

THE CITIZEN

THE OFFICIAL STUDENT NEWSPAPER AT HARVARD Kennedy School

VOL. 18 NO. 1 | SEPTEMBER 25, 2012 | HKSCITIZEN.COM

Bidding system hits snag: Students call for reform

By Amy Antonelli, MC/MPA '13, Staff Writer

Debate around the HKS bidding system continues to escalate as students question the efficacy of the school's method for allocating seats in popular classes during the registration period.

The question came to a head during the early weeks of September when students were allocated various "points" and instructed to bid on the oversubscribed classes according to their preferences. The JFK Forum became a hub of constant exchange in which students shopping for classes shared opinions, bidding cost predictions and relevant information throughout the registration period.

Many students, feeling the intense pressure of the situation, began to organize and explore alternative options. As Gilles Fuchs, MC/MPA '13 points out, "HKS registration is currently set up in a way that invites gaming the system."

Fuchs is not alone in his sentiment. Under the current system, students are required to preselect up to five courses. They may choose from offerings at HKS, other Harvard graduate schools

as well as surrounding schools like Tufts and MIT. The available course options number in the thousands.

So although the Kennedy School limits pre-registration to five classes, students initially cross-register with other schools and significantly add to that number. Because the various school systems do not share information, students are able to register for an excessive number of courses, fully intending to drop the extra courses once bidding is finished and options are known. While this ensures that the individual student receives at least some of his preferred classes, it causes a false over-subscription number and creates an unnecessary bidding war for the group.

Another unintended consequence of the system is the focus shift that causes many students to lose sight of their original plan. Often students come to Harvard with a clear idea of the course of study required to realize their career objectives, but after experiencing the collective stampede that exists around a few celebrated classes, they lose focus of their objectives and find themselves

Continued on page 6

Spotlight on Students



Nick Bayard, MPA/ID, spent his summer training departmental managers at the National Port Authority in Liberia and volunteering with the More Than Me Foundation. He is pictured here with West Point Coordinator of the More Than Me Foundation, Macintosh Johnson, and a few girls from the program. Photo Courtesy of Nick Bayard

No typical summer for HKS students

By Jon Murad, MPA/MC '13

For many students, summer is a well-earned break from rigorous academic demands. For those at the Harvard Kennedy School, however, summer is an extension of the learning experience, and an opportunity to apply classroom lessons to real-world challenges.

Kennedy School students find themselves working

Continued on page 5

New Office for Student Diversity and Inclusion Opens Some question whether it will stimulate real change

By Alexi White, MPP '13, Contributor

A few dozen Harvard Kennedy School staff, faculty and students gathered to celebrate the opening of the Office for Student Diversity and Inclusion earlier this month. Officially inaugurated on July 1 of this year, the office emerges at a time when a confluence of events over

the past year has made diversity at HKS especially pertinent for many students.

The office, which has been under development for over a year, will be led by Assistant Dean Alexandra Martinez, a Latina and first generation college student. Martinez moves from her previous role as Assistant Dean of Enrollment Services at HKS, a position that

overlapped considerably with her new role and will not be filled in her absence. Martinez will continue to report to the Dean of Students, Chris Fortunato, and one full-time staff assistant, also previously based in Enrollment Services, will support Martinez.

Addressing the attendees of the recent opening celebration, Martinez spoke

of how diversity is critical to the mission of preparing students to be global leaders. She also promised her office would deliver "resources, opportunities and activities to promote and celebrate diversity."

Continued on page 6

VOTERS' GUIDE: BROWN VERSUS WARREN

By Zach Crowley
PAGE 2

TEACHERS WANTED: NO EXPERIENCE REQUIRED

By Alexi White
PAGE 10

TOP FIVE THINGS TO DO THIS FALL

By Anthony Barrow
PAGE 12

BRAZILIAN STREET ART DECORATES BOSTON STREETS

By Nick Wilson
PAGE 13

ELECTION COVERAGE

Voter Guide to MA Senate Election

By Zach Crowley, MC/MPA '13,
Staff Writer

Republican Senator Scott Brown
versus the Democratic challenger, Har-
vard professor and consumer protector
Elizabeth Warren

Fellow HKS students, I have wonderful news! We (Crowley, in press*) have performed thorough research, aggressively tested and confirmed, and have concluded that voter behavior can be predicted through rigorous economic and psychological analysis. I will not bore

you with the details, but rest assured that every voter – EVERY VOTER – makes judgments in a way that we can predict. In fact, each voter falls into one of four categories and casts ballots accordingly.

worry and stress about who you should vote for in the Massachusetts Senate race, and peaceably resolve it. Simply match yourself to the appropriate voter category.

*this citation is not accurate in the slightest

This voter's guide should take all the

The superficial voter. This voter has been observed entering the voting booth with the latest copy of *US* clutched tightly in one hand, a mirror in the other.

Why you'll vote for Scott Brown -
You swooned over his nude photo-spread in *Cosmopolitan*; and/or you like what you've seen from his TV reporter wife and reality star daughter.

Why you'll vote for Elizabeth Warren -
You love super smart older women who put on a great worried face; also, the term "Harvard professor" gets you hot and bothered.

The substantive voter. This voter has been observed in the wild buried beneath a heap of academic journals, madly entering demographic data into a spreadsheet.

Why you'll vote for Scott Brown -
You think the Republican record on cutting taxes, hiking spending and one-upping the Democrats on obstruction is ideal.

Why you'll vote for Elizabeth Warren -
You disliked that company making money on Facebook; you're worried there are poor people and minorities out there that need your help; and you are pretty sure we've got this climate thing going on.

The ideologue. This voter is frequently thrust out the back door of parties, with urgent instructions to never come again. Can also be found behind a bullhorn at a sparsely attended local community event.

Why you'll vote for Scott Brown -
You hate paying taxes; know the best way to get government out of your hair is to stop funding it; and cannot believe Corporations are not treated more like living, breathing people.

Why you'll vote for Elizabeth Warren -
You are convinced the Democrats are the only party that will save the nation from the evangelicals; you like nothing more than watching as everyone pays their big whopping share of taxes; and you believe the only way to make sure we all play fair is to obsessively prod companies and individuals with government interference.

The Red Stater/Blue Stater. This voter cannot get enough of those national maps, so brightly colored, with Electoral College implications. Will post frequently on the local political blog of their choice.

Why you'll vote for Scott Brown -
You think Massachusetts is too damn liberal.

