

Communiqué

IN THIS ISSUE

Ash Institute Launches Major Initiative on Effective Governance

Asia Programs Joins the Ash Institute

2008 Innovations Winners Announced

China Goes Global

Vietnam Program Initiates Two-Year MPP

Students & Fellows Showcase Summer Work

From Earthquakes to Pandemics: Arnold Howitt on Crisis Management Best Practices

On the Bookshelf: *Providing Public Goods in Transitional China*

Ash Welcomes Ash and Asia Fellows

The Roy and Lila Ash Institute for Democratic Governance and Innovation advances excellence in governance and strengthens democratic institutions worldwide. Through its research, education, international programs, and government innovations awards, the Institute fosters creative and effective government problem-solving and serves as a catalyst for addressing many of the most pressing needs of the world's citizens. Asia Programs, a school-wide initiative integrating Asia-related activities, joined the Ash Institute in July 2008. The Ford Foundation is a founding donor of the Institute.



Harvard Kennedy School Announces Major Initiative on Effective Governance at the Ash Institute

In early November, Harvard Kennedy School announced an ambitious new initiative linking innovative governance to the world's major social challenges. Under the new plan, the Ash Institute will focus on the study, teaching, and dissemination of solutions to real world problems facing democratic governance. The Institute will endow a number of new faculty positions, provide significant scholarship opportunities for students, reshape the ways it shares innovative practices, and continue its commitment to public leadership through a more focused international network of innovative practitioners and scholars.

"Governments around the world are still seen as slow to learn and slow to act. At the same time, our great teaching institutions are not sufficiently engaged in studying how to meet the deepest challenges to

effective governance. The potential for finding strategies for governance to meet challenges posed by inequality, immigration, corruption, and many other social and economic factors has not been sufficiently addressed," said David T. Ellwood, dean of Harvard Kennedy School. "Under this new initiative, the Kennedy School will deploy the considerable resources of the Ash Institute to learning and teaching how processes of governance can be adapted to solve key social problems both in 'mature' democracies and in societies undergoing democratic transitions."

The Ash Institute was created in 2003 thanks to large grants from the Ford Foundation and Roy and Lila Ash. Their generosity, vision, and continuing flexibility will allow Harvard Kennedy School to endow several

continued on page 2

Asia Programs Joins the Ash Institute

Institute Welcomes New Director Anthony Saich

Under the leadership of new Institute Director Anthony Saich, Asia Programs became part of the Ash Institute on July 1, 2008. The expanded new Institute will leverage the strengths of both organizations in the areas of faculty research, executive training, and student support.

As a school-wide initiative integrating Asia-related activities, Asia Programs leverages the considerable talent and experience of all HKS faculty, post-graduate fellows, and senior researchers and links to Harvard's substantial Asia resources. Spanning initiatives across Asia, its programs address a wide spectrum of public policy issues in the region.

As the Faculty Chair of Asia Programs, Anthony Saich brings a wealth of experience to his new position leading the Institute. His previous work developing executive education training programs for government officials in Beijing and elsewhere will prove particularly beneficial as the Institute expands its executive education courses for government officials. More-

over, Saich's strong focus on governance and democracy issues promises to inform and enhance the Ash Institute's Innovations in American Government Program and international programs, along with encouraging thoughtful scholarship in a range of new areas.

As the Daewoo Professor of International Affairs, Saich was most recently the director of Harvard University's Asia Center and the faculty chair of both China Programs and Asia Programs. Previously, he helped establish China's innovations awards program in Beijing as the China Office Representative for the Ford Foundation. Saich has an extensive background advising government, non-profit, and private institutions on governance issues in China and other Asian countries. He is also a renowned authority on China and international politics, with prolific scholarly work on the interplay between the Chinese state and society on the delivery of goods and services.

"We are concluding a highly productive seven year relationship with the Mossavar-Rahmani Center for Business and Government and look forward to an equally successful partnership with the Ash Insti-



tute," said Anthony Saich, director of the Ash Institute for Democratic Governance and Innovation. "The opportunities for sharing scholarly research and best practices are numerous. Together we will advance both organizations' commitment to good governance and innovation within a host of new geographic arenas and governments."

continued from cover

new professorships at both senior and junior levels. These faculty members will be recruited across multiple fields and will provide the initiative's core intellectual foundation.

