoubleTree @ 9:15p		

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Meet The Program Team

Faculty



Linda Bilmes
Faculty Chair

Professor Linda J. Bilmes, the Daniel Patrick Moynihan Senior Lecturer in Public Policy, is a leading expert on budgetary and public financial issues. Her research focuses on budgeting and public administration in the public, private and non-profit sectors. She is interested in how resources are allocated, particularly defense budgets, costs of war, veterans, sub-national budgeting and public lands. She is a full-time Harvard faculty member, teaching budgeting, cost accounting and public finance, and teaching workshops for newly-elected Mayors and Members of Congress. Since 2005, she has led the *Greater Boston Applied Field Lab*, an advanced academic program in which teams of student volunteers assist local communities in public finance and operations. She also leads field projects for the Bloomberg Cities program. Dr. Bilmes served as the Senate-confirmed Assistant Secretary and Chief Financial Officer of the U.S. Department of Commerce under President Bill Clinton. She currently serves as the sole United States member of the United Nations Committee of Experts on Public Administration (CEPA), and as Vice-chair of Economists for Peace and Security. She serves on the Board of Directors of the Institute for Veterans and Military Families at Syracuse University. She was a member of the National Parks Second Century Commission and served on the U.S. National Parks Service Advisory Board for eight years.

Professor Bilmes has authored or co-authored numerous books, book chapters, articles and opinion pieces, and has testified to Congress on numerous occasions. Her books include the New York Times bestseller *The Three Trillion Dollar War: The True Cost of the Iraq Conflict* (with Joseph E. Stiglitz) and *The People Factor: Strengthening America by Investing in Public Service* (with W. Scott Gould). Her latest book is *Valuing the US National Parks and Programs: America's Best Investment* (with John Loomis). She has published in the *New York Times*, *Boston Globe*, *Financial Times*, *Los Angeles Times*, *Harvard Business Review*, *Foreign Policy*, *the Atlantic* and *WBUR's Cognoscenti*, and she appears regularly on national television and radio programs, including NPR's "Marketplace" and WBUR's "All Things Considered" and "On Point". Dr. Bilmes was featured in the Academy-award nominated documentary "*No End in Sight*." She is the recipient of the 2008 "Speaking Truth to Power" Award by the American Friends Service Committee. Bilmes previously worked as a strategy consultant in London, Madrid and Moscow with the Boston Consulting Group. She is a member of the Council on Foreign Relations and a Fellow of the National Academy of Public Administration. She holds a BA and MBA from Harvard University and a D.Phil from Oxford University.

Contact: linda_bilmes@hks.harvard.edu



Roger Porter
Faculty

Roger B. Porter is IBM Professor of Business and Government. Joining the Kennedy School faculty in 1977, he has served for more than a decade in senior economic policy positions in the White House, most recently as Assistant to the President for Economic and Domestic Policy from 1989 to 1993. He served as Director of the White House Office of Policy Development in the Reagan Administration and as Executive Secretary of the President's Economic Policy Board during the Ford Administration. He is the author of several books on economic policy, including *Presidential Decision Making* and *Efficiency, Equity and Legitimacy: The Multilateral Trading System at the Millennium*. An alumnus of Brigham Young University, Porter was a Rhodes

Scholar at Oxford University, where he received his BPhil degree. He was a White House Fellow from 1974 to 1975 and received his MA and PhD degrees from Harvard University.

Contact: roger_porter@hks.harvard.edu



David Carrasco Faculty

David Carrasco (Neil L. Rudenstine Professor of the Study of Latin America) is a Mexican American historian of religions with particular interest in Mesoamerican cities as symbols, and the Mexican-American borderlands. His studies with historians of religions at the University of Chicago inspired him to work on the question, "where is your sacred place," on the challenges of postcolonial ethnography and theory, and on the practices and symbolic nature of ritual violence in comparative perspective. Working with Mexican archaeologists, he has carried out research in the excavations and archives associated with the sites of Teotihuacan and Mexico-Tenochtitlan resulting in *Religions of Mesoamerica*, *City of Sacrifice*, and *Quetzalcoatl and the Irony of Empire*. An award-winning teacher, he has participated in spirited debates at Harvard with Cornel West and Samuel Huntington on the topics of race, culture, and religion in the Americas. He also directs the **Moses Mesoamerican Archive and Research Project** at Harvard University.

Recent collaborative publications include *Breaking Through Mexico's Past: Digging the Aztecs With Eduardo Matos Moctezuma* (2007), *Mysteries of the Maya Calendar Museum* (2012) with Laanna Carrasco, and *Cave, City, and Eagle's Nest: An Interpretive Journey Through the Mapa de Cuauhtinchan No. 2* (2007; gold winner of the 2008 PubWest Book Design Award in the academic book/nontrade category) recently featured in *The New York Review of Books*.

His work has included a special emphasis on the religious dimensions of Latino experience: *mestizaje*, the myth of Aztlán, transculturation, and La Virgen de Guadalupe. He is co-producer of the film *Alambrista: The Director's Cut*, which puts a human face on the life and struggles of undocumented Mexican farm workers in the United States, and he edited *Alambrista and the U.S.-Mexico Border: Film, Music, and Stories of Undocumented Immigrants* (University of New Mexico Press). He is editor-in-chief of the award-winning three-volume *Oxford Encyclopedia of Mesoamerican Cultures*. His most recent publication is a new abridgement of Bernal Díaz del Castillo's memoir of the conquest of Mexico, *History of the Conquest of New Spain* (University of New Mexico Press).

