



LEADING THE WAY IN PUBLIC MANAGEMENT, LEADERSHIP, AND DECISION SCIENCE

## Growth and Impact: The Social Innovation and Change Initiative Takes Shape

In addition to being an MPA student at the Harvard Kennedy School, Nicholas Butts is sitting Co-founder and Managing Director of [Project Access](#), a nonprofit organization that fights inequality in higher education by widening access to top universities for underprivileged students around the world. Founded in February 2016, in the midst of Nic's first year at HKS, Project Access already has more than 1800 mentors from the world's best universities, and has helped more than 1100 students in over 20 countries gain access to college through peer-to-peer connection and mentoring, and an online knowledge base. In the fall 2017 semester, Project Access is launching in the U.K., China, and the U.S., helping low-income and first-generation students apply for, gain access to, and hopefully succeed at top universities. Nic will need all the support he can get to fulfill on the promise he and his organization have made to these international "dreamers" and the question of how to get it done is one that the [Social Innovation and Change Initiative](#) aims to help him answer.

### TACKLING THE WORLD'S CHALLENGES THROUGH GROUNDBREAKING CHANGE

With the vast complexity of challenges facing today's public problem solvers, and recognizing the diverse interests and talents of Harvard students, the [Social Innovation and Change Initiative](#) is emerging as an important venue for Harvard students and scholars seeking to understand and advance

innovation with a social intent. Housed within the [Hauser Institute for Civil Society](#) (formerly Hauser Center for Nonprofit Organizations) in the [Center for Public Leadership](#), SICI produces and shares research, pedagogical content, and educational programs designed to help students - and those already in the field - navigate the challenges of initiating and implementing sustainable social change.



In just the 12 months since its launch, the Social Innovation and Change Initiative has established broad ties across Harvard schools and beyond, operating as a Harvard hub of innovation focused on the public good. SICI's [Executive Director, Brittany Butler](#) (and HKS alum '12), believes this fast growing interest stems in part from her team's efforts to "uncover what it means and what it takes to innovate for a specific social purpose. Our research, teaching, and support does not begin with a prescription about the platform students or practitioners should use to advance change. That choice flows from an analysis of the problem they are trying to address, the motivations and sources of power they bring to the table, and the particular ecosystem surrounding their public value proposition." As examples, she points to the breadth of projects that students working with SICI are tackling: reducing the incidence of violence in the US through

# The LEAD:

## News from the HKS MLD Area

## Summer 2017

guided community conversations about masculinity, increasing equitable access to light through decentralized power grids in Uganda, and addressing child malnutrition in Mozambique by strengthening the system loop between school feeding and local agriculture. "For many of the people I speak with," Butler continues, "the expansive breadth of solution pathways included in SICI's view of social innovation is a refreshing take. And it is absolutely one that HKS – at the intersection of diverse sectors, geographies, and disciplines – is well positioned to lead."

Academic Co-Directors; [Julie Battilana](#), the Alan L. Gleitsman Professor of Social Innovation at the Harvard Kennedy School and a Professor of Business Administration at Harvard Business School; and [Johanna Mair](#), Professor of Organization, Strategy and Leadership at the Hertie School of Governance in Berlin and Academic Editor of the *Stanford Social Innovation Review*, have built a leadership team and a set of programs at SICI that embrace this multiple-paths philosophy.

### SUPPORTING INNOVATORS IN HIGHER EDUCATION - CHENG FELLOWS

SICI's first pedagogical undertaking began through a donation to establish the [New World Social Enterprise Fellows Program](#): a year-long, scaffolded, co-curricular experience for student social innovators, generously funded by Adrian Cheng (Harvard College '06). Each year, fifteen new "Cheng Fellows" – as program participants are known – are selected through a rigorous application process from the pool of graduating HKS students and rising juniors at Harvard College. Students who apply to participate do so because they plan to work intensively on advancing progress against a specific social problem while in school and

hope to use support from the Fellowship to inform their efforts.

Cheng Fellows meet together from 6-9pm each Tuesday night to work together on their projects. Many evenings, faculty members lead sessions that teach frameworks and cases that would be universally relevant to projects (e.g., problem formulation, root cause analysis, systems thinking, public narrative, stakeholder mapping, power and influence, etc.). During these sessions, students are given the chance to apply the theories and lessons presented to their own Social Change Plans. Faculty instructors in 2016-17 included **Mark Moore**, **Marshall Ganz**, **Julie Battilana**, **David Wood**, **Chris Marquis**, and outside SICI affiliates, Alnoor Ebrahim, Professor at Tufts Fletcher School, and Jason Jay, Senior Lecturer at MIT Sloan.

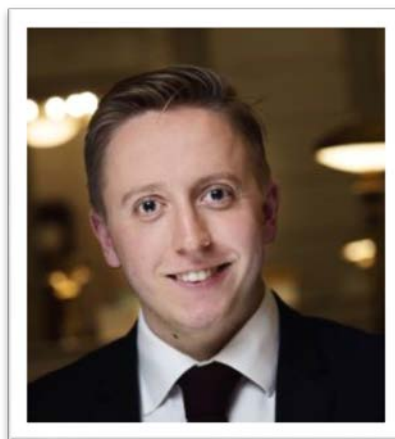
Other evenings, students present progress and receive feedback from a variety of stakeholders including practitioner experts from around the globe. Students also meet with one-on-one with program staff, visiting experts, and Social Innovators-in-Residence for individual networking, coaching, and support throughout the year. It is in these sessions that students connect their projects to the reality that awaits them post-graduation.

Cheng Fellows are encouraged reflect on their own knowledge, skills, and experience gaps *vis a vis* their proposed Social Change Plan and take complementary degree program courses at HKS or at other Harvard schools to fill these gaps. Upon successful completion of the Fellowship Program, Fellows are eligible to receive up to \$30,000 for post-graduation work on their project.

## 2017 CHENG FELLOW PROFILES

**Cara Myers, MPA-ID '18**, launched The Mozambique School Lunch Initiative in May of 2016 in response to the interconnected challenge of extremely high rates of food insecurity and poor educational outcomes in rural parts of her community. Her model utilizes a closed-loop system to link agricultural investment to school feeding programs in rural Mozambican schools. In this way she aims to address the immediate need of child malnutrition as well as the underlying root issues of low agricultural productivity and market failures. While in school, Cara is simultaneously leading a 10-person Mozambican team, which is in charge of implementing the program's current activities in four rural primary schools, serving over 600 children daily. Cara used her year as a Cheng Fellow to investigate new opportunities for investment that will

increase sustainability and impact, such as input provision for local food production, micronutrient supplementation, and partnerships with other mission-aligned organizations.



**HKS MPA2, Cheng Fellow, and Project Access Co-Founder Nicholas Butts**

**Alex Olsen, MPP '18**, is an officer in the U.S. Air Force and will return to the Air Force upon graduation to implement innovation initiatives in the military. Through the Cheng Fellowship, Alex is building a model for meditation-based resiliency training for adoption through the U.S. military to ameliorate the effects of stress, anxiety and depression that permeate the military. After losing a friend to suicide, Alex became committed to promoting mental health initiatives. He believes that every recruit should be taught meditation in boot camp as a powerful and proven tool to prepare for the impending challenges of military service. Veterans, who have overcome PTSD through meditation, will serve as inspiring teachers, leading to acceptance and implementation by active duty servicemen and women. In the long-term, Alex hopes they will also lead resilience and meditation programs with first responders, schools, prisons, and businesses.