"We aim to turn the Institute into the world's leading center for understanding the reciprocal relationships between the quality of the institutions and practices of democratic governance and the persistence of urgent social problems," said Anthony Saich, director of the Ash Institute for Democratic Governance and Innovation. "The Institute will generate ideas, suggest reform proposals, and promote specific measures. We will be a place where students, policy makers, public leaders, and scholars from a wide range of disciplines and backgrounds gather—in traditional and virtual ways—to discuss the most powerful and state-of-the-art ideas in this realm."

At the heart of the new initiative is the Institute's heightened commitment to the next generation of scholars and leaders dedicated to the field of democratic governance. The Institute will provide significant support to the HKS student body in the form of scholarships, study grants, and internships. \$10 million of the Institute's endowment has been earmarked for scholarships to Mason Fellows, the School's cadre of mid-career students from developing and emerging nations.

The focus on effective governance will be further bolstered through the Institute's existing Innovations in American Government Program, a program recognizing and disseminating government innovation for over 20 years. The Innovations Program will expand its reach to include innovation across private and not-for-profit collaborations with government, and bring attention

to emerging trends such as social entrepreneurship and networked governance. The Innovations Program will be expanded to capture innovative ideas world-wide, draw out critical lessons, and distribute those ideas broadly.

Finally, the Institute will restructure its existing Global Innovators Network to better engage many of the most lively scholars and practitioners from across the world and provide an effective technological platform for sharing and distributing the most powerful ideas.

"This new initiative advances changes which will revolutionize the scope and academic capacity of Harvard Kennedy School," said Dean Ellwood. "We are profoundly grateful to the Ford Foundation and Roy and Lila Ash in allowing us to refocus the mission of the Ash Institute and dedicate significant resources to these central issues at such a critical time."

“China Goes Global” Conference Convenes Academic and Political Leaders on Chinese Globalization



Ilan Alon, Rollins College; John McIntyre, Georgia Institute of Technology; Marc Fetscherin, Crummer Graduate School of Business; Christophe Lattemann, University of Potsdam



Hongxin Zhao, St. Louis University

In early October, Asia Programs hosted “China Goes Global,” a two-day conference held at Harvard Kennedy School. Convening over 120 academics and public officials from 20 countries and 19 American states, this multi-national event assessed the globalization of Chinese firms and the resulting political and business implications. More than 50 students and fellows attended conference presentations while an additional 15 students volunteered during conference events.

Since 1978, China has experienced a dramatic rise to economic and political power. Not only is China the world’s most populous country, it now has the second largest economy, surpassing the U.S. as the largest recipient of foreign direct investments. Chinese firms are increasingly extending their brand presence beyond country borders; the country is now the fifth largest exporter and the third largest trader in the world. Yet, the country’s rise to power can be perceived as irregular and unsustainable in the long term.

Scholars presented more than 50 academic papers on current research on China’s role in the world economy. The event marked the formal kick-off of a three year multi-disciplinary research project on

Chinese firms’ internationalization. One journal issue and one book are already in development as a result of the conference.

Speaker topics included:

- Chinese global competitiveness
- Political transformation, institutional change, and globalization of China
- The impact of Chinese businesses and firms on the global business environment
- China’s policies towards acquisition of natural and strategic resources
- Outward Direct Investment (ODI) of China and Chinese companies

“We are witnessing a watershed moment in China’s modern history,” said Anthony Saich, director of the Ash Institute for Democratic Governance and Innovation. “Since China’s entry into the WTO seven years ago, the country has undergone a paradigm shift in its relationship with other countries and in its government’s relationship to Chinese citizens. In hosting this conference, we hope to spark dialogue and scholarly discussion on the global impact of China’s internationalization.”

“China Goes Global” was co-sponsored and organized by Asia Programs, Harvard Kennedy School; the Crummer Graduate



Wei Lang, Monterey Institute of International Studies

School of Business and Rollins China Center, Rollins College; University of Potsdam, Germany; and the Center for International Business Education and Research, Georgia Institute of Technology.

2008 Innovations in American Government Award Winners Honored



2008 Innovations in American Government Awards Ceremony, Director Anthony Saich

Aquisition Fund

Governor Janet Napolitano

Director of National Intelligence
McConnell

Learn and Earn

In early September, the Ash Institute honored six government programs as winners of the 2008 Innovations in American Government Awards at a gala at the U.S. Chamber of Commerce in Washington, D.C. These initiatives—consisting of one city, three state, and two federal programs—will receive \$100,000 toward replication of their innovation.