Why you'll vote for Elizabeth Warren -
You miss Teddy and get the twitches when you turn on CSPAN and see "(R-MA)".



Sen. Scott Brown (R-MA). Photo courtesy of www.ScottBrown.com.



Candidate for U.S. Senator Elizabeth Warren (D). Photo courtesy of www.ElizabethWarren.com.

CITIZENNEWS

THECITIZEN

2012-2013 Masthead

Editor-in-Chief

Christina Marin, MPP '14

News Editor

Nathan Finney, MC/MPA '13

Assistant News Editor

Ishani Mehta, MPP '14

Opinions Editor

Jaya Bhagat, MPA '13

Culture Editor

Erin Patten, MPP '14

Assistant Culture Editor

Rebecca Yang, MPP '14

Cartoonist

Benjamin Weinryb Grohsgal, MPP '14

Staff Writers

Jon Murad, MC/MPA '13

Neil Gundavda, MPP '14

Forrest Fontana, MC/MPA '13

Bryann Dasilva, MPP '14

Jenn Hoegen, MC/MPA '12

Karly Schledwitz, MPP '14

Zach Crowley, MC/MPA '13

Nick Wilson, MPP '14

Public Relations

Zaher Nahle, MPA '13

Layout & Design

Janell Sims

Anthony Barrows, MC/MPA '13

What You Missed This Summer

By Nathan Finney, News Editor

Welcome back fellow students! We know you've all been assiduously consuming news about Harvard University and the Kennedy School over the summer, but in case you missed it, here are the highlights:

- **Bo Guangua**, a fellow student at the Kennedy School and son of Chinese politician Bo Xilai, graduated and promptly went into protective seclusion here in the United States. Bo's mother, Gu Kailai, is currently on trial for the murder of a family friend and his father has been removed from his political positions in the Chinese government.
- 125 Harvard undergraduates have been **accused of cheating** on an exam in Matthew Platt's Government 1310: Introduction to Congress class. Apparently they didn't get the exhaustive (and exhausting) plagiarism course inflicted by the Kennedy School.
- Public safety became an issue as **two rapes** occurred in as many weeks on the Harvard campus, setting the community on edge. The campus police are conducting rape prevention courses free for anyone interested.
- Fareed Zakaria, a Harvard alum and **superstar at both CNN and Time Magazine**, was accused and accepted responsibility for plagiarizing another's work in his *Time* column. After a quick flash of commentary, and an even more brief suspension by both CNN and *Time*, Zakaria is back to work in both mediums.
- A **former President of MIT**, Susan Hockfield, has joined the HKS faculty as the Marie Curie Visiting Professor. Through the Belfer Center she plans to continue working on sustainable energy, increasing American manufacturing, and the "neural foundations of community and leadership".

Modern slavery is more pervasive than you think

First in a series of articles

By Jennifer Hoegen, Staff Writer, MC/MPA'13

Modern slavery, also known as human trafficking, is a hot topic these days. It seems that everyone with whom I speak is aware of it. But, what exactly is human trafficking?

The United Nations Office on Drugs and Crime (UNODC) defines it as:

... a crime against humanity. It involves an act of recruiting, transporting, transferring, harboring or receiving a person through a use of force, coercion or other means, for the purpose of exploiting them. Every year, thousands of men, women and children fall into the hands of traffickers, in their own countries and abroad.

The UNODC indicates that: "Every country in the world is affected by trafficking, whether as a country of origin, transit or destination for victims."

Most people I encounter believe human trafficking does not happen in the United States or that it happens only to very specific populations. The truth is that no country or community is immune to the horrors of modern slavery. Women, men, boys, girls, transgender persons, foreign-nationals and U.S. citizens are all at risk. Vulnerable populations, such as children, runaways and Tribal Communities are generally most at risk.

For one to delve deeply into the topic of human trafficking and to effectively combat it, one must challenge the stereotypes associated with it, particularly sexual exploitation. For example, pimps are not always men. They can be married couples or single women. Children in the U.S. are exploited in both the labor and sex markets. Children who runaway from home are not just delinquents or troublemakers; many run away from home for a reason. These reasons can

include physical, sexual and/or emotional abuse, making them more vulnerable and susceptible to exploitation.

Not all females or males who are prostitutes choose that lifestyle. Many are forced and coerced into it. There is a debate among many groups (law enforcement, policymakers, feminists, sexual workers' unions, etc.) about whether prostitution should be legal across the U.S. Some believe that all prostitutes were coerced into sex work and/or that they have no other economic alternatives. Others believe it is a conscious choice and a right for people to decide what type of work they prefer, even if it involves selling their bodies. You can find strong arguments for both views although they seem to agree that sexually exploiting children should be illegal.

Human trafficking does not only happen in big cities. It frequently happens in small suburbs, such as the case in Shrewsbury, Massachusetts this summer; along major highway routes; and near Tribal Communities' reservations. The Minnesota Indian Women Sexual Assault Coalition (MIWSAC)

"What I aim to do in this series on modern slavery is to raise awareness about human trafficking in the U.S. and globally, present different perceptions and studies, and engage you as a global citizen to increase your recognition that we all contribute to modern slavery."

—Jennifer Hoegen

published research findings on the prostitution and trafficking of native women, entitled, "Garden of Truth: The Prostitution and Trafficking of Native Women in Minnesota," in October 2011. This is the first publication I have ever read that

Continued on page 8

Interested in contributing to the *Citizen*? Please contact hkscitizen@gmail.com.



HARVARD Kennedy School

JOAN SHORENSTEIN CENTER
on the Press, Politics and Public Policy

Coming up at the Shorenstein Center...

Politics as Theater

A lively conversation before the first Presidential Debate.

Aaron Sorkin

Sen. Al Simpson

Kathleen Hall Jamieson

Chuck Todd

Moderated by Alex S. Jones

October 3

Denver, CO

2:30 p.m. ET

Watch LIVE webcast:
shorensteincenter.org



Open v. Closed: Media, Government and Social Organization in the Information Age

RICHARD S. SALANT LECTURE ON FREEDOM OF THE PRESS

with **ANNE-MARIE SLAUGHTER**, Bert G. Kerstetter '66 University Professor of Politics and International Affairs at Princeton University.

Wednesday, October 10, 6 p.m. | John F. Kennedy Jr. Forum

Stay up to date
with the
Shorenstein Center



@ShorensteinCtr



facebook.com/
shorensteincenter



soundcloud.com/harvard/
sets/shorenstein-center

<http://shorensteincenter.org> | @shorensteinctr

CITIZENNEWS

“Summer,” continued from page 1

around the world, at banks and NGOs, for international agencies and foreign governments, even at the White House.