**Wael Wahby, MC/MPA '18**: At Cairo University Wael is a Lecturer of Internal Medicine and Nephrology in the Faculty of Medicine, leader of the Nephrology Department's Quality Improvement Team, a Quality Improvement Trainer in the Faculty Leadership Development Center of Cairo University, and a HKS Mason Fellow. His passion is to deploy underutilized resources to better care for under-served medical patients. This drive led him to co-found PDNE (Patient Doctor New Era): the first student-run, volunteer-based healthcare quality improvement initiative in Egypt. Since its founding, PDNE has recruited more than 4,000 volunteers and served more than

36,000 patients by tapping the underutilized time and talent of interns and medical students. Through PDNE he was tasked with leading the Internal Medicine's intern-training program and founding a new system of mandatory training for his hospital. He has also coached similar initiatives in other universities. Through the Cheng Fellowship, Wael drove innovation for better health care systems by focusing on streamlining medical communications across the Egyptian medical system to reduce errors for better patient outcomes.

**Benjamin Weinstein, MPP '18** is a gender justice advocate who inspires people – especially boys and men – to more boldly incorporate feminist principles into their everyday lives. Benjamin provides opportunities for others to practice reflection and criticism of patriarchal gender norms by facilitating monthly, community conversations for people of all genders to discuss masculinity. He launched the Cambridge Forum for Feminist Discussion of Masculinities in 2016 as an organizing project that sought to normalize subversive conversations about gender in an accessible, non-academic, multi-gendered space. The Forum is one element of a Benjamin's project to eliminate structural violence by addressing the toxic behaviors that adults perpetuate through socializing children – particularly boys. Through the Cheng Fellowship, Benjamin solidified the Forum's content and processes, established points of entry for people with varying levels of comfort discussing gender and masculinities, and provided tools for people to acknowledge and disrupt their internalized sexism. In recognition of the ways that masculine gender performance affects all people and all areas of public life, the project will eventually be tailored to education, business, and government sector participants.

## BUILDING CAPACITY OF INNOVATORS IN THE FIELD

In March 2017, SICI expanded the pedagogical work it started to support early stage innovators like Cheng Fellows, by developing an on-campus executive education program for the [Schwab Foundation for Social Entrepreneurs](#). Titled "*Leadership for System Change: Delivering Social Impact at Scale*," this program was custom-designed for social entrepreneurs within the Schwab Foundation network. Participants are typically running social ventures, which already have produced promising results in their home geographies. They enter the eight-day executive program motivated and poised to scale their impact

beyond current scope as well as influence broader systems beyond their direct constituents, beneficiaries, or customers. Last year's cohort represented 12 different countries including Brazil, Canada, Chile, Ghana, India, Indonesia, Mexico, Morocco, South Africa, Spain, Tanzania, and the US as well as a wide variety of sectors: education, health, human and social services, the arts, environment, and community development. "Schwab Foundation Social Entrepreneurs are the most sophisticated and scaled social entrepreneurs in the world. They are at stages in their own career trajectories that allow them to move beyond their individual organizational agendas and to begin to think at the system level," said [CPL Director David Gergen](#). "These entrepreneurs recognize that relying on organizational growth alone is insufficient to meet global need. The key to creating broader systemic change that they—and we—all seek is mobilization of a much larger set of actors. How you go about doing that is exactly what we've been discussing with them."



**Julie Battilana, Alan L. Gleitsman**  
*Professor of Social Innovation (HKS) and Professor of Business Administration (HBS) is Co-Director of SICI*

New program Co-chairs Julie Battilana and Alnoor Ebrahim (Professor of Management at Tufts University), refined the program's learning objectives help participants (1) identify pathways to scaling up their impact; (2) achieve an understanding of systems thinking, and (3) develop leadership skills for scaling and systems change. The program was very well received by participants and is scheduled to run again at Harvard Kennedy School from May 29 to June 5, 2018.

#### COMMUNITY OF SCHOLARSHIP

Building and supporting a thriving and productive community of scholarship around the study of social innovation and change is a core component of SICI's mission. [Chris Marquis](#), Visiting Professor of Social Innovation and Public Policy at the Harvard Kennedy School, and Research Director of

SICI, has established a regular research seminar series as a venue for researchers of social innovation and social change to present and receive feedback on their work. The seminar is explicitly multi-disciplinary, and may draw on fields as diverse as sociology, political science, psychology, economics, and other social science approaches. Seminars meet monthly on Thursdays afternoons, followed by an optional dinner receptions for all attendees aimed at building a vibrant research community and continuing conversations among colleagues.

In spring of 2017, presenters included [Maureen Scully, Associate Professor of Management at University of Massachusetts – Boston](#), on "Mobilizing the Wealthy: Doing 'Privilege Work' and Challenging the Roots of Inequality," and [Mary Ann Glynn, Joseph F. Cotter Professor of Management and Organization at Boston College](#) on "How Boston Got Strong." These two scholars' research, into, respectively, the social and class dynamics of philanthropy, and how the micro-level linkages embedded in our language manifest in macro-level community bonds, are exemplars of the breadth of study relevant to, and embraced by, the Social Innovation and Change Initiative.

The seminar series in fall of 2017 expands faculty co-hosts to include both Harvard Business School and the Graduate School of Education. The first seminar in this year's series will be presented by [Aruna Ranganathan of Stanford University](#), entitled: "Stooping Down to Succeed: How Female Supervisors Motivate Worker Productivity in an Indian Garment Factory." To keep current on upcoming seminars, readers can [join the SICI Research Seminar Series mailing list](#).

Also in 2017, Johanna Mair, SICI Academic Co-Director, and Christian Seelos, SICI Director of Social Innovation Practice, published their new book, [Innovation and Scaling for Impact: How Effective Social Enterprises Do It](#). Drawing on a decade of research, Seelos and Mair transcend widely held misconceptions, getting to the core of what a sound impact strategy entails in the nonprofit world. They reveal an overlooked nexus between investments that might not pan out (innovation) and expansion based on existing strengths (scaling). In the process, it becomes clear that managing this tension is a difficult balancing act that fundamentally defines an organization and its impact.

Finally, for those with an interest in contributing to this scholarly community,

SICI has issued a [Call for Papers](#) in advance of a conference on the Kennedy School campus – planned for April 6-7, 2018 – entitled: *Rethinking Cross-Sector Social Innovation*. While practitioners are increasingly working across boundaries to address some of the world's most acute social problems (with varying levels of success), research still occurs mostly within sectoral silos. SICI's goal is to address this gap and begin developing a body of knowledge focused on how to engage effectively in cross-sector work. The time is ripe for such a conversation as contemporary societies struggle to reform deeply rooted systems--such as financial, educational and health care-- where cross-sector work is happening. Located at the intersection of the public, not-for-profit, for-profit and social enterprise sectors, Harvard Kennedy School has a history of offering systematic analyses of how various sectors and actors interact to create positive social change. SICI is explicitly looking for papers that show how research on cross-sector work can both be scientifically rigorous and can also provide contributions to practice. The conference aims to build knowledge to inform decision making and policy.