Ash Institute Director Anthony Saich and Innovations in American Government Awards Director Stephen Goldsmith made opening remarks. Arizona Governor Janet Napolitano delivered the keynote address on how, as a leader, she created an environment conducive to innovation. 2008 Innovations Award winner and United States Director of National Intelligence J.M. McConnell offered closing thoughts on the origin of innovation in the intelligence community. The event concluded with the premiere of *Visionaries 2008*, a PBS-produced documentary featuring two-minute vignettes

of this year's winning programs.

"For over 20 years, the Innovations in American Government Awards has been at the forefront of identifying government initiatives with the strongest potential for improving the lives of citizens," said Stephen Goldsmith, director of the Innovations in American Government Awards at Harvard Kennedy School. "Each of today's winners produced a new, bold way of addressing a previously intractable problem."

About the Winners

The following government programs were honored as 2008 Innovations in American Government Award winners:

- Acquisition Fund – City of New York, New York
- Division of Youth Services – State of Missouri
- Getting Ready: Keeping Communities Safe – State of Arizona

- Global Maritime Domain Awareness – U.S. Department of Transportation
- Intelligence Community Civilian Joint Duty Program – Office of the Director of National Intelligence
- Learn and Earn – State of North Carolina

The 2008 Innovations Award winners offer solutions to some of the nation's most pressing challenges and enhance policy research at Harvard and academic institutions worldwide. The Acquisition Fund of New York City makes housing more readily available and affordable to disadvantaged residents by providing affordable housing developers and non-profits with faster access to equity and predevelopment capital. North Carolina's Learn and Earn program also seeks to level the playing field for disadvantaged populations. Through an intensive curriculum of project-based learning, Learn and Earn helps underperforming high school students jumpstart their college



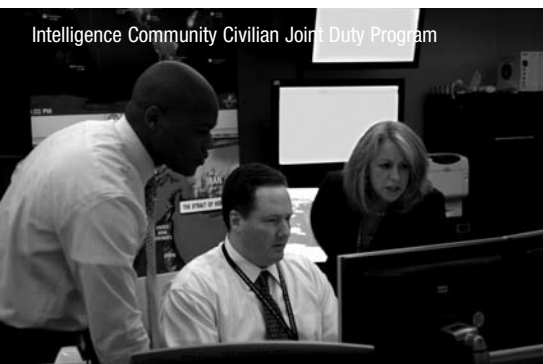


PHOTO CREDITS Sam Kittner, Office of the Director of National Intelligence, Larry Racioppo/HPD, Werner Segarra, Karen Tam, Dan White, Henry Wychorski

educations and better prepare for today's competitive workforce. The Division of Youth Services in Missouri offers youth a similar fast track towards future academic and economic success. The program rehabilitates juvenile delinquent youth through a therapeutic group approach in small, home-like settings. Much like Missouri DYS' humane approach to rehabilitation, the Arizona Department of Corrections' Getting Ready: Keeping Communities Safe program offers a more therapeutic real world re-entry initiative that is already resulting in notable drops in violence and recidivism in its prison population. For those who enroll with the program, prison life parallels life outside, with opportunities for job training and educational achievement.

This year's federal Innovations winners encourage both cross-collaboration and knowledge sharing. The Intelligence Community Civilian Joint Duty Program of the Office of the Director of National Intelligence

requires intelligence officials to complete a period of duty outside their parent agency. By working in one of the 16 outside intelligence community agencies, the program hopes to develop leaders with a broader sense of the innerworkings of American intelligence. The Global Domain Awareness program of the U.S. Department of Transportation encourages similar collaboration. Its global vessel traffic monitoring system offers unprecedented levels of visibility into transit and port activity, tracking in real-time the movements of more than 10,000 vessels from over 40 nations.

"From juvenile justice to the security of our global waters and prison re-entry, these government programs demonstrate creative, novel solutions to our nation's most pervasive challenges," said Anthony Saich, director of the Ash Institute for Democratic Governance and Innovation. "Such innovations prove instrumental to our work at the Ash Institute, informing and enhancing

scholarly research in our classrooms and driving policy and legislative changes at the state and federal levels."

Since 1986, the Ash Institute's Innovations in American Government Awards Program at Harvard Kennedy School has honored 187 federal, state, and local government agencies through Ford Foundation support. In highlighting exemplary models of government innovation, the Program drives continued progress in improving the quality of life of citizens and encourages scholarly research and teaching cases at Harvard University and institutions worldwide. Many award-winning programs have been replicated across jurisdictions and policy areas, and have served as harbingers of today's reform strategies or as forerunners to state and federal legislation.