Carrasco has received the Mexican Order of the Aztec Eagle, the highest honor the Mexican government gives to a foreign national. He has recently been chosen as the University of Chicago Alumnus of the Year, 2014.



Malcolm Sparrow Faculty

Malcolm K. Sparrow is Professor of the Practice of Public Management at Harvard's John F. Kennedy School of Government. He is Faculty Chair of the school's executive program "Strategic Management of Regulatory and Enforcement Agencies." Professor Sparrow's recent publications include:

- *Fundamentals of Regulatory Design* (Kindle Direct Publishing, 2020).
- *Handcuffed: What Holds Policing Back & the Keys to Reform* (Brookings Press, 2016).
- *The Character of Harms: Operational Challenges in Control* (Cambridge University Press, 2008).
- *The Regulatory Craft: Controlling Risks, Solving Problems, and Managing Compliance* (Brookings Press, 2000).
- *License to Steal: How Fraud Bleeds America's Health Care System* (Westview Press, 2000).


He served 10 years with the British Police Service, rising to the rank of Detective Chief Inspector. He has conducted internal affairs investigations, commanded a tactical firearms unit, and has extensive experience with criminal investigation. His research interests include regulatory and enforcement strategy, fraud control, corruption control, and operational risk management. He is also a patent-holding inventor in the area of computerized fingerprint analysis and is dead serious at tennis. He holds an MA in mathematics from Cambridge University, an MPA from the Kennedy School, and a PhD in Applied Mathematics from Kent University at Canterbury.

Contact: malcolm_sparrow@hks.harvard.edu



Eric Rosenbach *Faculty*

Eric Rosenbach is Co-Director of the Harvard Kennedy School's Belfer Center for Science and International Affairs and a Kennedy School Public Policy Lecturer. Rosenbach previously served as the Pentagon's Chief of Staff from 2015-17 and Assistant Secretary of Defense for Global Security, responsible for leading all aspects of the Department's cyber activities and other key areas of defense policy. On Capitol Hill, Rosenbach served as national security advisor for then Senator Chuck Hagel.

In the private sector, Rosenbach worked as the Chief Security Officer for a large European telecommunications firm. He also led the cybersecurity practice of a global management consulting firm, advising the executives of Fortune 500 companies on strategic risk mitigation strategies. Rosenbach has applied his wide-ranging industry experience to the online course, **Cybersecurity: Managing Risk in the Information Age** .

Rosenbach is a former Army intelligence officer and Commander of a telecommunications intelligence unit. He has co-authored several books on national security. He was a Fulbright fellow who conducted post-graduate research on privatization programs in Eastern Europe. He has a JD from Georgetown, an MPP from Harvard Kennedy School and is a proud graduate of Davidson College.



Guhan Subramanian *Faculty*

Guhan Subramanian is the Joseph Flom Professor of Law and Business at the Harvard Law School and the Douglas Weaver Professor of Business Law at the Harvard Business School. He is the first person in the history of Harvard University to hold tenured appointments at both HLS and HBS. At HLS he teaches courses in negotiations and corporate law. At HBS he teaches in several executive education programs, such as Strategic Negotiations, Making Corporate Boards More Effective, and the Advanced Management Program. He is the faculty chair for the JD/MBA program at Harvard University, the Harvard Law School Program on Negotiation, and the Mergers & Acquisitions executive education course at HBS. Prior to joining the Harvard faculty he spent three years at McKinsey & Company.



Dutch Leonard *Faculty*

Herman B. "Dutch" Leonard is George F. Baker Jr. Professor of Public Management at the Kennedy School and Eliot I. Snider and Family Professor of Business Administration and Cochair of the Social Enterprise Initiative at Harvard Business School. He teaches leadership, organizational strategy,

crisis management, and financial management. His current research concentrates on crisis management, corporate social responsibility, and performance management. He is a member of the board of directors of Harvard Pilgrim Health Care, a 1-million-member Massachusetts HMO. He was formerly a member of the board of directors of the ACLU of Massachusetts, of the Hitachi Foundation, of the Massachusetts Health and Education Facilities Authority, and of Civic Investments, a nonprofit organization that assists charitable enterprises with capital financing; a member of the Research and Education Advisory Panel of the General Accounting Office; a member of the Massachusetts Performance Enhancement Commission; and a member of the Alaska Governor's Council on Economic Policy. He served as Chair of the Massachusetts Governor's Task Force on Tuition Prepayment Plans. He received his PhD in economics in 1979 from Harvard. He enjoys skiing, playing the guitar, hiking, and wildlife.

Contact: dutch_leonard@harvard.edu



Larry Summers *Faculty*

Former Treasury Secretary Lawrence H. Summers is one of America's leading economists. In addition to serving as **71st Secretary of the Treasury** in the Clinton Administration, Dr. Summers served as **Director of the White House National Economic Council** in the Obama Administration, as **President of Harvard University**, and as the Chief Economist of the World Bank.

Dr. Summers' tenure at the U.S. Treasury coincided with the longest period of sustained economic growth in U.S. history. He is the only Treasury Secretary in the last half century to have left office with the national budget in surplus. Dr. Summers has played a key role in addressing the major financial crisis for the last three decades.