#### DEVELOPING COURSES AND CURRICULUM

In pedagogical work, Chris Marquis fielded two courses new to HKS in Academic Year 2017: MLD-833M Entrepreneurship and Social Innovation, and MLD-807M Philanthropy and Social Innovation, both of which introduce fundamental concepts of the social innovation space, critical to student understanding.

At the same time SICI Co-Director Julie Battilana published this year a new case titled [Vox Capital: Pioneering Impact Investing in Brazil](#). Vox was the first certified impact investing fund in Brazil. It provides early-stage capital for companies offering innovative and scalable solutions to enhance the lives of low-income Brazilians, while simultaneously aiming to generate attractive market-rate financial returns for investors, a hybrid model that is increasingly prevalent and important for students to study and understand. Battilana also has two other cases in production: one on [SEKEM](#) in Egypt, a major, multi-national development company with a unique mission to keep sustainability at the core of all its work; and the other on the [Epic Foundation](#), which seeks to connect the world's leading philanthropists and corporations with outstanding organizations focused on youth wellbeing.



# Recent & Forthcoming Publications

**Robert D. Behn** (2017) [How Scientific is "The Science of Delivery"? \*Canadian Public Administration\*, 60\(1\), pp.89-110.](#)

**C. Mansfield duPont, J.N. Levitt, & Linda J. Bilmes** (2016) [Green Bonds and Land Conservation: A New Investment Landscape? \*Stanford Social Innovation Review\*.](#)

**M. Haefele, J. Loomis, & Linda J. Bilmes** (2016) [Total Economic Value of US National Park Service Estimated to be \\$92 Billion: Implications for Policy. \*The George Wright Forum: The George Wright Society Journal of Parks, Protected Areas & Cultural Sites\* 33\(3\).](#)

**Linda J. Bilmes** (2017) [The Bill for America's Longest War is Still Unpaid. \*The Conversation\*. \(May 2\).](#)

**W. H. Hendrix, Dana Born, & S. Hopkins** (2015) [Relationship of Transformational Leadership and Character with Five Organizational Outcomes. \*Journal of Character & Leadership Integration\* \(Spring\).](#)

**Dana Born, W.H. Hendrix, & E.A. Pate** (2017) [Three Pillars of Organizational Excellence. \*The Journal of Character & Leadership Integration\*, 4\(1\).](#)

**Joseph L. Bower & L. S. Paine** (2017) [The Error at the Heart of Corporate Leadership. \*Harvard Business Review\* \(May-June\)](#)

**M. Al Dabbagh, Hannah Riley Bowles, & B. Thomason** (2016) [Status Reinforcement in Emerging Economies: The Psychological Experience of Local Candidates Striving for Global Employment. \*Organization Science\* 27\(6\): 1453-1471.](#)

**Barbara Kellerman & D. L. Rhone** (2017) [Women at the Top: The Pipeline as Pipe Dream. \*About Campus\* 21\(6\): 11-18.](#)

**Barbara Kellerman** (2017) [The Importance of Being Expert – Contextually Expert. \*European Business Review\* \(January/February\)](#)

**R.A. Ferrer, A. Maclay, P.M. Litvak, & Jennifer Lerner** (2017) [Revisiting the Effects of Anger on Risk-Taking: Empirical and Meta-analytic Evidence for Differences between Males and Females. \*Journal of Behavioral Decision Making\* 30\(2\).](#)

**C. Ma-Kellams, L. Lai, S.E. Taylor, & Jennifer Lerner** (2016) [The Contribution of Trait Negative Affect and Stress to Recall for Bodily States. \*Physiology and Behavior\* 167: 274-281.](#)

**B.P. Gill, Jennifer Lerner, & P. Meosky.** (2016) [Reimagining Accountability in K-12 Education: A Behavioral Science Perspective. \*Behavioral Science and Policy\* 2\(1\): 57-70.](#)

**C. Ma-Kellams & Jennifer Lerner** (2016) [Trust your gut or think carefully? Examining Whether an intuitive, Versus a Systematic, Mode of Thought Produces Greater Empathic Accuracy. \*Journal of Personality and Social Psychology\*, 111\(5\): 674-685.](#)

**Julia Minson, J.S. Mueller & R. P. Larrick** (2017). [The Contingent Wisdom of Dyads: When Discussion Undermines Versus Enhances the Accuracy of Collaborative Judgments. \*Management Science\*.](#)

**K. Huang, M. Yeomans, A.W. Brooks, Julia Minson, & F. Gino** (2017) [It Doesn't Hurt to Ask: Question-Asking Increases Liking. \*Journal of Personality and Social Psychology\*.](#)

**Todd Rogers, D. Moore, & M. I. Norton.** (In press) [The Belief in a Favorable Future. \*Psychological Science\*.](#)

**Todd Rogers, D. Green, J. Ternovski, & C. Ferrerosa-Young.** (2017) [Social Pressure and Voting: A Field Experiment Conducted in a High-Salience Election. \*Electoral Studies\*, 46.](#)

**Todd Rogers, R. Zeckhauser, F. Gino, M.I. Norton, & M.E. Schweitzer.** (2016) [Artful paltering: The risks and rewards of using truthful statement to mislead others. \*Journal of Personality and Social Psychology\*.](#)

**S. J. Traub, M.H. Temkit, & Soroush Saghafian** (2017) [Emergency Department Holding Orders. \*The Journal of Emergency Medicine\* 52\(6\): 885-893.](#)

**S.J. Traub, A. Bartley, R. Didehban, V. Smith, C.A. Lipinski, & Soroush Saghafian** (2016) [Physician in Triage versus Rotational Patient Assignment. \*Journal of Emergency Medicine\* 50\(5\): 784-790.](#)

**Soroush Saghafian & M.P. Van Oyen.** (2016) [Compensating for Dynamic Supply Disruptions: Backup Flexibility Design. \*Operations Research\* 64 \(2\): 390-405.](#)

**Soroush Saghafian & B.T. Tomlin.** (2016) [The Newsvendor under Demand Ambiguity: Combining Data with Moment and Tail Information. \*Operations Research\* 64\(1\): 167-185.](#)

## SPOTLIGHTS

**Robert D. Behn.** (2017) [On why to produce significant results, public managers must master the essential skill of pattern recognition. \*Bob Behn's Performance Leadership Report\*, 14 \(10\).](#)



In further exploration of his current thinking on tacit knowledge as a key leadership element, Bob Behn considers the questions: How do effective public managers create a strategy to deal with a new problem? How do they decide how to ratchet up performance when confronted with new circumstances? How do they figure out how to adapt which of the many strategies they have used before? Or how do they decide how to adapt which of the many strategies they have observed other public managers employ effectively?