Innovative Approaches in China's May 12th Mega Earthquake Policy Process: Two Cases

September 2008

On May 12, 2008, a devastating earthquake struck the heavily populated Sichuan province in China, killing nearly 70,000 people and injuring more than 370,000. At this interactive session, a team of professors led by Dean Zhang Xiulan from the School of Social Development and Public Policy at Beijing Normal University discussed the school's work providing immediate humanitarian aid following the quake. The school was responsible for making critical policy recommendations to the government on aid, short and long term relocation, and community and economic redevelopment. This event was organized by HKS Student China Caucus.

Celebrating China's National Day — 30 Years of Reform

October 2008

Organized by HKS Student China Caucus, this event commemorated the three-decade anniversary of economic reform in China. The event featured a panel of three China experts: HKS Professor Anthony Saich, MIT Professor Yasheng Huang, and former Director of the RAND Center for Asia Pacific Policy William Overholt. Panelists discussed social, psychological, and economic transitions of the reform period; analyzed why the period was a success; and argued for strengthening ties between the U.S. and China.

Putting Crime Data on the Web: Obstacles, Opportunities, and Impacts

October 2008

In Chicago and other major cities, citizens can learn about and report crimes in their communities online. In this session, moderated by Professor Archon Fung, Chicago Police Department Commander Jonathan Lewin discussed Chicago's Citizen and Law Enforcement Analysis and Reporting (CLEAR) program. As a 2007 Innovations in American Government Award winner, the program cites notable successes in policing due to community engagement. The event was co-sponsored by the Ash Institute, Harvard's Program in Criminal Justice Policy and Management, and the Taubman Center for State and Local Government.

The Problem of Land Reform in China's Modernization

October 2008

Organized by HKS Student China Caucus, Deputy Chief Supervisor/Minister of the State Land Department Gan Zangchun elaborated on the problems of land reform in China's modernization. He argued that incentive problems are pervasive because current land policies simultaneously support industrialization, urbanization, and food security. Land is used as a tool for macro-economic adjustment; local governments gain huge profits from land sales at the expense of landless farmers.

From Subprime to Prime Time — Implications of the U.S. Credit Crisis for Asia and China

October 2008

Goldman Sachs Asia Chief China Strategist Thomas Deng discussed the effects on Asian countries amidst the external slowdown and credit crunch, resulting policy implications, and investment opportunities in Asia. Deng contended that while there are long-term investment opportunities amid attractive valuation in Asian equity markets, China should retreat and rebalance during the current crisis. The event was organized by HKS Student China Caucus.

Indigenous Nation Builders Network

October 2008

As a member of the Liaison Group for Innovations in Governance and Public Action, the Ash Institute provided a grant to its sister program, Honoring Nations, allowing members of the group from Brazil, Chile, China, Peru, and South Africa to attend the launch meeting of the Indigenous Nation Builders Network. Members described their work supporting indigenous peoples, and shared challenges, opportunities, and lessons learned. The meeting was facilitated by the Harvard Project on American Indian Development and the Native Nations Institute.

Vietnam Executive Leadership Program (VELP) Forum

November 2008

Hosted by the Ash Institute's Vietnam Program, this first annual dialogue initiative with senior Vietnamese government policymakers was attended by a delegation of Vietnamese officials led by Deputy Prime Minister Hoang Trung Hai. The forum featured research-based discussion with Harvard faculty and senior executives from leading multinational firms. Organized by Harvard Kennedy School and Vietnam's Ministry of Foreign Affairs, the event addressed key policy challenges confronting Vietnam in the context of current trends in the world economy.

Mason Fellows 50th Anniversary Alumni Celebration

November 2008

At this celebration of the 50th anniversary of the Mason Fellows Program, alumni were honored for their work in international development. A host of panel discussions led by HKS graduates and faculty addressed the challenges of global leadership, governance and public administration, and energy policy. A critical part of the Institute's intellectual focus is its broad support for Mason fellow scholarships. During a New York Ford Foundation event keynoted by Sun Ke Moon several days previously, it was announced that \$10 million of the Ash endowment will be earmarked towards Mason fellowships.



Mason Fellows at Anniversary Alumni Celebration



Mick Dodson, Indigenous Nation Builders Network

16th Annual U.S. — Japan Symposium

November 2008

Members of the Kansai Keizai Doyukai, a delegation of prominent Japanese business executives from major corporations across the Osaka-Kyoto region, convened for the 16th Annual U.S.—Japan Symposium. Sponsored by the Institute's Asia Programs, the Mossavar-Rahmani Center for Business and Government, and the Japan Society of Boston, the event examined the changing roles of Japan and the United States under the next president.