During the 1990s, he was a leader in crafting the U.S. response to international financial crises arising in Mexico, Brazil, Russia, Japan, and Asian emerging markets. As one of President Obama's chief economic advisors, Dr. Summers' thinking helped shape the U.S. response to the 2008 financial crisis, to the failure of the automobile industry, and to the pressures on the European monetary system. Upon Summers' departure from the White House, President Obama said, "I will always be grateful that at a time of great peril for our country, a man of Larry's brilliance, experience and judgment was willing to answer the call and lead our economic team." The Economist recognized his influence when it defined the "Summers Doctrine," an approach to economic policy during financial crises that fuses a microeconomic "laissez faire" mentality with macroeconomic activism. "Markets should allocate capital, labour and ideas without interference, but sometimes markets go haywire, and must be counteracted forcefully by government."

Summers' five years as President of Harvard represented a time of major innovation for the University. He focused on equality of opportunity and removing all financial obligation from students with family incomes below \$60,000 a year. He launched a major effort to make Boston, and Cambridge in particular, the global leader in life sciences research, with the formation of major programs for stem cell research and genomics. Perhaps most importantly, he led efforts to renew Harvard College with dramatic increases in study abroad programs, faculty-student contact, and collaboration across the University during his tenure.

Currently, Dr. Summers is the President Emeritus and the Charles W. Eliot University Professor at Harvard University, where he became a full professor at age 28, one of the youngest in Harvard's recent history. He directs the University's Mossavar-Rahmani Center for Business and Government. Summers was the first social scientist to receive the National Science Foundation's Alan Waterman Award for scientific achievement and, in 1993, he was awarded the John Bates Clark Medal, given to the most outstanding economist under 40 in the United States. He was elected to the National Academy of Sciences in 2002. He has published more than 150 papers in scholarly journals.

Summers chairs the board of the Center for Global Development and serves as vice chair of the Peterson Institute for International Economics and as a board member or advisory board member to a number of other non-profits and public policy organizations. He is a contributor to Bloomberg's Wall Street Week and a contributing columnist to The Washington Post. He is an advisor to businesses and investors and serves on the board of Square, States Title/Doma and SkillSoft Corporation. He also consults with or advises a range of companies in the finance and technology sector, including D. E. Shaw & Co, Citi and Digital Currency Group.

He has co-chaired major international panels ranging from the G20s High Level Independent Panel on Pandemic Preparedness and Response to the Council on Foreign Relations study group on the Transatlantic Relationship to the Center for American Progress' Commission on Inclusive Prosperity. He launched a Task Force on Fiscal Policy with Mayor Bloomberg and chaired the Commission on Global Health, lauded by the UN Secretary General who noted that it "will bring more than health – it will bring equity, and contribute to a life of dignity for all."

President Bill Clinton said that Larry Summers "has the rare ability to see the world that is taking shape and the skill to help to bring it into being." He has been recognized as one of the world's most influential thinkers by Time, Foreign Policy, Prospect and The Economist magazines among many others. In his speeches, television appearances, newspaper columns and public commentary, he continues to move forward the debate on national and global economic policy.



Juliette Kayyem **Faculty**

In academia, the private sector, government and media, **Juliette Kayyem** is a national leader in homeland security, cybersecurity, resiliency and safety. She is currently a Professor in International Security at Harvard's Kennedy School of Government, where she is faculty chair of the Homeland Security and Security and Global Health Projects. In this position, she teaches courses on homeland security and crisis management, and leads programmatic efforts across a broad range of security challenges including North America border management, climate change adaptation, and public health disinformation. She is affiliated faculty for Harvard's National Public Leadership Initiative. She is co-editor of the book, "Beyond 9/11: Homeland Security for the 21st Century." (MIT Press, 2020)

Kayyem is an innovative leader and consultant in the private sector. She is the CEO of Grip Mobility, a technology platform that provides audio and video capabilities for rideshare companies to increase the security for drivers and riders; Grip Mobility is now distributed globally, with several major pilots with Uber. She was named Inc Magazine's top 100 Female Founders in 2019. She also serves as a security advisor to start ups such as Evolv Technologies, a firearm and bomb detection system, and major companies, such as Airbnb and UPS.

In government, she most recently served as President Obama's Assistant Secretary for Intergovernmental Affairs at the Department of Homeland Security. There she played a pivotal leadership role in major operations including handling of the H1N1 pandemic and the BP Oil Spill response; she also led major efforts and stakeholder engagement in policies on critical infrastructure protections, cybersecurity, and community resiliency. Before that, she was Massachusetts Governor Deval Patrick's homeland security advisor guiding regional planning and the state's first interoperability plan, climate change policies, and overseeing the National Guard. As an advisor, she served on the Department of Homeland Security's Homeland Security Advisory Committee where she co-authored its strategic assessment of critical infrastructure and cyber security vulnerabilities.

In media and writing, Kayyem provides invaluable commentary for a number of venues. She is CNN's on-air national security analyst; called CNN's "go to" commentator in a disaster, she is a regular presence during disasters, school shootings and terror attacks. She is a weekly guest on Boston's NPR program. Kayyem is the author of the best-selling book "Security Mom," a memoir that explores the intersection, and commonalities, of her life in homeland security and her life as a

mother; she hosted a podcast for NPR with the same name. In 2013, she was named the Pulitzer Prize finalist for editorial columns in the Boston Globe focused on ending the Pentagon's combat exclusion rule against women, a policy that was changed that year. She continues to write columns for several outlets including the Washington Post, cnn.com and The Atlantic. She is a frequent speaker and keynote to major corporations and associations on national and homeland security, business planning for a crisis, and resiliency efforts.