The answer, Behn concludes, is that they rely on the essential skill of pattern recognition. Through experience they have recognized and identified the numerous features, specifics, and peculiarities of a variety of management problems and stored them in their mental database. Similarly, they have recognized and identified the features of a cornucopia of management strategies. Moreover, for each strategy, they have identified how it works and under what circumstances. Consciously building these mental databases can be an effective leadership strategy.

## New Chapters in Books or Annuals

**Barbara Kellerman.** (2017) Consequences of Context: Political leadership and followership. In J. Storey, J. Hartley, J-L. Denis, P. Hart, and D. Ulrich (Eds.), [The Routledge Companion to Leadership](#), Routledge.

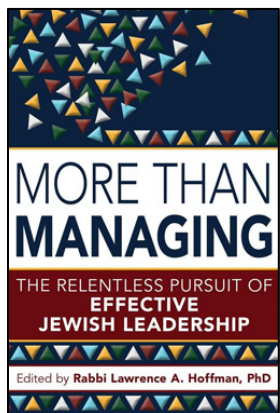
**Max Bazerman.** Nudging as a Tool of Leaders;

**Patricia Bellinger.** The Power of Inclusion;

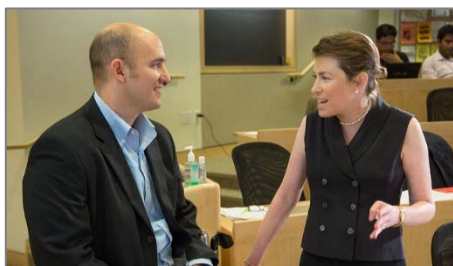
**Brian Mandell.** The Leader as Negotiator;

**Barbara Kellerman.** The Heart of Darkness;

All in. L.A. Hoffman (ed.), [More Than Managing: The Relentless Pursuit of Effective Jewish Leadership](#), Jewish Lights Publishing. (2016).



**Jennifer Lerner.** (2016). Psychologists in Schools of Public Policy. In R.J. Sternberg (Ed.), [Career Paths in Psychology](#). APA Press.



**Jennifer Lerner.** (2016). How Cognition Became Hot: Emotions, Decisions and Policy Making. Interview in A. Scarantino (Ed.), [Emotion Researcher, ISRE's Sourcebook for Research on Emotion and Affect](#).

## Book Awards

**Mark Moore** contributed the chapter "Recognizing Public Value: Towards a Public Value Scorecard" to the award winning 2015 book edited by John M. Bryson, Barbara Cosby, and Laura Bloomberg, [Public Value and Public Administration \(Washington, DC: Georgetown University Press\)](#). The book earned the 2015 Book of the Year award from the Section on Public Administration Research of the American Society of Public Administration.

## NEW RESEARCH GRANTS AWARDED

**Soroush Saghafian** (with co-PI Harini Chakkerla, M.D. of the Mayo Clinic) received a three-year, \$300K+ grant from the [National Science Foundation](#) (NSF) to study new data-driven ways for better medication management. Specifically, medical research has recently established the high frequency of New-Onset Diabetes after Transplant (NODAT), which refers to the incidence of diabetes in transplanted patients with no prior history of diabetes. The dynamic and complex interactions between immunosuppressive drugs used to ensure organ survival, medications used to prevent NODAT, and the simultaneous risks of NODAT and organ rejection has created a conundrum for physicians, leaving them in an ambiguous state in their post-transplant decisions. To assist physicians, the research will develop mathematical models using techniques from operations research, statistics, and econometrics. The models will consider multiple perspectives including a patient's quality adjusted lifespan, the risk of developing NODAT, the risk of organ rejection, the potential errors in estimating the health transition and observation probabilities, and the sensitivity and specificity of available medical tests. If successful, this collaborative award will help generate new guidelines and a data-driven decision support system that has the potential to increase patient safety and help hospitals reduce NODAT, organ rejection, and patient mortality.

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**Jennifer Lerner** is the Principal Investigator on a 4-year, \$625,000 grant from the [National Science Foundation's Division on Social and Economic Sciences: Decision, Risk and Management Sciences Program](#). Lerner and members of her lab will explore "The Effects of Sadness Versus Gratitude on Economic Decision Making and Addictive Behavior."

Along the same lines, [the Harvard Mind-Brain-and-Behavior Initiative Faculty Interest Group](#) have awarded **Lerner** two smaller grants for her research on "Emotion and Decision Processes in Health" (\$12,000) and for work on "Improving anti-tobacco campaigns through affective- and decisional-science" (\$14,921).

## Blogs by Area Faculty

**Bob Behn**

*Bob Behn's Performance Leadership Report*  
<http://www.hks.harvard.edu/thebehnreport/>

**Linda Bilmes**

<http://www.lindabilmes.org/>  
<http://threetrilliondollarwar.org/>  
on Twitter: [@LJBilmes](#)

**Marshall Ganz**

The Leading Change Network  
<http://leadingchangenetwork.org>  
<https://mobilizingideas.wordpress.com>  
Recent Post: "The Practice of Social Movement Leadership"

**David Gergen**

<http://davidgergen.com/commentary/>  
On Twitter: [@David\\_Gergen](#)

**Stephen Goldsmith**

*Governing*  
<http://www.governing.com/authors/Stephen-Goldsmith.html>  
Recent Post: "A Better Way to Manage How We Get Around"

**Barbara Kellerman**

[www.barbarakellerman.com](http://www.barbarakellerman.com)  
Recent Post: "Ivanka Trump – and Julie Nixon Eisenhower"

**Steve Kelman**

*The Lectern* on FCW.com  
<http://fcw.com/blogs/lectern/list/blog-list.aspx>  
Recent Post: "What to look for in leadership and organizational performance"  
on Twitter: [@kelmansteve](#)

**Tim O'Brien**

on Twitter: [@T\\_O\\_Brien](#)

**Hannah Riley Bowles**

on Twitter: [@HRileyBowles](#)

**Todd Rogers**

on Twitter: [@Todd\\_Rogers](#)

**Soroush Saghafian**

on Twitter: [@Soroush\\_Saghaf](#)

**Malcolm Sparrow**

<http://www.hks.harvard.edu/fs/msparrow/index.html>

## CONTRIBUTING TO PEDAGOGICAL INNOVATION AND IMPROVEMENT

*On many fronts, MLD Area faculty are leading improvements in teaching at Harvard.*

Jennifer Lerner has been awarded a 2017 [Spark Grant for Collaboration, Research, and Engagement from the Harvard Initiative for Learning and Teaching](#). Her project entitled "Choice Architecture: When Students Become Designers of Optimal Decision Processes," was inspired by research suggesting that decision-makers embody a variety of cognitive and emotional biases in economic, medical, and political contexts. To further explore these dynamics, Lerner and her collaborators will develop an interactive tool to teach students to practice de-biasing techniques by:

- 1) analyzing a decision from a real-life case,
- 2) designing strategies to mitigate potential biases in the scenario,
- 3) empirically testing the effectiveness of their strategies, and
- 4) accumulating knowledge about de-biasing techniques applicable to any decision-making scenario.

They will measure success with quantitative data about the accuracy and optimality of the online decision makers' judgments and choices. In keeping with HILT's mission to catalyze innovation and excellence in teaching and learning at Harvard, Lerner will, upon completion of this research, develop and disseminate teaching materials (i.e., bias handouts and pre-tested scenarios) for the Harvard community and create a website summarizing empirically tested de-biasing techniques and their effectiveness.