Sex Trafficking: Best Practices to Combat Demand

November 2008

Sex trafficking is the largest subcategory of the modern day slave trade, and affects mostly women and girls. This online conference, cosponsored with the Initiative to Stop Human Trafficking at the Carr Center for Human Rights Policy, addressed best practices to combat the demand of sex trafficking. Moderated by Dr. Michael Shively, Center on Crime, Drugs, and Justice, Abt Associates, Inc., panelists included Professor Hughes, University of Rhode Island; Sgt. Lavonnie Bickerstaff, Pittsburgh Bureau of Police; and Stephanie Davis, City of Atlanta's Office of the Mayor.

Reforming Juvenile Justice: Lessons from Missouri's Award-Winning Program

December 2008

As the 2008 Annie E. Casey Innovations Award in Children and Family System Reform, the Missouri Division of Youth Services (DYS) forwards a promising new philosophy in the treatment of youth offenders. In this session, moderated by Professor Julie Wilson, program representatives elaborated on the DYS therapeutic approach which views youth as capable of turning their lives around for the better. The event was co-sponsored by the Ash Institute, Harvard's Program in Criminal Justice Policy and Management, and the Taubman Center for State and Local Government.

Today's Challenges, Tomorrow's Threats — Why America Needs an Agile and Robust Intelligence Community

December 2008

Director of National Intelligence J.M. McConnell delivered the public address "Today's Challenges, Tomorrow's Threats — Why America Needs an Agile and Robust Intelligence Community" at the John F. Kennedy Jr. Forum in early December. McConnell shared his administration's efforts to tackle present and future global intelligence threats by instilling a culture of innovation and information sharing networks within the intelligence community. McConnell's Office of the Director of National Intelligence recently was honored as a 2008 Innovations in American Government Award winner for its Intelligence Community Civilian Joint Duty Program.

U.S. — China Relations with The Honorable Tung Chee Hwa

December 2008

Hosted by Asia Programs of the Ash Institute, The Honorable Tung Chee Hwa shared insights into the current global financial crisis and argued for strengthened U.S.-China relations to shore up both countries' economies. Tung Chee Hwa served as Hong Kong's first chief executive from 1997 through 2005. In this position, he oversaw and managed Hong Kong through the Asia financial crisis of the late 90s. He currently serves as the founding chairman of the China-United States Exchange Foundation, a non-government, non-profit organization established to improve communication and enhance understanding between the peoples of China and the United States.

Asia Programs Inaugurates Master's in Public Policy Program at Vietnam's Fulbright School



Opening MPP class at Fulbright School in Ho Chi Minh City



Curriculum Advisor Jonathan Pincus and Fellow Vu Thanh Tu Anh

Asia Programs of the Ash Institute recently inaugurated its two-year Master's in Public Policy Program (MPP) at the Fulbright School in Ho Chi Minh City, Vietnam. A partnership between Harvard Kennedy School and the University of Economics-Ho Chi Minh City, the Fulbright School works directly with the Vietnamese Government's Ministry of Education as the country's first public policy institute. The school's new MPP program trains policymakers, public officials, and private sector professionals to better address Vietnam's unique economic and policy challenges with sustainable, actionable solutions. Drawing upon the public policy foundations of Harvard Kennedy School, the program offers an intensive and research-driven curriculum in public policy, market economics, and public sector leadership within Vietnam's specific socio-economic context. MPP graduates earn a degree from the University of Economics.

Unlike the more pervasive regionally-

based and Hanoi-focused training programs common in Vietnam, the Fulbright MPP offers a broader, country-wide perspective on Vietnam's pressing challenges ranging from urbanization to governing with limited resources. In the first year, students build a strong analytical and theoretical framework including micro- and macroeconomics and quantitative methods. Students delve more deeply into Vietnam-specific policy issues including globalization and rural transformations in the program's second year. Coursework addresses development finance, trade institutions, public leadership and management, and public sector economics. At the conclusion of the program, students write a master's thesis on a specific public sector challenge building upon course teachings, research, and faculty guidance.

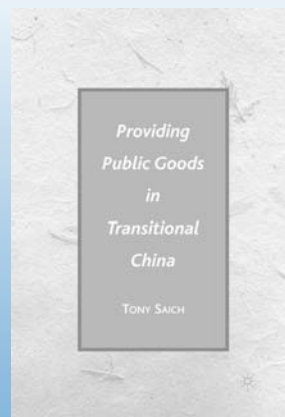
Class discussion is enriched by students' wealth of professional experience as well as the school's ongoing dialogue with regional and national policymakers. The program's

teaching staff includes two Harvard Kennedy School professors as well as professionals from Vietnam. Teachings incorporate original case studies on Vietnam's core challenges as well as Harvard Kennedy School cases.