More than one hundred of our classmates had official internships overseas, according to Kennedy School records, and many others worked here or abroad in other capacities. One intrepid soul in our midst even climbed Mt. Denali (Mount McKinley), this continent’s highest peak, for charity.

A dozen students found themselves in Monrovia for the summer, no doubt leveraging our school’s continuing relationship with Liberian President Ellen Sirleaf Johnson, member of the Kennedy School’s Class of 1971.

Nick Bayard worked at the National Port Authority of Liberia, training departmental managers and liaising with the Environmental Protection Agency on port-related matters. In typical Kennedy School fashion, he managed to find time to engage in social outreach too, working with the More Than Me Foundation to help at-risk girls get off the streets and into school.

One particular challenge involved navigating an inchoate government bureaucracy in a successful effort to have the government donate a refurbished building to the foundation for use as a school. “It was some of the most satisfying work I’ve done,” he said.

Cassandre Pignon and Kartik Akileswaran were also in Liberia. Pignon worked with the strategic arm

of the Ministry of Public Works, and Akileswaran worked with the National Bureau of Concessions. Akileswaran learned that relationship building was often as important as analytical abilities, and noted, too, that “there is a tremendous divergence between what’s on paper and what actually happens on the ground. Coming to terms with this reality is essential.”

Farther east, nearly fifty students found internships in Asia, in nations as disparate as Afghanistan, Cambodia, Myanmar and Nepal. MPP student Tiffany Ma worked with the International Crisis Group in Beijing. The ICG is an anti-conflict NGO, focusing extensively on the implications of the United Nation’s Responsibility to Protect initiative. She helped research and edit a report on the South China Sea, and noted that the project “was very much driven by rapidly unfolding events” in the region.

“The experience gave me a deeper appreciation for the complexities in Chinese foreign policymaking,” she said, “in



Nick Bayard, MPA/ID, poses with Liberian President Ellen Johnson Sirleaf and Superintendent of Montserrado County, Grace T. Kpaan. He spent the summer working and volunteering in Liberia.

particular the challenges of coordination between different levels of government and agencies.”

Not everyone went abroad. One intrepid student attempted Mt. Denali as

“but it was actually three people: my boss, Felicia Escobar, her deputy and me.” (Escobar, a Senior Policy Advisor, is a Kennedy School alumna.)

Harvard prepared him well, he felt, particularly with regard to the volume of memo writing, statistical analysis and work on substantive policy.

“The experience was absolutely life changing,” Octavio Gonzalez, MPP 13, of the announcement of the enactment of the Deferred Action for Childhood Arrivals.

part of a fundraising and consciousness-raising effort. Roman Lentz’s expedition, despite being turned back from the summit by extreme weather, was a successful effort on behalf of the *no mountain too high* project, which supports micro-entrepreneurs in developing countries.

Ninety-one students had official internships here in the United States, according to school records. Kennedy School lessons were put to use at the United Nations in New York City, at the Gates Foundation in Seattle and in the governor’s office in Montgomery, Alabama. Unsurprisingly, a third of students found themselves in Washington, D.C.

Octavio Gonzalez worked with the Immigration Policy Team at the White House Domestic Policy Council. “It sounds like a big operation,” he said,

Just two weeks into the internship, he experienced the thrill of success from the inside, when President Obama announced one of the biggest reforms to immigration policy in a quarter century: Deferred Action for Childhood Arrivals. Octavio had the honor to stand among a small group of staffers in the Rose Garden as the President declared the policy shift.

“The experience was absolutely life changing,” he said.

These experiences, and others like them, occur every year.

Putting theory into practice is the very essence of transitioning from the academy into the real world, and the summer internship opportunities offered through the Kennedy School are an integral part of turning students into practitioners.

The Citizen is looking for a business manager who can commit 1-2 hours a week and wants to see the student newspaper thrive!
E-mail hkscitizen@gmail.com

CITIZENNEWS

“Diversity,” continued from page 1

Martinez declined to be interviewed for this article, citing unexpected travel plans.

The position was originally envisioned at the Director level, but was later elevated to Assistant Dean. The Kennedy School Student Government (KSSG) requested to be involved in the hiring process but was turned down.

One of the office’s primary responsibilities will be to step-up the recruitment of students from traditionally under-represented backgrounds, emphasizing diversity of race, age, gender, disability, sexual orientation and socio-economic status. Another is to provide support to the HKS Diversity Committee.

Outside of these concrete responsibilities, the office’s mission remains vague, with the administration offering little beyond the refrain of “promoting and celebrating diversity in all of its forms” through “trainings and community engagement events.”

Last year’s KSSG President Sherry

Hakimi said Martinez’s experience at HKS was viewed as an important asset to the position.

“Part of the role is to recruit minority students. Her relationship with minority alumni gives her an advantage,” said Hakimi.

In announcing the appointment of Martinez last spring, Dean Fortunato also stressed her experience “building powerful relationships with students, colleagues, alumni and organizations throughout the world.”

Recent MPP graduate and former head of the Black Policy Conference Gabrielle Wyatt worked closely with Martinez for the past two years and considers her a “true role model for HKS leaders” and a “strong advocate for students of color.” Nonetheless, Wyatt has some reservations about how successful the office will be.

“I think it runs the risk of holding conversations about diversity that are not courageous enough. My worst fear is that the office will become tokenized as just enough response to the growing dis-

content around diversity issues, preventing effective and meaningful change on campus,” said Wyatt.

Blake Hyatt, MPP2 and member of the HKS Diversity Committee, believes the creation of the office is a signal that the administration is taking student concerns over diversity seriously. He hopes the office will tackle the academic side of the diversity issue that is often overlooked.

“In the classroom, work needs to be done to ensure that lectures don’t marginalize or tokenize students’ identities, and the curriculum needs to be updated to address the challenges associated with diversity that we will encounter across our disciplines.”

Hakimi also shares Hyatt’s desire for pedagogical change, but her experience working with the administration has left her skeptical that there is sufficient political will to see such a program through: “That will take a unified partnership between Dean Ellwood, Dean Fortunato, and Martinez. It would take some real bravery on their part to tell profes-

sors what to do in their classroom.”

Helena Pylvainen, MPP2 and President of the LGBTQ Caucus, said her relationship with the office has been productive thus far. She said she looks forward to working with Martinez to “make LGBTQ people and policy issues more visible at HKS – from the diversity of individuals highlighted in course readings to the speakers we see in the forum.”