In the past, she has served as a member of the National Commission on Terrorism, a legal advisor to US Attorney General Janet Reno, and a trial attorney and counselor in the Civil Rights Division at the Justice Department. She is the recipient of many government honors, including the Distinguished Public Service Award, the Coast Guard's highest medal awarded to a civilian. She is a member of the Council on Foreign Relations, the Global Cyber Alliance, and the Trilateral Commission. Kayyem is also a board member of Mass Inc. and the Red Cross of MA.

A graduate of Harvard College and Harvard Law School, and the mother of three children, she is married to First Circuit Court of Appeals Judge David Barron.

Contact: juliette_kayyem@hks.harvard.edu



Afreen Siddiqi **Faculty**

Afreen Siddiqi is a research scientist at the Massachusetts Institute of Technology (MIT) and an adjunct lecturer of public policy at Harvard Kennedy School. She has an S.B. in Mechanical Engineering, an S.M. in Aeronautics and Astronautics, and a Ph.D. in Aerospace Systems, all from MIT. She investigates complex and dynamic problems at the intersection of technology,

development, and sustainability.

Her research focuses on systems planning and performance under uncertainties and system adaptation. Her work seeks to advance theory and methods for analyzing and designing complex adaptive systems using computations, optimization, and simulations. Applications of this work are in several domains including water, energy, agriculture, transportation, and space systems.

Afreen has developed methods for studying connections between water, energy, and food security, formulated adaptive decision frameworks for infrastructure planning, developed methods for designing reconfigurable space systems, and formulated new metrics and frameworks for quantifying equity in sociotechnical systems.

Afreen is the co-editor and author of an edited volume, and her research has been published in over a hundred articles, including in peer-reviewed journals including *Nature Sustainability*, *Energy Policy*, *Current Opinion in Environmental Sustainability*, *Water Resources Research*, *Journal of Infrastructure Systems*, *Journal of Mechanical Design*, and *Journal of Spacecraft and Rockets*.

Her work on the water-energy-food nexus has been invited for presentation and discussion with high-ranking international policy makers, including at the national planning commission in Pakistan, at science-policy dialogues with experts from China, India, Afghanistan, and Pakistan, and at several policy and science roundtable dialogues in the Middle East and in Europe. Her work on predicting long-term future water availability in arid regions was noted and included in the US National Academies decadal survey in social and behavioral sciences. She is also a contributing author to the sixth assessment report (working group II, chapter 4) of the Intergovernmental Panel on Climate Change (IPCC) on implications of water, energy, and food interconnections for climate change adaptation.

Afreen has received several awards and fellowships including the Amelia Earhart Fellowship, Richard D. DuPont Fellowship, and the Rene H. Miller Prize (awarded for outstanding research) in Systems Engineering. In her early career, she worked as an applications engineer and as a software engineer at National Instruments (in Austin, Texas), and she also built data acquisition and control systems during technical internships in energy corporations. She currently

teaches graduate-level and professional education courses on issues of development, technology, and sustainability.

Contact: afreen_siddiqi@hks.harvard.edu

Jonathan Jarvis

Faculty

Jonathan (Jon) B. Jarvis served for 40 years with the National Park Service as ranger, biologist and superintendent in national parks across the country. He was nominated by President Barack Obama and confirmed by the Senate as the 18th Director of the National Park Service (NPS), serving for the entire Obama administration from 2009 to 2017. During his tenure, he led the agency through its Centennial, adding 22 new parks including those that recognize the contributions of women and people of color, achieved its largest budget in history, addressed climate change and raised over \$400 million in philanthropic support. Retiring from the NPS in 2017, he became the Inaugural Executive Director of the Institute for Parks, People and Biodiversity at the University of California, Berkeley and now serves as Chairman of the Board. He serves as the Chairman of the Editorial Board for the *Parks Stewardship Forum*, an online publication for conservation practitioners and as a steering committee member of the California Biodiversity Network. His previous book, co-authored with Clemson Professor Dr. Gary Machlis, is "[The Future of Conservation in America: A Chart for Rough Water](#)", from the University of Chicago Press. His current book, also from the University of Chicago Press, is "[National Parks Forever: Fifty Years of Fighting and a Case for Independence](#)" Co-authored with his brother Destry Jarvis, a long time conservation advocate, the Jarvis brothers detail the politics behind the national parks and call for the National Park Service to be established as an independent agency, akin to the Smithsonian Institution. Jarvis is the recipient of numerous awards and recognitions including the National Recreation and Park Association's Legend Award, Sierra Club's Edgar Wayburn Award and Trailblazer Award, International Union for the Conservation of Nature's Fred Packard Award and the American Alpine Club's David R. Brower Conservation Award.



Deval Patrick

Faculty

Deval Patrick is a professor of practice and co-director of the Center for Public Leadership at the Harvard Kennedy School.

Originally from the South Side of Chicago, Patrick attended Milton Academy, thanks to the organization A Better Chance, and then Harvard College and Harvard Law School. Between college and law school, he lived and worked in East and West Africa. After law school, he clerked for a federal appellate judge and then launched a career as an attorney and business executive, becoming a staff attorney at the NAACP Legal Defense Fund, Assistant Attorney General for Civil Rights in the Clinton administration, a partner at two Boston law firms, and a senior executive at two Fortune 50 companies.

From 2006 to 2015, he served as the governor of Massachusetts, the first Black person to serve in the role.