"Increasingly Vietnam is confronting challenges to its macroeconomic stability including urbanization and globalization," said Anthony Saich, director of the Ash Institute. "Now, more than ever, the country needs leaders capable of crafting innovative and sustainable solutions to pressing national and global issues. We are pleased to offer Vietnam's public and private sector leaders the country's first ever two-year MPP program, providing an invaluable resource for public policy analysis, management, and leadership to flourish."

The new MPP program represents just one area of Asia Programs' broad focus on the future development and integration of Vietnam into the world economy. In January of 2008, members of the Vietnam Program met and presented Prime Minister Nguyen Tan Dung with an analytical report of Vietnam's socioeconomic development strategy. At the recent online event "Choosing Success: The Lessons of East and Southeast Asia and Vietnam's Future," a panel of experts, including the report's authors, elaborated on its recommendations. Visit www.innovations.harvard.edu to watch a recording of the event.

On the Bookshelf



Providing Public Goods in Transitional China

Anthony Saich, Palgrave Macmillan Publishers Limited, 2008

China's leaders faced a major challenge to provide citizens with acceptable social welfare during the country's economic transition. They were and continue to be confronted with building a new support system in the countryside, shifting the burden in urban China from the factory to the local state, and integrating new social groups, into existing systems. *Providing Public Goods* comprises a detailed study of healthcare, disease control, social insurance, and social relief.

"Of all the challenges China faces—including unemployment, environmental stress, inequality, and weak banks—rapid urbanization is the greatest, and it lies at the confluence of the others. This volume examines each problem of urbanization—inequality, poverty, finance, energy, water, and governance—with a balance rare in a field dominated by China hype and China bashing."—William H. Overholt, Former Chair and Director, RAND Center for Asia Pacific Policy



China Urbanizes: Consequences, Strategies, and Policies

Anthony Saich and Shahid Yusuf editors, World Bank Publications, 2008

The key challenges facing China in the next two decades derive from the ongoing process of urbanization. China's urbanization rate in 2005 was about 43 percent. Over the next 10 to 15 years, it is expected to rise to well over 50 percent, adding an additional 200 million mainly rural migrants to the current urban population of 560 million. How China copes with such a large migration flow will strongly influence rural-urban inequality, the pace at which urban centers expand their economic performance, and the urban environment. The growing population will necessitate a big push strategy to maintain a high rate of investment in housing and the urban physical infrastructure and urban services. To finance such expansion will require a significant strengthening and diversification of China's financial system. Growing cities will greatly increase consumption of energy and water. Containing this without at the same time constraining the economic performance of cities or the improvement in the standards of living will call for enlightened policies, strategies, careful urban planning, and significant technological advances. This volume identifies the key developments to watch and discusses the policies which would affect the course as well as the fruitfulness of change.



Presidential Politics in Taiwan: The Administration of Chen Shui-bian

Steven M. Goldstein and Julian Chang editors, EastBridge Books, 2008

In late July 2006, Yu Shyi-kun, chairman of the Democratic Progressive Party (DPP), addressed the party's 12th Congress and offered an "apology" for the DPP's failure "to meet the expectations of the society and people of Taiwan during the previous six years." As charges of corruption and calls for the president's resignation swirled around the embattled Chen Shui-bian administration, Yu's frank admission of failure reflected the crisis of self-confidence and pessimism that seemed to have gripped the party. This book discusses some of the main themes which emerged following Chen Shui-bian's election and elucidates the major challenges that the administration faced as well as the policies that Chen established. Individual chapters assess the direction that the Chen Shui-bian administration has taken in regard to domestic political dynamics, socio-political "hot buttons," and foreign policy/national security. Each chapter addresses how the Chen administration's first term defined, debated, and impacted specific aspects of the evolving Taiwanese polity.