In his address to the celebration on Sept. 7, Dean David Ellwood called the Office “really overdue” and acknowledged how far HKS has yet to go in promoting diversity.

“[Without adequate diversity] you lose out on ideas. You lose out on the learning that can happen in a diverse mix of backgrounds,” said Ellwood. “Change is not going to happen just because of Alexandra. It’s going to happen because you speak up,” he added.

Students are encouraged to reach out directly to Assistant Dean Martinez. The Office of Student Diversity and Inclusion is located in L-126.

“Bidding,” continued from page 1

confused by mob mentality.

Many students feel that the chaos around bidding renders the first three weeks of the semester virtually useless in terms of productive learning time. The level of effort required to solidify schedules and the amount of time lost waiting for bidding results, cross-registration approvals and addition of signatures significantly decreases the focus on the classes themselves.

Often, students do not purchase books or course packs until three weeks into the course when they are sure that the course will remain on their schedule, thus falling behind in their studies.

This year, Fuchs proposed an alternative plan. He approached the HKS student body and proposed a trust-based system in which each student would complete an online form prior to the start of the bidding period indicating their final choices of courses they

planned to keep or drop. He reasoned that if students collectively embraced the plan, a careful analysis of the raw data could clarify which classes were actually going to bidding and thus allow students to make educated guesses around the points required for each class prior to the bidding start date.

About a third of the HKS students embraced the plan and, after the results were analyzed, it became clear that several oversubscribed courses were no longer full. Fuchs was able to contact the students who wanted those classes and let them know prior to bidding. His understanding of game theory, algorithms and his willingness to stay up late scrubbing data was critical to the success of the endeavor. In order to maintain integrity, Fuchs himself

registered for classes before the analysis began.

Other students have discussed and proposed alternative plans. At the end of the first round of registration, an ad

“Many if not all of us have put our careers on hold, stopped our community work, given up our salaries and left our families behind to learn crucial skills for a year. We did not make all of those sacrifices to – as some have recommended – choose one course and put all of our points in to get into it.”

– Kevin Prager, MC/MPA

hoc group of 18 frustrated MC/MPAs gathered to brainstorm solutions to the most pressing concerns stemming from the fall shopping and bidding processes and timing.

“Most students came to HKS from far away, and most of us are paying the significant costs out of our own pockets,” said Kevin Prager, MC/MPA, who moved from Brussels in July. “Many if not all of us have put our careers on hold, stopped our community work,

given up our salaries and left our families behind to learn crucial skills for a year. We did not make all of those sacrifices to – as some have recommended – choose one course and put all of our points in to get into it.”

The MC/MPAs drafted a list of 23 problems for which they have proposed simple solutions that, they say, will reduce stress for students from all programs, ensure attendance of even the most obscure seminars and help rein in rampant bidding inflation. Among the proposals are an increase in the amount of time between shopping, registration and bidding, web streams of courses on shopping days and the assignment of advisors far earlier in the summer.

“Students understand that the Kennedy School has limited resources,” Prager said. “But they also know that some improvements can be made simply. So we’re stepping up to the plate to help improve our school over the long term and, with any luck, our own experience here.”

The group intends to offer its recommendations to the KSSG and the HKS administration in the hope that several tweaks can be made for registration for J-term and spring semester.



[facebook.com/hkscitizen](https://www.facebook.com/hkscitizen)

CITIZEN PERSPECTIVE

Column: What Shih Said (Musings from a Former Editor)



Too Busy: A Narcissistic Sense of Grandeur

By Irene Shih, MPP '13

For this year's opening *Citizen* issue, I'd like to tackle the myth of being "too busy." If you are reading my column right now (which of course you are), I congratulate you on finding the time between class, social events and procrastination to skim this first paragraph.

First-year students, especially, are suffering a champagne problem: So much tuition, so little time. Every day is a buffet of options. Brown-bag? Forum? Happy hour? Would anyone mind if you sipped your happy hour drink out of a brown bag at the forum? (Consolidation is key.) First-semester FOMO (Fear of Missing Out, not to be mistaken with Fear of Making Out) mostly involves warming as many seats with your butt as possible. At some point (mid-October), you concede that it is physically impossible to have your butt in five different places at the same time.

So, you're busy. I get it. But are you *too* busy?

These days, I find myself putting people I love on a calendar (and vice versa). That is, if they win the lottery and make my calendar at all.

I didn't do this in college. Somehow, real face time with friends just fit the rhythm of my life.

It meant I could end lunch with someone without a melodramatic farewell (that sad hug you give when you can't summon the imagination or foresight to know when/if you'll meet again. Star-crossed lovers, tragically separated by 60-hour workweeks. Wherefore art thou, indeed).

At that point in my life, it would have been unthinkable – repulsive, really – to put my buddy on a waiting list. I used to prioritize play over work, all the time. And it didn't wreak havoc on my GPA.

(I have this theory: I don't think spending time with people will screw you over. Usually what screws you over is all the nothing you do during the time you said you would be busy. Or a drug habit. Or a clingy, suicidal boyfriend – uh, hypothetically. Or a combination of the above.) I'm being somewhat facetious, of course: *But about which part?*

Yes, I'm a much busier person now, absorbed in the kind of frenetic lifestyle

"Wait a minute," you – the reader – protest, picking up on implied accusation in my harsh reflection. (Bear with me: This is the part where I pretend to talk to a chair.) "Wait a minute," you say, "you're being unfair to yourself. You juggle a lot more now than you did in college."

I do – between classes and extra-curriculars and building professional momentum – I won't deny that I make

For one, I didn't use to feel so guilty about spending an unplanned afternoon with someone. These days, I'm always on the run and don't even know what I'm running TO. My anxiety is its own end. The world I know has become a revolving door of 26-year-olds who never have time for each other, who aren't even present when they are with each other. For all the time we spend thumbing through someone else's photos on Facebook – No? Just me, then – we probably could've sat down with that person and had several good conversations.

This is to say that it's perfectly rational to panic at a place like HKS, which seems designed to overwhelm your senses. It's even understandable to forget that before Harvard, before work, before adulthood – there was a simpler you who put people before profession. But at some point, if you find yourself missing out on a gesture, a joke or even an entire relationship – be not surprised. As it turns out, being too busy just means you're never available. You see, it's perfectly rational to be too busy. But it's not really reasonable, not in the context of things that we really ought to hold dear. In our hierarchy of needs, family should trump work. Hanging out should trump networking. It isn't always either-or, but when it is, what do you choose?