During his two terms, Patrick focused on health care, public schools and public infrastructure, and launched initiatives stimulating clean energy and biotechnology. Under his leadership, Massachusetts ranked first in the nation in student achievement, energy efficiency, health care coverage, veterans' services, and entrepreneurship, and emerged from recession to achieve a 25-year high in employment.

After his time in public office, Patrick founded and led an impact investment fund, the first fund in a major financial institution to focus on delivering both superior financial return and significant positive social impact. He continues to invest in mission driven business as an advisor and board member.

Patrick also remains involved in progressive politics, mainly by supporting local grassroots groups working to build engagement among disenfranchised and marginalized voters.

Patrick is a Rockefeller Fellow, a Crown Fellow of the Aspen Institute, and the author of two books, *A Reason to Believe: Lessons from an Improbable Life* and *Faith in the Dream: A Call to the Nation to Reclaim American Values*. He divides his time between Cambridge and Western Massachusetts.

Contact: dpatrick@hks.harvard.edu



Pippa Norris
Faculty

PIPPA NORRIS is a comparative political scientist who has taught at Harvard for three decades. She is the Paul McGuire Lecturer in Comparative Politics at Harvard's Kennedy School of Government, an Affiliated Professor at Harvard's Government Department, and founding Director of the Electoral Integrity Project. She also served from 2012-2020 as Laureate Fellow and Professor of Government & International Relations at the University of Sydney.

Major honors include the 2022 Warren E. Miller Award by APSA, the 2022 Sakip Sabanci International Research Award, the 2021 Murray Edelman Lifetime Distinguished Career Award by APSA, the 2020 Samuel Eldersveld award by APSA, the 2019 Charles Merriam award by APSA, 2018 fellowship of the American Academy of Arts and Sciences, the 2017 Isaiah Berlin Lifetime Achievement Award by the PSA, the 2017 International Institutional Engagement award, the 2016 Brown Medal for Democracy, the Australian PSA's 2016 Academic Leadership in Political Science, IPSA's 2014 Karl Deutsch award, the 2011 Johan Skytte prize in political science, and the ARC's 2011 Kathleen Fitzpatrick Australian Laureate Fellowship. Book prizes include the 2020 Best Book award by the Global Policy Institute (for *Cultural Backlash*), the 2018 George H. Hallet book award (for *Political Recruitment*), the 2006 Doris A. Graber award for the best book in political communications (for *A Virtuous Circle*), and the Virginia Hodgkinson prize (for *Sacred and Secular*). Honorary doctorates have been awarded by the Universities of Edinburgh, Bergen, Leuphema, and Warwick.

Her research compares public opinion and elections, democratic institutions and cultures, gender politics, and political communications in many countries worldwide. Recent research projects include TrustGov, the IPSA-ECPR World Survey of Political Science, the Global Party Survey, and the World Values Survey.

A well-known public speaker and prolific author, she has published around fifty books. This includes a series for Cambridge University Press: *A Virtuous Circle: Political Communications in Postindustrial Societies*, *Digital Divide: Civic Engagement, Information Poverty and the Internet Worldwide* (2001), *Democratic Phoenix: Political Activism Worldwide* (2002) and *Rising Tide: Gender Equality and Cultural Change Around the Globe* (with Ronald Inglehart, 2003), *Electoral Engineering: Voting Rules and Political Behavior* (2004), *Sacred and Secular: Religion and Politics Worldwide* (with Ronald Inglehart, 2004), *Radical Right: Voters and Parties in the Electoral Market* (2005), *Driving Democracy: Do power-sharing institutions work?* (2008) and *Cosmopolitan Communications: Cultural Diversity in a Globalizing World* (2009, with Ronald Inglehart), *Democratic Deficit: Critical Citizens Revisited* (2011), and *Making Democratic Governance Work: The Impact of Regimes on Prosperity, Welfare and Peace* (2012), *Why Electoral Integrity Matters* (2014), and *Why Elections Fail* (2015), *Strengthening Electoral Integrity* (2017), and *Cultural Backlash: Trump, Brexit and Authoritarian-Populism* (with Ronald Inglehart) (2019). A new book, *In Praise of Skepticism: Trust but Verify*, is forthcoming with OUP in August 2022.

Her current writing focuses on a new book on *Authoritarian Cultures*. Other authored or edited books include *Electoral Integrity in America* (OUP 2018), *Election Watchdogs* (OUP 2017), *Contentious Elections* (2015), *Checkbook Elections? Political Finance in Comparative Perspective* (OUP 2015), *Comparing Democracy 4* (Sage 2014), *Challenges of Electoral Integrity* (OUP 2014),

On Message (1999), Electoral Change Since 1945 (1997), Political Recruitment (1995), British By-elections (1990), Politics and Sexual Equality (1986). Edited books include Public Sentinel: News Media and the Governance Agenda (World Bank 2010), Britain Votes 2005 (co-edited with Christopher Wlezien, 2005), Framing Terrorism (2003), Britain Votes 2001 (2001), Critical Citizens (1999), Critical Elections (1999), The Politics of News (1998, 2nd edition 2007), Elections and Voting Behaviour (1998), Britain Votes 1997 (1997), Women, Media and Politics (1997), Politics and the Press (1997), Passages to Power (1997), Comparing Democracies (1996, 2nd ed. 2002, 3rd edition 2009), Women in Politics (1996), Different Voices, Different Lives (1994), Gender and Party Politics (1993), British Elections & Parties Yearbook (1991, 1992, 1993). Her work has been published in more than a dozen languages. Journals articles include those in the British Journal for Political Science, Political Studies, Political Communication, the European Journal of Political Research, the International Political Science Review, Electoral Studies and Legislative Studies, and she cofounded The International Journal of Press/Politics.