Ron Heifetz was featured in the [Harvard Office of the Vice Provost for Advances in Learning \(VPAL\) newsletter "Into Practice"](#) which highlights the pedagogical practices of individual faculty members from across Harvard's schools and delivers timely, evidence-based teaching advice, contributing to and strengthening a University-wide community of practice around teaching.

Heifetz was featured for his work on student case pedagogy, where students learn from their own experience, and even from happenings in the classroom and study groups. Heifetz shared his ideas to promote deeper engagement and stronger retention of leadership concepts.



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**At HKS this year several MLD Area faculty participated in the pilot HKS Peer Mentoring In Teaching Program.** The mentoring program was created by HKS's [SLATE \(Strengthening Learning and Teaching Excellence\) Initiative](#) on the theory that many faculty learn most effectively about teaching from interactions with colleagues, particularly observing them teach, or being observed, and then discussing. The HKS Peer Mentoring program is designed to bring structure and intention to what is often more a matter of serendipity or happenstance. It offers longer-lasting engagement and impact, and is more tailored to individual needs and interests. Mentors are faculty with extensive, successful experience in teaching at HKS. The participating mentors from the MLD Area were **Linda Bilmes, Marshall Ganz, Ron Heifetz, and Brian Mandell**. These faculty members offered their expertise on such common teaching challenges as

managing classroom dynamics; setting boundaries and expectations; combining cognitive & affective learning / leveraging hot moments; teaching senior executives; making effective use of TFs and CAs; Guiding students working in teams (composition, management, etc.); engaging students' own experiences and stories; and creating a compelling course narrative and design.

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### Three MLD Faculty were among the recipients of the HKS Dean's Curriculum Innovation Grants

The HKS Dean's Curriculum Innovation Grants are awarded to faculty and faculty projects that advance innovation and impact on teaching and learning at HKS. These are meant to push the boundaries of pedagogical practice and provide new insights and resources to our teaching and learning endeavors. The MLD Area recipients were:

**Hannah Riley Bowles**, Senior Lecturer in Public Policy, who will test a new method for evaluating student responses using coded indicators of "conceptual/integrative complexity" to measure improvement in the quality of students' analyses of practical problems.

**Jorrit de Jong**, Lecturer in Public Policy and Management, who will evaluate the impact the mixed-methods approach to teaching and learning utilized in the Innovation Field Lab – which combines different disciplinary frameworks, methodologies, and tools – has had on students' educational and professional development.

**Todd Rogers**, Associate Professor of Public Policy, who will implement and test a new experiential approach to teaching key concepts in behavior change, integrating classroom learning, field research, and randomized experiments to challenge students to implement concept-based insights in practice.



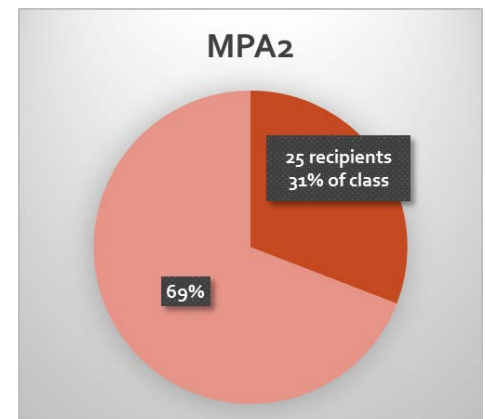
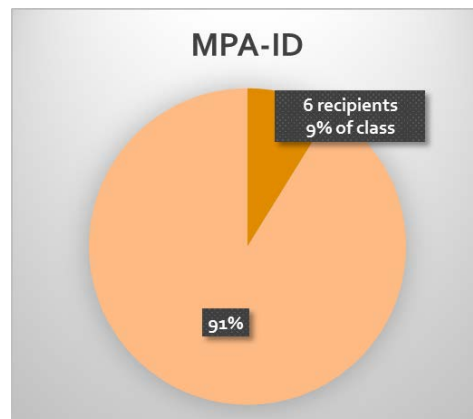
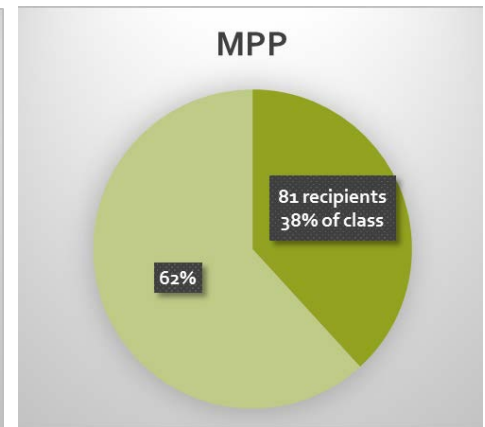
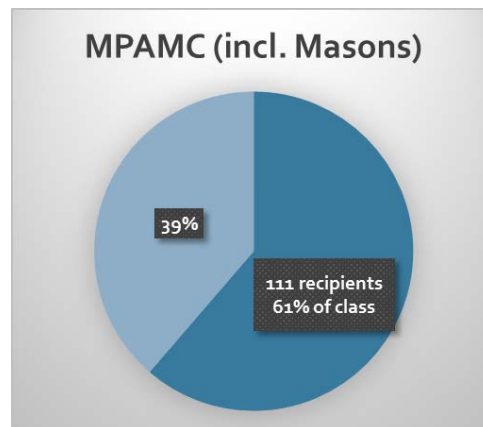
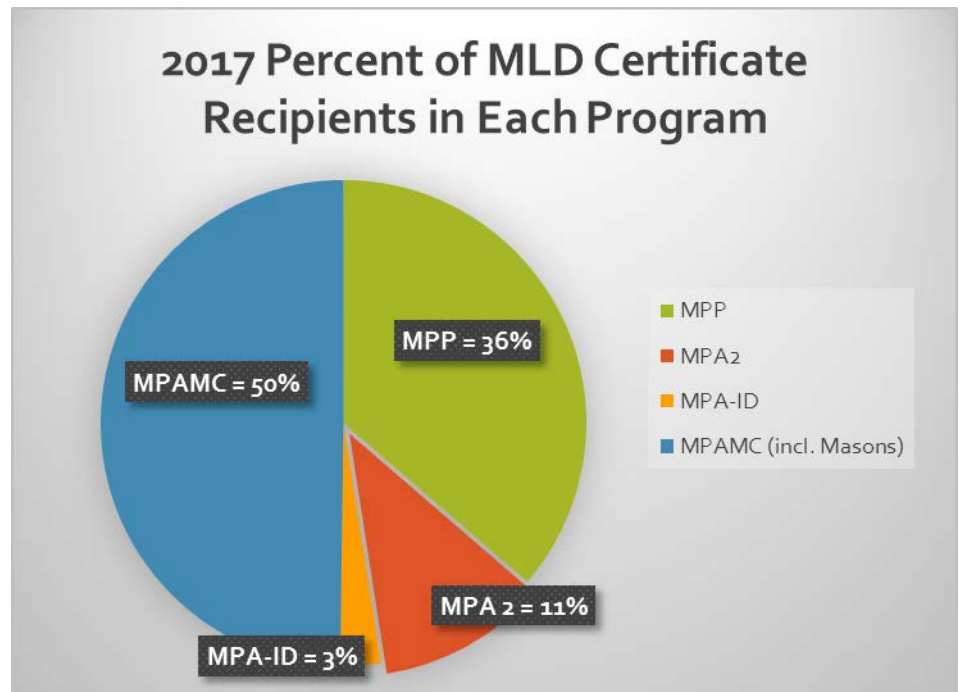