From Earthquakes to Pandemics: Arnold Howitt and Dutch Leonard on Crisis Management

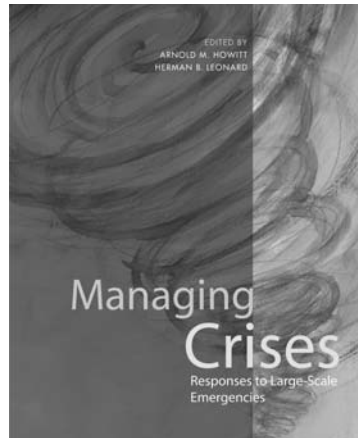
During the past decade, HKS Faculty Members Arnold Howitt, an Ash Institute executive director, and Herman “Dutch” Leonard have developed a multi-faceted research and executive education program on leadership in crises. Looking at situations ranging from natural catastrophes and industrial accidents to pandemics and terrorism, they focus on pre-event preparedness, “in the moment” crisis response, and the long-term issues of disaster recovery.

Their HKS executive education programs are oriented towards both emergency response leaders who work on the front lines in a crisis situation and elected and appointed officials who set policy and provide resources for preparedness. Participants have come from all over the United States and a number of other countries, represent diverse professional fields, and have experience with many types of crisis issues. They come not only to learn from Harvard faculty but to share insights and effective practices.

Howitt and Leonard have also written a number of articles in professional and scholarly journals, hosted faculty at HKS in international scholarly exchanges, have several ongoing research projects, and have completed a forthcoming book, *Managing Crises: Responses to Large Scale Emergencies* (CQ Press, 2009).

A recent major initiative has expanded the reach of the program internationally. In mid-November, they piloted a one-week executive training program for senior Chinese emergency management officials. The program was run in collaboration with former Ash Institute visiting scholars Professor Lan Xue, dean of the School of Public Policy and Management at Tsinghua University, and Professor Zongchao Peng along with other colleagues at three leading Chinese institutions: Tsinghua University, the China National School of Administration, and Beijing Normal University.

The program brought over 40 emergency management leaders from different levels of government and parts of China for classes and discussion at Tsinghua University in



Beijing. Presentations compared and contrasted the problems of response to “landscape scale” disasters: Hurricane Katrina in New Orleans in 2005, the major snow storms that tied up China early in 2008, and the devastating Wenchuan earthquake in Sichuan province this past May. The program also focused on emergency preparedness for major “fixed events,” such as the national political conventions in the United States and the Beijing Olympic Games. The participants also heard from officials planning for major upcoming events in China – the Shanghai World Expo 2010 and the Asian Games in Guangzhou that same year.

The China Crisis Management program in Beijing was funded by a seed grant from the Harvard China Fund, along with support from the China Association for International Expert Personnel (CAIEP) and Tsinghua University. It is hoped that the executive education program will become an annual event, with sessions both in China and at Harvard. Howitt, Leonard, and their collaborators also plan comparative research on crisis management issues in China and the U.S., development of case studies and other curriculum materials, and international research conferences. During 2009, as part of this effort, the Ash Institute will host visiting scholars Dr. Jianxun Chu, University of Science & Technology of China, and Dr. Huan Zhang, School of Social Development and Public Policy, Beijing Normal University.

Fellow Focus

Summer Fellows in Innovation & Summer Research Grantees Present Work

Through the Summer Fellows in Innovation and Student Summer Research Grants Program, the Ash Institute offers opportunities to study around the world. In late September, this year’s Fellows and Grantees presented their summer research projects at a lunch seminar.

Ash Summer Fellows in Innovation

Sara Qutub described her work with the City of Seattle, a 2007 Innovations in American Government Award winner. As a Summer Fellow, she aided the City with preparing its infrastructure, systems, and operations for the impacts of climate change. Cheryl Scott MPP 09, discussed her research with Chicago’s Citizen and Law Enforcement Analysis and Reporting (CLEAR), a sophisticated enterprise information system of the City’s Police Department honored as an Innovations in American Government Award winner in 2007.

Ash Student Summer Research Grantees

Cecilia Barja Chamas MPA 08, Mason Fellow, described her study of women street vendors in La Paz, Bolivia. Eating only as much as they earned and working 14 hour days, Chamas and her student peers, including Karina Weinstein MPA 08, learned about the day-to-day struggles of La Paz vendors, including a lack of cooperation among the vendors themselves and limited access to social services and health care. Other student research presented included that of Nicole Kekeh MPA 08, Mason Fellow, on the impact of military involvement in political transition in West Africa; that of Ruth Kamukama MPA 09 who studied marginalized Batwa groups in East and Central Africa and the associated strategies for involving this population in mainstream processes; and Leah Cohen, MPP, JD, who analyzed the constitutional mandate for municipal delivery of water in South Africa and the resulting implications on cities and informal settlements.