Oh, I know. You will push back. "But I AM busy, I swear." (I'm talking to a chair again.) We're at some overhyped forum event, bored to tears but pretending to be intellectually stimulated. Sipping from our mysterious brown bags. Far be it from me to tell you what you should prioritize.

And really, my entire column has been one long example of something I did instead of hanging out with you. See what I did there?



By Ben Weinryb Grohsgal

that reeks of self-delusion. A masturbatory sense of my own grandeur. When I started working, it gave me twisted pleasure to say, "Next week? Let me check my calendar!" – wink and wank. I loved the way those words rolled off my tongue and forced the other person to accept my importance, my unavailability. To confront the short supply of and unquenchable demand for ME. I had arrived.

greater demands on myself now. It's the story of the tortoise and the hare, and I don't want to doze off while some slow reptile passes me by. (This is a good metaphor, I can feel it.) But I also didn't measure my worth with today's metrics, which prize a stupid appearance of productivity – one that has almost nothing to do with being happy or feeling alive. I'm not sure it's even about getting things done.

CITIZEN OPINION

Ordinary Embroidery

By Jaya Bhagat, Opinions Editor

'There are only two Americans in this shot. Try to guess who. The other countries represented include Greece, Canada, Japan, Kazakstan, France and a Native American tribe. Love this place.' - This caption – which is for a photograph John Lee, MC/MPA '13, posted on Facebook.com showing fellow students sitting down for a meal of lobster on a fine summer day spent outdoors at Walden Pond – struck a chord.

'To quote Chris Tannian's (MC/MPA '13) blogpost (chrisvibe.wordpress.com) on his International Summer Session at HKS: *As great as it is to be internationally aware, this summer has been about the eyeball-to-eyeball experiences that make me really feel and understand what I cannot glean from words alone. When I sit across from a fellow classmate (from Chile, China, Kenya, Madagascar, Pakistan, India, on and on I could go), and see the expression in their eyes, and hear the conviction in their voice when they tell you a personal story of how they or those they care about have suffered or been impacted from injustice, corruption*

or simply from bad or indifferent public policy (many would include misguided U.S. foreign policy), the world seems to shrink, and their issues are now my issues. It is impossible to detach from the story or the issue at hand when the setting is so intimate.'

A photograph and a blogpost – each attempting to speak about what makes HKS so special

We tend to take the diversity we see around us at HKS so much for granted. This student presence from various countries is not uncommon in schools across Harvard, but I would hazard a guess that in HKS the world is much more widely represented. Take the Mason Program for one: It ensures that many more people make their way to the Kennedy School from varied regions of the world. The Harvard Kennedy School, as our info graphics show in a related feature, has a student population that spans at least half the 194 member countries of the United Nations.

At a time when the world outside HKS seems to be driven by the desire to find things that separate and distinguish each of us from 'the other' – our constant interaction across languages, cultures and backgrounds is a remarkable thing – remarkable in its everydayness, but also remarkable in that everyone is given a chance to be heard and the opportunity to be authentic and true to one's own culture.

The environment at HKS, with its emphasis on public service and constructive engagement, is a gift. For many of us, it will be difficult to find this moment in time again when we meet so many people who are so different. Work and life will take over and our circle of contacts will become limited to the familiar and the known by chance and circumstance. Our time here at HKS is an opportunity: A rare one even in a globalized world.

So while busy being busy, rushing to classes, grumbling about readings, running to catch up or even to stay in place – let us not forget the thread that runs through this huge patchwork-quilt community here at HKS: The thread of continuity and

connection that says that differences and diversity are good. Even beautiful. Definitely necessary. To be sought out and to be enjoyed.

So, in this madcap world of classes and library-induced siestas, let us make the time to get to know our cohort and friends here. Learn more about their cultures and what makes them tick. Glory in our differences and the common heritage that we share – of being citizens of the world. For many of us – both from the United States and abroad – this will perhaps be the only opportunity to meet people in a setting where so many friendships will so quickly grow out of shared ideas and new experiences and bonds. And when you're ready to leave (or when they push you out and back into 'real life'), here's hoping that there will be many of us who will realize that thanks to this time spent together, most places in the world now have a face or name to them, and no city is totally unknown or the 'other'. And perhaps the greatest legacy of HKS: that no city or its people, howsoever new, will remain unknowable.

Last week, on Sept. 11, the day reminded us of the importance of talking to each other and being willing to listen: Of the critical need to do so. It is easy to take our differences for granted, but finding commonalities would better serve us.

For a shared future.

For less rigid positions and identities.

For a willingness to listen; to hear and be heard.

And also just because it's interesting and challenging and, usually, fun.

In this year ahead, we hope to be featuring stories from across the HKS Community on the Opinions page...

The stories will speak about struggles and leadership – and also differences and coming together; How the time at school is helping change attitudes or just recognizing new ideas and how our everyday interactions are special in their ordinariness. We are also starting a poetry column because sometimes strong opinions just need a timbre and a voice which has a rhyme and rhythm all its own.

Please send in your contributions to opinions.thecitizen@gmail.com

The team at 'The Citizen' looks forward to hearing from you.

"Slavery," continued from page 3

specifically focused on Native Women.

Another area of the human trafficking debate, specifically addressed by MIWSAC, is how to help people who are victims of trafficking. As with other crimes, treatment cannot be a one-size-fits-all. People who are trafficked have a variety of needs, both instant (housing, medical care, legal assistance, etc.) and long-term (healing, recovery, obtaining and sustaining employment, potentially reconnecting with family, etc.).

What I aim to do in this series on modern slavery is to raise awareness about human trafficking in the U.S. and globally, present different perceptions and studies, and engage you as a global citizen to increase your recognition that we all contribute to modern slavery. Additionally, these articles will provide ways to decrease our inadvertent participation in modern slavery and ultimately end its insidious practice around the world. Stay tuned....

Poetry

WORLD PEACE

If I
draw a circle
around me,
and you
draw a circle
around you,
then I am 'us'
and you are 'them'
and so we use all our strength and skill
and ingenuity and resources to
kill each other.

If we
draw a circle
around both of us,
then we are brothers
and there is only 'us.'

– Athol Williams
MC-MPA 2013 &
Mason Fellow

WRITE
for the
HKS CITIZEN
Submit photos, opinions,
story ideas and news to
HKSCitizen@gmail.com

CITIZEN OPINION

Meet your Classmates!