## UPDATE ON CERTIFICATE IN MANAGEMENT, LEADERSHIP, AND DECISION SCIENCES

In the Academic Year 2016, the MLD Area faculty created the **Certificate in Management, Leadership, and Decision Sciences** ("The MLD Certificate") to encourage students to be mindful about how MLD coursework can assist in their future public service endeavors and enhance their leadership potential. Students register their candidacy in the Fall semester and submit their final applications by May 1 before graduation. The class of 2017 was the first class with 2-year degree program students eligible from matriculation, and, as might be expected, an increase was seen in awards to MPP and MPA-IDs, while 1-year program numbers held steady, or increased. The program recognizes significant engagement and high performance in elective coursework in the Area of Management, Leadership, and Decision Sciences.

A summary programs statistics follow:

- **255 HKS students from the class 2017 registered** as Candidates for the MLD Certificate.
- In June 2017, **223 MLD Certificates were awarded** to students who had completed a minimum of twelve credits of MLD electives with a B+ in each class. A minimum of 8 credits had to be earned in HKS courses.
- Of the 223 who earned the MLD Certificate, **50% were Mid-Career MPAs** (61% of total class), **36% were MPPs** (38% of total class), **11% were MPA2s** (31% of total class), and **3% were MPA/IDs** (9% of total class).
- Following graduation, 51% of MLD Certificate holders reported knowing what their next job would be.
- Looking forward, over the course of their career:
  - 77% anticipated working in more than one sector.
  - 36% anticipated tri-sector careers working in the Government, Nonprofit, and Private sectors.
  - 17% anticipated careers bridging the Government and Nonprofit sectors.
  - 19% anticipated bridging in the Government and Private sectors.
  - 5% anticipated bridging the Nonprofit and Private sectors.
  - 19% of Certificate holders anticipated careers only in Government.
  - 5% anticipated careers focused only in either the Nonprofit or Private sectors.



# New Course Offerings in MLD

## MANAGEMENT

### MLD-630M: GOVERNMENT TURNAROUNDS JEFFREY LIEBMAN

This course considers strategies that government leaders have used to turn around troubled agencies and improve government performance. Through a mixture of lectures, case studies, student presentations, and conversations with guest experts, students learn implementing strategic goal setting, about data-driven performance improvement systems, effective procurement reform, and techniques for re-energizing and recruiting talent.

## DECISION SCIENCE & NEGOTIATION

### MLD-337Y: EC FIELD COURSE - US: BEHAVIORAL INSIGHTS MAX BAZERMAN

In this course, students obtain a basic understanding of behavioral decision research and behavioral economics; master what we know about decision architecture - or "nudging"; and apply these ideas to a group project. The project creates the majority of the student experience. This EC Field Course offers an action-oriented, experiential learning experience, serves best students who are interested in obtaining a basic understanding on behavioral decision research and behavioral economics, and mastering knowledge of decision architecture, or "nudging." All students work on actual projects connected to projects in Boston, Washington, or New York.

### MLD-310: BEHAVIORAL ECONOMICS FOR ORGANIZATIONS IRIS BOHNET

This course uses insights from behavioral economics to promote organizational health. Getting and staying healthy includes preventing undesirable events from happening, detecting issues when they arise and mitigating against the consequences as they occur. To promote healthy behaviors, organizations typically rely on "soft" instruments such as awareness raising and appeals through training programs and information sharing, or "hard" instruments such as command-and-control through rules, carrots and sticks. This course argues that behavioral design or "nudges" offer a middle ground to establish healthy behaviors, often more powerful than awareness raising and less costly than shoves.

In two design-a-thons, students design nudges promoting desired behaviors regarding inclusive talent management and ethics and compliance. The course emphasizes evidence-based reasoning.

Students will learn how to diagnose the "behavioral health" of an organization, design potential treatments for what is broken, and rigorously evaluate their impact, using big data analytics and experimentation. Students engage in case analyses and simulations, and with representatives from the private and the public sector who either have developed or are using behavioral tools to de-bias talent management and/or improve ethics and compliance.

## STRATEGIC MANAGEMENT

### MLD-502: DEVELOPING PEOPLE: PERSONAL AND SYSTEMIC CAPACITY BUILDING TIM O'BRIEN

This course addresses questions such as: Why are organizations so bad at developing their own people and leadership teams? Why do some performance and evaluation systems seem more punitive than growth oriented? Why do our own attempts to develop our employees fail? Why do some accountability systems actually sabotage their own best interests? Why are some nations and communities dependent on external aid? And why is it so hard to start exercising - even after your doctor tells you to exercise? To answer these questions, students will learn to apply the psychological lens of adult development, which offers insight for understanding resistance to change and dysfunctional defensive behavior. A developmental psychology lens also helps students think differently about the challenges of making progress, capacity building, growth, change, and transformation. In doing so, students will learn adult development theory, skills for developing themselves and others, and apply that learning to their own interests in aid, management and supervision, monitoring and evaluation, advocacy, campaign building, etc....



## ORGANIZING FOR SOCIAL CHANGE

### MLD-340: POWER AND INFLUENCE JULIE BATTILANA

This is a course about understanding power and influence dynamics and learning to use them as effective tools for analyzing your surroundings and achieving your goals. It is a course about getting things done in the real world, where politics and personalities often seem to hinder rather than help you. Power and Influence is a course for students

who want to make things happen, despite the obstacles that might stand in the way. This course is also intended to unearth students' implicit theories and feelings about power and influence. These have a profound impact on how individuals perceive problems and opportunities, and subsequently, how they decide upon particular courses of action. To help develop a realistic point of view, students start from day one becoming aware and testing their assumptions about power and influence.

### MLD-833M: ENTREPRENEURSHIP AND SOCIAL INNOVATION CHRIS MARQUIS

The goal of this course to prepare students to lead entrepreneurial enterprises that have embedded social missions and to engage various stakeholders that are at the nexus of business and social value. Students study leading examples of social innovation and their companies, providing compelling examples that doing well and doing good can be inextricably linked by using the levers of business to achieve profit and social impact. A major focus of the course is on the challenges associated with connecting social innovation initiatives and missions with business benefits. Internally, leaders need to be prepared to manage the organization's culture, establish a mission, and find synergies in pursuit of a triple bottom line. Externally, leaders must manage not only supply chain and customer relationships, but also seek to fundamentally change the social, environmental and legal environments in which business operates. Questions addressed in the class include: How can the goals of a company be articulated in and driven by its mission? How can leaders establish a mission that is big enough to attract employees, customers and partners but specific enough to be achievable? Also, what does success look like for a social entrepreneur? And, which goals are established by the market and which by the mission? The course includes a number of exercises for students to gain practical experience in answering these critical questions that are at the heart of entrepreneurship in the twenty-first century.