Adapted from article by Lindsay Hodges Anderson

Ash Welcomes Roy and Lila Ash Fellows

The Roy and Lila Ash Fellowship in Democracy is awarded annually to students who demonstrate a strong interest in the overarching questions of democratic governance, a capacity for leadership, a commitment to research and inquiry, and a dedication to work for improvements that advance social justice and serve citizens of all countries and nationalities. Fellowships are awarded to students who have been offered admission to HKS for the upcoming academic year. For information on eligibility or the application process for the 2009–2010 academic year, please contact the HKS Student Financial Services Office.

The Institute is pleased to announce the following Roy and Lila Ash Fellows for the 2008–2009 academic year:

Ojobo Atuluku, Mason Fellow '09, Nigeria
 René Aubry, MC-MPA '09, Haiti & NYC
 Sione Poses (Posesi) Bloomfield, Mason Fellow '09, Tonga
 Teresa Carrasco-Velez, MC-MPA '09, Dominican Republic & Lawrence, MA
 Arpine Korekryan, Mason Fellow '09, Armenia
 Loren McArthur, MC-MPA '09, Newton, MA
 Neil McCullagh, MC-MPA '09, Centreville, MA
 Fauzya Moore, MC-MPA '09, Ottawa, Ontario
 Maurice Morton, MC-MPA '09, Detroit, MI
 José Yitani-Rios, Mason Fellow '09, Mexico

Asia Programs Fellows

Asia Programs promotes top-quality research through its Fellowship Program, which attracts academics and civil servants from, and/or doing research on, greater China, Japan, and Vietnam. Program Fellows have included former heads of state, government think-tank directors, corporate executives, senior military figures, national policy advisors, leading academics, and senior level staff of international organizations such as the World Bank. For a period of one semester or one full academic year, Fellows pursue independent research projects, with the help of Asia Programs at the Ash Institute as well resources from Harvard Kennedy School and Harvard University. Funding organizations of the Fellowship Program include the Fulbright Foundation and the China Scholarship Fund, although most fellows are self-funded.

The Asia Programs Fellows for the 2008–2009 academic year include:

Ilan Alon
 Wei Chen
 Dae-Won Choi
 Peijun Duan

Marc Fetscherin
 Tomoyuki Fukumoto
 Zangchun Gan
 Yu Hao
 Jun Kurihara
 Christophe Lattemann
 Kyeahn Lee
 Yang Li
 Huanzhen Luo
 Mark McDowell
 Malcolm McPherson
 Ajmal Qureshi
 Bingqiang Ren
 Jay Siegel
 Van Tran Tho
 Vu Thanh Tu Anh
 Yizhi Xiong
 Nguyen Xuan Thanh
 Gang Xue
 Yusuke Yokozawa
 Guanzi Zhang
 Yuwen Zhang
 Jin Zhao
 Shengchuan Zhao
 Qi Zheng

In addition to the Asia Fellows Program, the Ash Institute hosts research scholars through its annual faculty exchange program. Such scholars inform and enhance the Institute's research priorities. Biliang Hu, the 2008–2009 research scholar, is from the Rural Development Institute of the Chinese Academy of Social Sciences based in Beijing, China. His current academic interests are in the rise of the new governance and institutional analysis in rural China. His latest publications include *A Village Economy in Central Thailand: Testing Chayanov's Model* (Thai Watana Panich Press, 2007), and *Informal Institutions and Rural Development in China* (Routledge, 2007), which recently received a prestigious 2008 Zhang Peigang Development Economics Award. He received his B.A. in economics from Zhongnan University of Economics and Law in China, and a M.S. from a joint program of the Asian Institute of Technology in Bangkok, Thailand and the University of Dortmund in Germany, and a Ph.D. in economics from Witten/Herdecke University in Germany.



Martha Stewart

Communiqué

Winter 2009, Volume 3

Ash Institute

for Democratic Governance and Innovation

Harvard Kennedy School

79 John F. Kennedy Street

Cambridge, Massachusetts 02138

617-495-0557

www.ashinstitute.harvard.edu

Director

Anthony Saich

Director of the Innovations in American
Government Program

Stephen Goldsmith

Executive Directors

Julian Chang, Arnold Howitt, Marty Mauzy

Editor

Kate Hoagland

Design

forminform

U.S. Director of National Intelligence J.M. McConnell Addresses Security Threats at Recent JFK Forum

 **HARVARD** Kennedy School
ASH INSTITUTE
for Democratic Governance and Innovation

Ash Institute
for Democratic Governance and Innovation
Harvard Kennedy School
79 John F. Kennedy Street
Cambridge, Massachusetts 02138