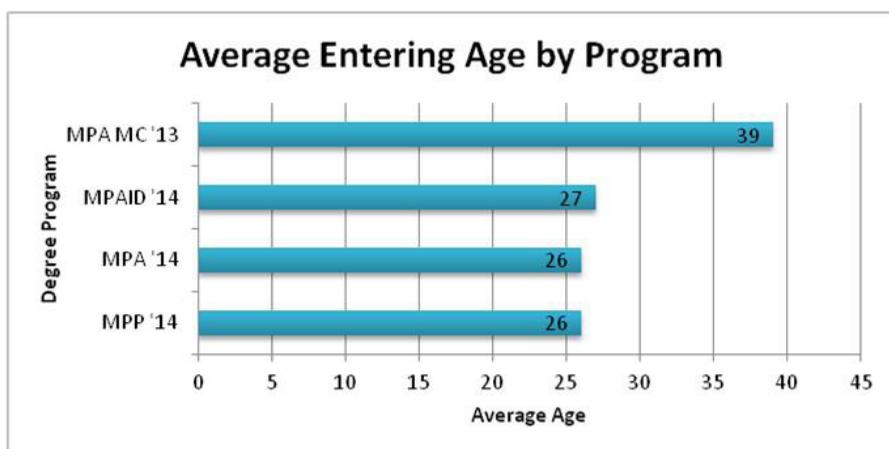
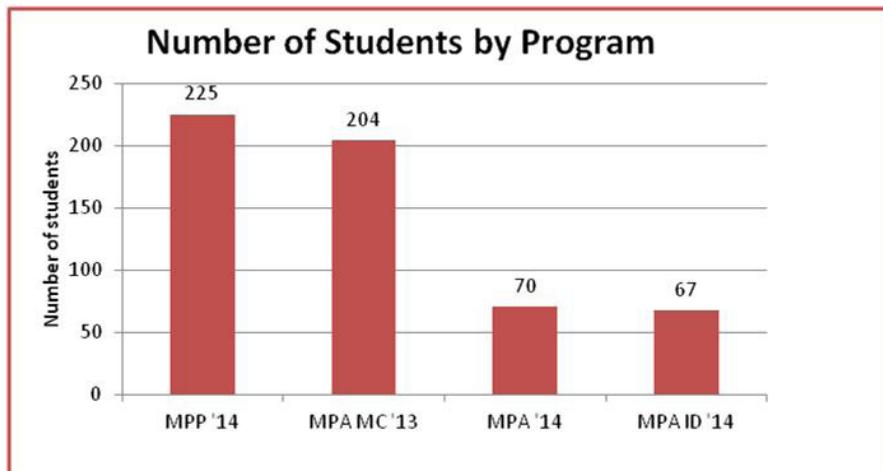
By Karly Schledwitz

You may have shaken 100 hands in the first few weeks of class, but have you ever wondered about the make-up of your program or the other programs at HKS?

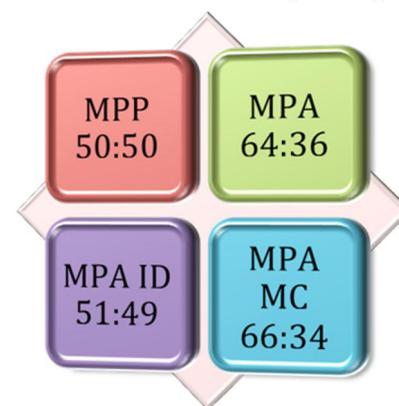
Here are some basic demographics of the incoming classes sorted by degree program, provided by the HKS Admissions Office.

*The data for MPA MC includes Mason Fellows.

We all know HKS is a diverse school, but do you know which countries are most well-represented in our cohort? The infographic below shows a list of the 3 or 4 countries (besides the United States) that have sent the most students to HKS in each program :



Men: Women Ratio by Program



MPPs and MPA IDs are maintaining the balance – the other programs have some catching up to do!

Looking for a new way to get your message across?

Advertise with The Citizen.

Mention this ad and get half off for any October issue.

HKSCitizen@gmail.com.

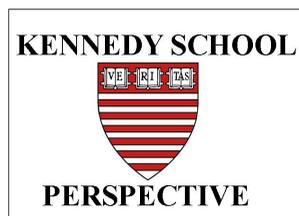
CITIZEN OPINION

Teachers Wanted: No Experience Required The state of pedagogy at HKS and why it's not getting better



By Alexi White,
MPP '13,
Progressive
Caucus
Executive

Some HKS pro-



fessors are in need of remedial training in the theory and practice of teaching and learning. This is the clear and concerning take-away from the recent analysis of course evaluations carried out by the HKS Progressive Caucus.

Although the majority of our profes-

sors receive comfortable scores of 4 out of 5 or above, there is a long tail of poor performance. Last year, 20 professors involved in 31 courses received a score of less than 3.5 and as low as 2.6 (only considering classes of ten or more students). That's one in seven.

While a high school teacher must have a degree in education, the minimum requirement to teach at HKS is research ability or experience in public service. There is currently no required training in teaching at HKS other than a two-day workshop for new professors. It would seem, therefore, that required remedial classes in teaching would be a powerful step forward, but it is inconceivable that the administration would have the courage to choose this path at present.

This stems from a deeper problem: Although we pay lip service to the equality of our dual teaching and research missions, the general sentiment among HKS administration and faculty clearly favors publishing and other

methods of accumulating prestige. If faced with a choice between improving educational outcomes and accumulating fame, this school invariably chooses to allocate its finite resources to the latter.

and students who are adverse to change sometimes punish forward-thinking professors who adopt active learning pedagogies.

The proper evaluation of an individ-

If faced with a choice between improving educational outcomes and accumulating fame, this school invariably chooses to allocate its finite resources to the latter.

— Alexi White, MPP '13

Unfortunately, this pattern of placing the institution's interests over the interests of those it serves is the opposite of what we preach.

Advertisements for faculty positions provide a glimpse at how HKS communicates its commitment to both teaching and research. Landing the job as Minos A. Zombanakis Professor of the International Financial System advertised last year on the HKS website required "an outstanding publication record" and "a commitment to teaching." While both teaching and research are clearly considered, it is hard to imagine an equivalent advertisement asking for the reverse—an outstanding teaching record and a commitment to publishing. You must succeed at publishing, but in teaching, trying hard is enough.