### MLD-807M: PHILANTHROPY AND SOCIAL INNOVATION CHRIS MARQUIS

The goal of this course is to help students understand the role of philanthropy and associated social innovation in addressing public problems. Using cases and readings, the course covers the history and role of philanthropy, the nature of strategic philanthropy, measurement and impact assessment of private action for public good. Students are also be challenged to think about philanthropy within the context of leading social change, and the challenging organizational dynamics associated with social innovation in general. Students will chose problem areas and in teams research the innovative responses and interventions, role of institutions, strengths and weaknesses of the response and institutional arrangements associated with the problem.



# MLD Public Service Impact

## Roundup of public service work by faculty in our Area:

**Dick Cavanagh** is currently serving as the National Board Chair of [Volunteers of America](#), a billion dollar public charity that focuses on serving America's most vulnerable. Through hundreds of human service programs, including housing and healthcare, Volunteers of America touches the lives of more than 1.4 million people in over 400 communities in 46 states as well as the District of Columbia and Puerto Rico each year. Since 1896, VoA has supported and empowered America's most vulnerable groups, including veterans, at-risk youth, the frail elderly, men and women returning from prison, homeless individuals and families, people with disabilities, and those recovering from addictions. Cavanagh brings his years of expertise in the management of social enterprises to help VoA better deliver its services in cooperation with its philanthropic



partners and government funders.

**Carl Byers** was named by Massachusetts Governor Charlie Baker to the [Massachusetts Digital Healthcare Council](#). The role of the Mass Digital Health Council is to advise the Governor on the digital health industry, and to develop a growth plan to achieve the goal of creating the leading global ecosystem for digital health in Massachusetts. In short, Byers and his council colleagues will advise the state government on the use of digital technology to improve the quality and cost of healthcare.



**Jennifer Lerner** is serving as Chairperson of the Working Group on Evidence-Based Decision Processes in the Department of the Navy. This working group, which includes one 3-star Admiral and three civilian members, makes recommendations to the Secretary of the Navy on how to improve decision processes within the Navy and the Marine Corps. The new role builds on Lerner's other work for the Navy as a Member of the Advisory board for the United States Secretary of the Navy, which advises the Secretary of the Navy on critical matters affecting the United States Navy and the Marine Corps. In this role, earlier this year, Lerner delivered a briefing to the panel entitled: "Evidence-Based Decision Making for US Naval Success in the 21st Century" at the The Pentagon in Washington, DC.

**Todd Rogers; Max Bazerman; their HKS colleague, Brigitte Madrian;** and eight other leading scholars on behavioral science wrote a Supreme Court Amicus Brief applying behavioral science and economics to a case in New York involving the communication at the point of sale about credit card merchant surcharges which are paid by merchants to a card issuer and often passed onto credit card purchasers. The brief argues that when a credit card fee is framed as a "gain" to the purchaser (i.e., there is a "discount" for using cash), she is likely, a certain percent of the time, to choose that cash option. But when the surcharge is framed as a "loss" (i.e., an additional, added fee) for using a credit card, she is significantly and disproportionately more likely to again choose the cash alternative because of a well-studied behavioral economic concept known as "prospect theory" where the pain of loss looms larger in our minds than does the prospect of gains. You can read the whole fascinating brief online at: [http://www.americanbar.org/content/dam/aba/publications/supreme\\_court\\_preview/briefs/2016\\_2017/15-1391\\_amicus\\_pet\\_scholars\\_of\\_behavioral\\_economics.authcheckdam.pdf](http://www.americanbar.org/content/dam/aba/publications/supreme_court_preview/briefs/2016_2017/15-1391_amicus_pet_scholars_of_behavioral_economics.authcheckdam.pdf)

**Linda Bilmes** has continued her [ongoing work on tracking the costs of the Post 9/11 wars](#), including helping to produce an [award winning film on the cost of caring for war veterans called VA: The Human Cost of War](#).

In addition, having published [a major report on the economic value of the US National Parks](#) (\$92 Billion!), Bilmes is now working on

a full-length book, tentatively titled *U.S. National Parks (America's Best Investment)*. Both of these efforts reflect the distinct usefulness of rigorous accounting methods in public policymaking.

Bilmes is also now embarking on a new project with former United Nations Secretary General Ban Ki-Moon and Vincent Smith, 2017-18 Roy Goodman Fellow at the [Mossavar-Rahmani Center for Business and Government](#), on a research project aimed at improving efficiency in UN Peacekeeping through better accounting and technical improvements to Peacekeeping budgets. UN Peacekeeping is an increasingly important and visible area of the UN's work. And the growth in the number, size and complexity of these Missions has reached a level where their budgets now constitute the vast majority of the entire budget for the UN Secretariat. The research will look at how these budgets are prepared, finalized and managed on an operational level, including an analysis of how they are controlled, audited and reported on. Bilmes, Ki-Moon, and Vincent ultimately hope to produce an implementable set of recommended reforms and improvements.



**Dana Born** is currently serving as the President of the [Massachusetts Women's Forum](#) (MWF), which is chapter of the [International Women's Forum](#) (IWF). The International Women's Forum builds better global leadership across careers, continents and cultures by connecting the world's most preeminent women of significant and diverse achievement.

In addition Born is on Boston Mayor Marty Walsh's recently formed [Women's Workforce Council](#) (WWC). The Council, under Executive Director MaryRose Mazzola (HKS MPP '16), is charged with a mission to close the gender wage gap and remove the visible and invisible barriers for working women in the City of Boston.

Born also served as a moderator and a panelist at the June 2017 [Service Academy Global Summit \(SAGS\)](#) in Washington DC.

## NEW CASES

**Steven Kelman**, James Quinn, and Patricia Garcia-Rios published [Innovation at GSA: Zero Environmental Footprint and the Extreme Challenge](#) – In 2010, Martha Johnson, new Administrator of the General Services Agency (GSA), advanced the Zero Environmental Footprint (ZEF) initiative—a sustainability initiative to render GSA’s activities environmentally neutral, agency-wide. She and her leadership team initiated a high-profile renovation project—dubbed the Extreme Challenge—at the agency’s headquarters—one which sought to consolidate all GSA employee office space in the Washington, D.C. region into a single federal building. Doing so would require nothing short of a major organizational change effort within GSA, one which, if successful, could potentially serve as a model for other U.S. federal agencies looking to transform the way in which government employees organized themselves within modern office spaces. This case allows faculty to present alternative approaches for a senior executive to develop and implement a strategy. The case contrasts a “strategic planning” approach that involves systematically considering goals and alternatives with an iterative approach that starts quickly with incomplete information and changes mid-course based on earlier learning.