For professional service, she has served as Vice President of the American Political Science Association (APSA), and the executive of the International Political Science Association (IPSA), the Political Science Association of the UK (PSA), and the Vice President of the World Values Survey Association. Within APSA, she has served as president of the Women and Politics Research Section and the Political Communications Section, the Vice-President and President of the Elections, Public Opinion and Voting Behavior section, and the executive of the British Politics Group and the Representation and Elections Section. She has also been Co-Founding Chair of the Elections, Parties, and Public Opinion Group (EPOP) of the PSA and IPSA's Elections, Citizens and Parties Research Committee.

For public service, she has served as the Director of the Democratic Governance Group at the United Nations Development Program in New York and the Advisory Board for International IDEA, and been an expert consultant for many international bodies including the UN, UNDP, UNESCO, UN Women, NDI, the Council of Europe, IFES, International IDEA, the OSCE, the World Bank, the National Endowment for Democracy, and the UK and Australian Electoral Commissions.

She has held visiting appointments at Columbia University, the University of California-Berkeley, the University of East Anglia, the University of Oslo, the University of Cape Town, Otago University, Sydney University, and the Australian National University. Prior to joining Harvard in 1992, she taught at Edinburgh University. She holds a Bachelor of Arts (Hons) in Politics and Philosophy from Warwick University, and Masters and Doctoral degrees in Politics from the London School of Economics and Political Science (LSE).

At Harvard she teaches in HKS and is affiliated faculty with the Government department. Full details and publications can be found at: www.pippanorris.com and she can be contacted at Pippa_Norris@Harvard.edu and [@PippaN15](https://twitter.com/PippaN15).

Contact: Pippa_Norris@Harvard.edu



Dean Douglas Elmendorf **Faculty**

Doug Elmendorf has been dean and Don K. Price Professor of Public Policy at Harvard Kennedy School since 2016. He had been a visiting fellow at the Brookings Institution after serving as the director of the Congressional Budget Office from January 2009 through March 2015. He had previously been a senior fellow at Brookings, assistant director of the Division of Research and

Statistics at the Federal Reserve Board, deputy assistant secretary for economic policy at the Treasury Department, senior economist at the White House's Council of Economic Advisers, and an assistant professor at Harvard University. In those policy roles, Doug worked on budget policy, health care issues, the macroeconomic effects of fiscal policy, Social Security, income security programs, financial markets, macroeconomic analysis and forecasting, and a range of other topics. He earned his PhD and AM in economics from Harvard University and his AB summa cum laude from Princeton University.



Elizabeth Linos

Faculty

Dr. Elizabeth Linos is the Emma Bloomberg Associate Professor for Public Policy and Management, and Faculty Director of **The People Lab** at the Harvard Kennedy School of Government. The majority of her research focuses on how to improve government by focusing on its people and the services they deliver. Specifically, she uses insights from behavioral science and evidence from public management to consider how to recruit, retain, and support the government workforce, how to reduce administrative burdens that low-income households face when they interact with their government, and how to better integrate evidence-based policymaking into government.

Her research has been published in various academic journals including *The Journal for Public Administration Research and Theory*, *Public Administration Review*, *Econometrica*, *American Economic Journal: Economic Policy*, *Behavioural Public Policy*, and others. Her work has also been highlighted in media outlets including *The New York Times*, *The Economist*, *BBC*, *NPR*, *Slate*, and the *Harvard Business Review*. As the former VP and Head of Research and Evaluation at the Behavioral Insights Team in North America, she worked with government agencies in the US and the UK to improve programs using behavioral science and to build capacity around rigorous evaluation. Prior to this role, Dr. Linos worked directly in government as a policy advisor to the Greek Prime Minister, George Papandreou, focusing on social innovation and public sector reform.

Contact: elizabeth_linos@hks.harvard.edu

Scott Gould

Faculty

W. Scott Gould is CEO of Mountain Lake Associates, LLC, a technology enabled medical services firm. MLA helps government providers and payers improve quality and lower cost of medical care through standardized, integrated programs delivered in an outpatient setting. MLA services are easier to use for patients with complicated behavioral conditions such as substance use and eating disorders.

Gould served as Deputy Secretary of the U.S. Department of Veterans Affairs where he was responsible for strategy, resources and management infrastructure of the largest direct health care system in the U.S. Previously, Gould served as CFO and Assistant Secretary for Administration at the U.S. Department of Commerce, Deputy Assistant Secretary for Departmental Finance and Management at the U.S. Department of the Treasury and as a White House Fellow.

CAPT Gould is a 26-year veteran of the U.S. Navy Reserves.

He holds an AB degree from Cornell University, and MBA and Ed.D. degrees from the University of Rochester.

Jeff Neal

Faculty

Jeffrey Neal is founder and principal of ChiefHRO LLC. He was previously a Senior Vice President for ICF. Prior to joining ICF, he was appointed in June 2009 as the Department of Homeland Security Chief Human Capital Officer (CHCO). As CHCO and Principal Human Capital advisor to the Secretary, Mr. Neal was responsible for development, execution and oversight of human capital programs for a Department of more than 234,000 civilian and military employees. Mr. Neal substantially reduced operating costs and established Department-wide programs for Leader

Development, making workforce sourcing decisions, and human capital policy development. He served Secretary Napolitano's lead for labor relations matters, working closely with the White House and the Transportation Security Administration (TSA) to develop the determination that implemented President Obama's pledge to bring collective bargaining to TSA.