Evaluations

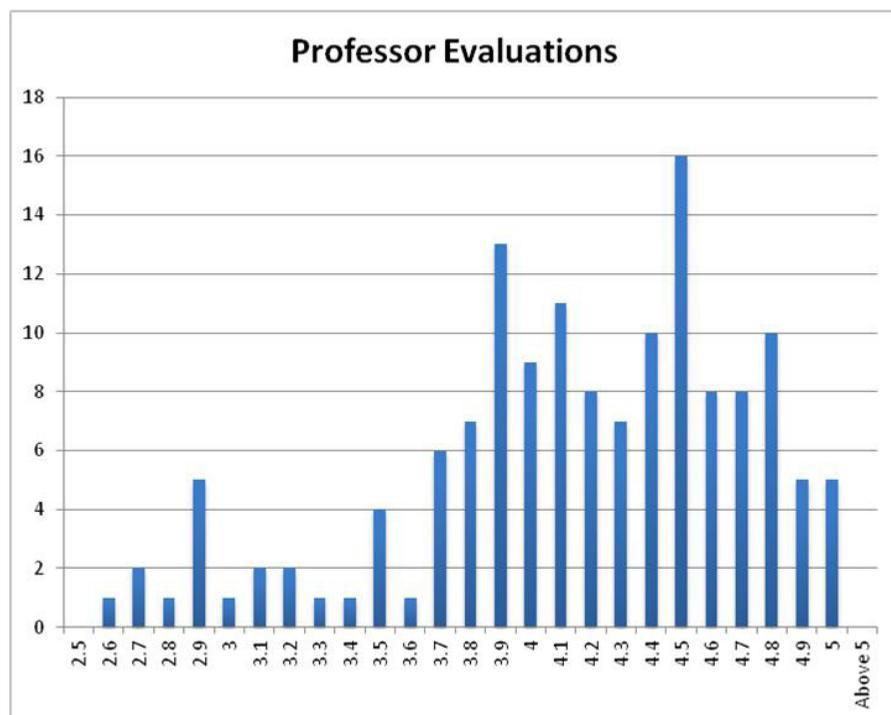
Of course, there is much more to teaching than one number out of five. The same professor's scores may fluctuate considerably, perhaps as a result of performance or students' herd mentality. Teaching a required course will lower the average professor's score by over ten percent. Moreover, it is not clear that higher scores are always associated with improved learning outcomes,

ual professor requires, at a minimum, the examination of teaching data across multiple years and courses. Teaching dossiers or portfolios, peer reviews, and assessments of learning outcomes that go beyond course content should also be employed.

Despite their weaknesses, course evaluations do provide a glimpse of the overall state of teaching at HKS, and there is clearly room to improve. Although there is no appetite to tackle this problem head-on, incremental change is possible through innovation and leadership from students, faculty and administrators alike.

Moving Forward

In some areas, modest work is already underway. Launched in 2007 and headed by an assistant academic dean, SLATE (Strengthening Learning and Teaching Excellence) is an initiative to improve teaching and learning at HKS. From planning a course, to teaching and evaluating it, SLATE provides assistance to interested professors with pedagogical development. The program has received significant support from the administration in recent years, and improving curriculum and pedagogy is one of the administration's four long-term objectives. Since even basic budget information is kept from students, however, we do not know how well this initiative is



Professor evaluations from 2011-12 reveal a long tail of poor performance.

Continued on page 11

CITIZEN OPINION

Immigration Reform: A Decade of Failed Promises



By Neil Gundavda, Staff Writer, MPP '14

The DREAM (Development, Relief, and Edu-



cation for Alien Minors) Act was first introduced in 2001 as a bipartisan step towards comprehensive immigration reform. However, it ushered in a decade of acrimonious debate over not just immigration, but over the very values of what it means to be “American.” Republicans that supported the DREAM act faced vitriolic assaults from their home constituencies and the last four years of Congressional extremism scuttled a multitude of attempts to make the bill a reality.

Four months ago, the Obama administration put forth a plan to offer “deferred action” to young immigrants who originally qualified for the provisions of the DREAM Act. Illegal immigrants can request deferred deportation for a two-year period if they are younger than 31, came to the United States before they were 16, lived in the United States since June 15, 2007, and are currently in school or have graduated from high school or have been honorably discharged from the military.

Applicants must have a clean criminal record and possess no threat to national security. Once deferred-action is granted, the individual can work legally in the United States. “Deferred Action for Childhood Arrivals” or DACA began in earnest on Aug. 15, and received 82,361 applications within one month. U.S. Citizenship and Immigration Services (USCIS) claims that 1,660 of these requests are ready for review and that 29

have been completed.

Is DACA an appropriate substitute for the Dream Act? Within a week of the new directive’s launch, ten U.S. Immigration and Customs Enforcement (ICE) agents filed a lawsuit in Texas against the Obama administration, saying that the new policy prohibits them from doing their job. The allegations within the lawsuit have broader implications for Obama’s non-deportation strategy than the constraints on ICE’s ability to deport.

The lawsuit alleges that DACA violates the Congress’s constitutional purview to govern immigration policy and that it breaches the “Administrative Procedure Act,” which requires federal agencies to publish proposed new regu-

If presidential candidate Mitt Romney were to win the 2012 election, he could end DACA with the stroke of his pen. What happens to the tens of thousands of illegal immigrants (soon to be the hundreds of thousands) who have supplied the federal government with damning evidence of their whereabouts and activities?

– Neil Gundavda, MPP '14

lations in the Federal Register before they are enacted. This allows for public commentary and objections.

The ICE agents may not have legal standing in court, but the lawsuit demonstrates just how complicated non-deportation can be. The presiding judge in Texas could issue an injunction, which would interfere with the promise of non-deportation. Other anti-immigration groups could find more salient lawsuits. This case or a similar one may even end up at the docket in the

Supreme Court.

If presidential candidate Mitt Romney were to win the 2012 election, he could end DACA with the stroke of his pen. What happens to the tens of thousands of illegal immigrants (soon to be the hundreds of thousands) who have supplied the federal government with damning evidence of their whereabouts and activities? USCIS has collected biometric data and information about family members and close relatives.

Congressional action on the DREAM Act is perhaps now more necessary than any other time in the last decade. The illegal immigrants that are applying for deferred action have almost no protection. While the opportunity to secure jobs that are not ‘under the table’

a rather unpredictable federal jury could cost them everything.

Years of inaction by Congress perhaps necessitated bold action by the executive branch. However, it does not go far enough in protecting young immigrants.