**Steven Kelman** and casewriter Laura Winig published [Martha Johnson and the General Services Administration](#) which details Martha Johnson’s 2009 selection to lead the U.S. General Services Administration (GSA), a federal agency headquartered in Washington, D.C that largely oversaw billions of dollars of U.S. government procurement. After Johnson, a GSA veteran, was sworn into office in February 2010, she told reporters she was committed to holding the GSA to the highest ethical standards. In October 2010, ten months after she took office, four of GSA’s Public Buildings Service (PBS) regions held their biennial Western Regions Conference (WRC) with the object of providing job skills training and encouraging the exchange of ideas among senior managers in the four regions. The conference, held at the upscale M Resort Spa Casino in Henderson, Nevada, just outside of Las Vegas, was dubbed “A Showcase of World-Class Talent” by GSA officials with the intention of matching the conference’s theme to the Las Vegas location. In December 2010, just a few weeks after the conference ended, an investigation into the

event was requested citing excessive expenses as well as possible employee misconduct. This case traces the investigation as well as the steps the GSA took during the following nine months to strengthen its leadership, improve organizational controls and address conference management.



**Julie Battilana**, Marissa Kimsey, Falko Paetzold, and Priscilla Zogbi released [Vox Capital: Pioneering Impact Investing in Brazil](#) – Vox Capital was the first certified impact investing fund in Brazil. Founded in 2009, it provides early-stage capital for companies offering innovative and scalable solutions to enhance the lives of low-income Brazilians, while aiming to simultaneously generate attractive market-rate financial returns for investors. This case examines the evolution of Vox Capital, across understanding the landscape, launching, raising funds, selecting investees, structuring deals, building investee capacities, tracking performance, developing internal systems, and advancing the field of impact investing. Students reading this case will understand what impact investing encompasses; identify tensions that hybrid organizations like Vox Capital and its investees face in balancing commercial and social objectives; organizational processes to overcome these tensions; and identify sources of power and roles for enacting social change and scaling innovation.

**Dick Cavanagh** and Ussama Ahmad Khan [Akhuwat: Fighting Poverty with Interest-Free Microfinance](#) – This case about Akhuwat, one of the largest micro-finance organizations in Pakistan, describes its phenomenal growth from a small philanthropic experiment into one the country’s of most prominent micro-

finance organizations. This case also discusses the part played in this growth by co-founder and Executive Amjad Saqib, his relationship with the government, and his charismatic leadership style. Akhuwat’s unique operational model of charging zero interest rate on its loans, its ability to leverage faith-based teachings, and its spirit of volunteerism are discussed as key drivers of its success. Overall, the case provides a unique insight into how micro-finance, government and faith can operate in harmony to alleviate poverty in South Asia.

**Marshall Ganz**, Laura Winig, and Rawan Zeine published [6 Minutes: Community Organizing in Amman](#), which describes how community leaders in Amman, Jordan used a community organizing framework to launch and manage a major campaign, 6 Minutes, to encourage residents to commit time to reading for pleasure. Using Marshall Ganz’s framework for building civic leadership capacity, a local service organization, Ruwwad, based in the urban Amman community of Jabal Al Natheef, organized and coached hundreds of participants, encountering many challenges and milestones along the way—from cultural obstacles to community celebrations. At the end of the case, the protagonists question how to best apply the learning from the successes of 6 Minutes to their next campaign. This case is designed to facilitate discussion of how to create social change through collective action.

**Arnold Howitt**, with casewriters David Tannenwald, David W. Giles, Kristen Lundberg, respectively, released three new cases on large-scale crisis/disaster management:

- [The National Guard’s Response to the 2010 Pakistani Floods](#)
- [Defending the Homeland: The Massachusetts National Guard Responds to the 2013 Boston Marathon Bombings](#)
- [When Cultures Collide: 2015 HIV Outbreak in Southern Indiana](#)

Two new brief teaching tools were also published by MLD faculty for use in specific HKS courses:

[Betty Lou’s Budget: Introductory Spreadsheet Training for Budgeting and Financial Management](#) created by **Linda Bilmes** and **Kendall Fitch**

[Issue Brief: Strategic Alignment for Policy Analysis and Design](#) by **John D. Donahue**

## The LEAD: News from the HKS MLD Area

Harvard Kennedy School  
79 JFK St.

Cambridge, MA 02138

## Award-winning MLD Student coursework

Across the globe today, there are an estimated one billion displaced persons, in flight from their homes due to conflict, political unrest and persecution, environmental degradation and lack of economic opportunity. These displaced persons, often skilled and educated people, languish in camps and temporary communities, spending, on average, six hours a day waiting in lines for basic services like food, healthcare, or document processing. In addition to the obvious despair such persons experience from their traumatic dislocation is the loss of the "dignity of work," and daily this population idles away in total approximately 4 million hours. In early 2016, three Harvard Kennedy School students, Alex Choi (MPA '19), Laura Oller (MPP '19), and Marta Milkowska (MPA '19), launched a social enterprise called Dignify which strives to help displaced persons worldwide maintain and restore their dignity by linking them to digital outsourcing work via a platform accessible via mobile phones, tablets, or desktops. Since then, two additional HKS students: Ziad Reslan (MPP '18) and Sara Rendtorff-Smith (Mid-career MPA '17) have joined the team.



Digital outsourcing is defined as the "contracting of third-party workers and providers to supply services or perform tasks via Internet-based marketplaces or platforms." Such outsourced tasks can vary greatly in complexity. On the lower end of the spectrum, there is so-called "microwork," a series of small and very simple tasks which together comprise a large unified project, which can be completed by many disparate people over the Internet. World Bank estimates put the

microwork market alone between \$450 and \$900 million, growing 30% annually since 2011. By partnering with established platforms, grassroots organizations, tech companies, and existing aid and development institutions, Dignify will tap into the \$5 billion digital outsourcing market, bringing it to the fingertips of the world's most vulnerable. Using simply widely prevalent smartphones, displaced populations, often socially and economically excluded, and dependent on direct assistance, could work and earn an independent income through Dignify's platform.

Dignify was developed partly in the HKS MLD social innovation course taught by Dick Cavanagh (MLD-831: **Entrepreneurship and Innovation in the Private and Social Sectors – Business Plan Workshop**). Dignify has been widely recognized, winning the 2017 Harvard and Regional rounds of the Hult Prize competition. These students were selected as one of just eight teams (from a global field of 2500) to participate in the Hult Prize Summer Accelerator Program, and, in September 2017, they became one of five finalist teams pitching for the Global Grand Prize award of \$1 million. Whether they win or not, Dignify hopes to expand to the world's top 50 largest refugee camps and be available to displaced populations in any part of the world, in order to impact more than 10 million people by 2022.

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Cover: Globe at Commencement: **Doug Gavel**

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P.3: Julie Battilana: courtesy of Julie

P.4: Rogers & Lerner: **Tom Fitzsimmons**

P.5: Heifetz: **Harvard Provost Office**

P.5: Lerner Classroom: **Tom Fitzsimmons**

P.5: Gergen Classroom: **Martha Stewart**

P.7: 2 Students: **Martha Stewart**

P.8: Byers and Baker: **Courtesy of Mass. Governor's office**

P.8: Dana Born: **Martha Stewart**

P.9: Study Group: **Martha Stewart**

For comments or questions on this newsletter, please contact MLD Area Administrator Greg Dorchak at

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