Mr. Neal has extensive Federal human resources and information technology experience, having served as a civil servant for 33 years; including 11 years as a career member of the Senior Executive Service. He served as the Director of Human Resources (J-1) for the 25,000-employee Defense Logistics Agency (DLA) from 2000 - 2009. At DLA, the U.S. Department of Defense's logistics combat support agency, Mr. Neal identified more than \$50 million in administrative and operational savings—a transformation that was cited by the Partnership for Public Service as a model for other federal agencies. He created the Enterprise Leader Development Program to address the critical leadership skills required in today's workplace and built a labor management partnership that allowed the agency to complete a new Collective Bargaining Agreement in only 12 days.

Mr. Neal is the founder and author of the blog ChiefHRO.com, where he writes extensively on matters related to federal management and human capital issues. He is in demand as a speaker and has appeared on local and national television and radio.

Mr. Neal serves is a Fellow, Director and former Board Chair for the National Academy of Public Administration, and serves as a Strategic Advisor to Government Executives (SAGE) for the Partnership for Public Service. He is the recipient of numerous awards, including Government Executive Magazine's 2010 CHCO of the Year, the Office of Personnel Management Theodore Roosevelt Award, the Department of Homeland Security Secretary's Outstanding Achievement Award, 2006 Presidential Rank Award of Meritorious Executive and the 2006 IPMA-HR Human Resources Professional of the Year.



Ash Carter **Faculty**

Ash Carter is the Director of the Belfer Center for Science and International Affairs at Harvard University's John F. Kennedy School of Government. At Harvard Kennedy School, he leads the Technology and Public Purpose project and serves as the Belfer Professor of Technology and Global Affairs. He is also an Innovation Fellow and member of the Corporation at the Massachusetts

Institute of Technology.

Carter served as the 25th United States Secretary of Defense from 2015 to 2017, after serving as the number two ("COO") and number three ("weapons czar") positions in the Pentagon. For over 35 years inside government under presidents of both political parties as well as in the private sector, Carter leveraged his extraordinary experience in national security, technology, and innovation to defend the United States and make a better world. He was awarded the Defense Distinguished Service Medal, the Department's highest civilian honor, on five separate occasions.

Leading the largest organization in the world with more than three million civilian and military employees and an annual budget of more than half a trillion dollars, Carter became known for his savvy leadership and for ensuring the Pentagon thought "outside its five-sided box." At a time of global change and congressional gridlock, Carter transformed the way the Defense Department fought adversaries, stood with allies and partners, planned and budgeted, partnered with private enterprises, and managed its talent.

As Secretary, Carter led the creation of the military plan and international coalition to destroy ISIS, capturing Mosul and Raqqa and eliminating the group's leaders and plotters while simultaneously conducting operations in Iraq, Syria, Afghanistan, Libya, and beyond. Carter also designed and executed the strategic pivot to the Asia-Pacific, established a new playbook for confronting Russia's aggression, and launched a defense cyber strategy.

Along with directing America's global operations, Carter spearheaded revolutionary improvements to the Department of Defense. To develop new technological and operational capabilities, he pushed investments in research and development to nearly \$72 billion dollars in the fiscal year 2017 budget alone. To make the Department more innovative, Carter created the Defense Digital Service to bring tech experts into the Pentagon for a tour of duty. He opened Pentagon outposts in Silicon Valley, Boston, Austin, and other tech hubs to reconnect the government and military with private sector leaders and companies. He also created a Chief Innovation Officer position and established the Department's first Defense Innovation Board – which attracted thought leaders such as Google Alphabet's Eric Schmidt, Amazon's Jeff Bezos, LinkedIn's Reid Hoffman, Code for America's Jennifer Pahlka, and many more.

He also launched six transformative 'Force of the Future' initiatives to change the way the department recruits, trains, and retains quality people. Most notably, he directed that all military positions be opened to women without exception.

Before becoming Secretary of Defense, Carter served in the Department's number two and number three jobs. As Deputy Secretary and Chief Operating Officer from 2011 to 2013, he oversaw the department's management and personnel, and steered strategy and budget through the turmoil of sequester. As Under Secretary of Defense for Acquisition, Technology and Logistics (ATL) from 2009 to 2011, Carter managed global logistics for the largest enterprise on earth, and led the Department's procurement reform and innovation agenda. This included the successful completion of key procurements like the KC-46 tanker as well as the cancellation of unsuccessful programs like the presidential helicopter. His leadership also resulted in rapid acquisitions of thousands of mine-resistant ambush protected "MRAP" vehicles, which saved countless service members' lives in Afghanistan and elsewhere.

Earlier in his government career, Carter served as Assistant Secretary of Defense for International Security Policy from 1993 to 1996. He was responsible for the Nunn-Lugar program that removed and eliminated nuclear weapons in Russia, Ukraine, Kazakhstan, and Belarus, the military planning during the 1994 crisis over North Korea's nuclear weapons program, and the U.S. nuclear arsenal. In the Defense Department and on Capitol Hill during the Cold War, Carter was known for his work on missile defense and the then-Strategic Defense Initiative, as well as basing options for the MX Missile. Over the past three decades, Carter has also served on the Defense Policy Board, the Defense Science Board, and the Secretary of State's International Security Advisory Board.

In addition to his government service, Carter has taught at many of the world's outstanding academic institutions. He has been a distinguished visiting fellow at Stanford University's Hoover Institution and a lecturer at Stanford's Freeman Spogli Institute for International Studies. At Harvard's Kennedy School from 1996 to 2009, Carter was a Professor of Science and International Affairs and Chair of the International & Global Affairs faculty and co-directed the Harvard-Stanford Preventive Defense Project. He served as a physics instructor at Oxford University, a postdoctoral fellow at Rockefeller University and M.I.T., and an experimental research associate at Brookhaven and Fermilab National Laboratories. Carter is also author or co-author of 11 books and more than 100 articles on physics, technology, national security, and management.

Outside of government and the university, Carter was a Senior Executive at the Markle Foundation's America-wide initiative to shape technology and trade strategies to enable all Americans to flourish in a networked global economy. Previously Carter was a Senior Partner of Global Technology Partners focused on advising major investment firms in technology, and an advisor on global affairs to Goldman Sachs. Carter has also served on the boards of the MITRE Corporation, Mitretek Systems, and Lincoln Laboratories at the Massachusetts Institute of Technology (M.I.T.) and as a member of the Draper Laboratory Corporation. He was also elected a Fellow of the American Academy of Arts and Sciences and is a board member of the Council on Foreign Relations and a member of the Aspen Strategy Group. Currently, Secretary Carter is a member of The MIT Corporation and Delta Airline's Board of Directors. He also advises the MITRE Corporation and Lincoln Laboratories on technology matters.

Carter earned his bachelor's degrees in physics and in medieval history, summa cum laude, at Yale University, where he was also awarded Phi Beta Kappa. He received his doctorate in theoretical physics from Oxford University, where he was a Rhodes Scholar.

A native of Philadelphia, he is married to Stephanie Carter and has two grown children.

Contact: ash_carter@hks.harvard.edu



Hong Qu Faculty

Hong Qu is an adjunct lecturer at Harvard Kennedy School teaching data visualization courses and also serves as a research fellow at the Malcolm Wiener Center for Social Policy. He is also an affiliate fellow at the Stanford Institute for Human-Centered Artificial Intelligence (HAI).

Hong was one of the first engineers on YouTube's startup team building key features such as video sharing, channels and skippable ads. He participated in the Berkman Klein Center and MIT Media Lab's **2019 Assembly program** working together with a team of data scientists and civil society leaders to produce **AI Blindspot**.

He graduated from Wesleyan University and UC Berkeley's School of Information, and is currently a PhD candidate at the **Network Science Institute** at Northeastern University.

For more details about his research, presentations, and other academic activities visit his **Harvard Scholars page**.

Contact: hong_qu@hks.harvard.edu



Todd Rogers Faculty

Todd Rogers is Professor of Public Policy at the Harvard Kennedy School of Government. He is a behavioral scientist whose work: supports student success and attendance; strengthens democracy; and improves communication.

Todd has co-founded two social enterprises. First, the Analyst Institute which focuses on improving voter communications. He serves on the Analyst Institute's board. Second, EveryDay Labs which partners with school districts to reduce student absenteeism. He is co-founder, equity holder, and Chief Scientist at Everyday Labs (an unpaid position).

At Harvard, Todd is the faculty director of the Behavioral Insights Group, faculty chair of the executive education program Behavioral Insights and Public Policy, and director of the Student Social Support R&D Lab. He is also Senior Scientist at ideas42 and Academic Advisor at the Behavioural Insights Team.

Todd received a Ph.D. jointly from Harvard's department of Psychology and Harvard Business School, and received a B.A. from Williams College, majoring in both Religion and Psychology.

Contact: todd_rogers@hks.harvard.edu

Staff

Dan Abar Program Director

Dan Abar is a Program Director in Executive Education at Harvard Kennedy School. Prior to joining the Kennedy School, Dan served for over a decade as the Senior Director of Programs and Safety for Thompson Island Outward Bound. While at Outward Bound, he cultivated school,

community, and corporate partnerships to deepen the organization's impact and expand its services for underserved and at-risk schools and students. Locally, Dan brings extensive experience working with the City of Boston, Boston Public Schools, National Park Service, and other educational stakeholders in the Greater Boston area. Dan holds a B.A. from Springfield College and is currently working on completing his MBA.

Contact: daniel_abar@hks.harvard.edu

Jessie DeLano

Program Coordinator

Jessie DeLano is a Program Coordinator in Executive Education at Harvard Kennedy School. She has a BA in Global Studies with minors in Middle Eastern Studies and TESL from the University of Minnesota. She graduated with distinction from City, University of London with a MA in International Politics and Human Rights. Jessie has over 8 years of experience in research, nonprofit development, and higher education administration. In her spare time, Jessie serves as Board President of Groundwork Somerville, an urban farming nonprofit striving for a greener, more equitable city. She also enjoys the great outdoors, live music, and traveling.

Contact: jessiedelano@hks.harvard.edu

Josh Jacobson

Program Coordinator

Josh Jacobson is an intern Program Coordinator for Executive education at the Harvard Kennedy School. In his time, he has been able to assist in the preparation and facilitation of executive education programs at here at HKS. Josh is a Rising Tourism & Hospitality Management Major Senior at Temple University in Philadelphia. Before his time here Josh has had experiences working in various types of events including concerts, charity, and nonprofit fundraising. Some of his interests outside of Harvard included snowboarding, kayaking, and reading.

Contact: jjacobson@hks.harvard.edu