The next Congress must not only enact the provisions of the new policy but also take steps to address comprehensive immigration reform. If lawmakers are serious about restarting a torpid economy, they must realize that America’s innovation and strength comes from the diversity of its people. This of course, is a product of immigration. Bright and talented immigrants can help rebuild this country. Instead, they are marked as targets for deportation and constantly live in fear over their uncertain status.

The DREAM Act represented a culmination of efforts by both parties to address a calamitous situation for young immigrants. It is time for a renewed commitment towards turning this dream into reality.

“Teachers,” continued from page 10

funded.

Unfortunately, SLATE often finds itself preaching to the converted, as the professors who most invest in their teaching and learning skills are often already among the top performers.

Students are also leading change. The Student Public Service Collaborative, for example, is working to promote the benefits of experiential learning.

Further initiatives to promote a culture change in teaching and learning are also possible. Why not place a student representative on all hiring, promotion and tenure boards? Why not appoint a teaching and learning leader in each department or research center?

In the end, however, our strongest tool for change is the choices we make as students. We must do more to inform ourselves about the quality of the courses and instructors at HKS and refuse to enroll with those who consistently underperform.

**Disagree? Want to Say More?
Send your Letter to the Editor to
opinions.thecitizen@gmail.com**

CITIZEN CULTURE

Outside the HKS Bubble

Top Five Fall Activities

By Anthony Barrows, Staff Writer

As a native Bostonian, I am often asked, “Where are the cool places to hang?” and “What are the fun things to do?” In the spirit of service, I offer this advice about how to pop out of the Kennedy School bubble and serve yourself all that Boston and New England have to offer. Let’s start with 5 must-do-activities for fall:

- 1 Check out the Boston Symphony Orchestra** – Their 131st season opened on September 22nd and will run through May 2013. A short ride on the #1 bus down Massachusetts Avenue, Symphony Hall is an aesthetic and acoustic marvel. A \$25 College Card is cheaper than 3 rush seats, and will get you free access to many BSO concerts. www.bso.org
- 2 Go apple picking** – Autumn, in my childhood, meant quarter-peck bags of Empires, Macintoshes and Roxbury Russets. Round up your family or friends and head to a pick-your-own orchard, preferably one featuring hayrides. For authenticity’s sake, wait for sweater weather so you can warm up with mulled cider afterward. www.mass.gov/agr/massgrown/apple_py0.htm
- 3 Go leaf-peeping** – New England is legendary for its fall color metamorphosis as the trees lose their leaves for the winter. Harvard’s own Arnold Arboretum is my favorite T-accessible foliage spot, but most opt for a jaunt through the countryside. I recommend driving Route 2 in Massachusetts and Route 100 in Vermont. Peak leaf season travels south along with the cold, so check out the Northern states first.
- 4 Celebrate Halloween in Salem** – Salem is best known for its 1690’s Witch Trials, and their annual Halloween celebrations do nothing to play down that history. Go early to see historical sites, museums, and actual witches. Then, dance the night away at one of the clubs or parties scattered throughout the city. The commuter rail runs extra trains if you can’t find a designated driver. www.hauntedhappenings.org
- 5 See a Harvard football game** – On Nov. 17, Harvard Stadium will host the 129th version of “The Game” – the annual Harvard & Yale (American) football match well-known for its elaborate pranks and tailgate parties. This event is not quite out of the bubble; however, it’s so good, it’s worth staying in the bubble for! Even if you can’t make it to The Game, be sure to spend at least one crisp Saturday afternoon showing your Crimson pride. www.gocrimson.com



Apple Picking in New England. Photo Courtesy of Mass.gov.



Blue Hills Reservation. Photo Courtesy of Mass.gov.



Salem Witch Museum. Photo Courtesy of salem.org



Harvard-Yale Football. Photo Courtesy of gocrimson.com



Boston Symphony Orchestra. Photo Courtesy of bso.org.

CITIZEN CULTURE

Enter the SurREAL World of Brazilian Street Artists' Os Gêmeos



By Nick Wilson, Staff Writer, MPP '13

A street art exhibit featuring Portuguese twins who alternate between playful depictions of rural traditions and critiques of social inequity, the Institute of Contemporary Art's Os Gêmeos seems custom made for Kennedy School students. Need further proof? It's free for Harvard students.

The first US solo museum exhibition of the São Paulo twin brothers Otavio and Gustavo Pandolfo runs through Nov. 25 and is well worth the T ride to Boston's waterfront. As with all great graffiti success stories, the twins' tale begins during the explosion of hip-hop in mid-1980s New York City.

Inspired but lacking affordable spray paint and concrete knowledge of how the New Yorkers did it, Os Gêmeos were forced to pave their own path. Armed with paint rollers and latex paint pigment, the twins developed a signature style featuring yellow-tinged characters and surrealist scenes. While they are

known for their large-scale murals celebrated around the world, their paintings that incorporate household objects and wood sculptures are among the most moving in this exhibition.

On the third Saturday of each month, local musicians will bring the sonic sculpture *Os Musicos* to life. A Brazilian or hip-hop soundtrack would be a welcome addition the rest of the time, but I suppose it may interfere with the enjoyment of the free audio guide.

After you exit the small one-room show and relish the breathtaking views of the expansive waterfront on your four-story descent, your surrealist street art journey is far from over. Armed with newly acquired insight and perspective, it's time to find the twins' murals around town. Start at the Rose Fitzgerald Kennedy Greenway at Dewey Square, where you'll find a controversial but awe-inspiring 70-ft mural on a Big Dig ventilation building. Then make your way to Stuart Street's Revere Hotel before completing your journey at Webster Street in Somerville's Union Square. The cross-town journey will be rewarded with the chance to experience the artists' talents the way it was originally appreciated: on the streets and on a massive-scale.

Nick Wilson is an MPP1 who writes about food, drink and culture at TreasureMA.com.



Check out art from Os Gêmeos by São Paulo twin brothers Otavio and Gustavo Pandolfo in Dewey Square, Union Square in Somerville, Stuart Street's Revere Hotel and at Boston's waterfront until Nov. 25. Get an audio tour free with a Harvard ID.

CITIZEN CULTURE

Yang's Eats

Café Mami: A Japanese Culinary Gem in Porter Square

By Rebecca Yang, MPP '14

Café Mami, a restaurant nestled inside the Asian food hub at Shops at Porter, offers unpretentious Japanese comfort food at very reasonable prices.

The slightly dry fried shrimp Shumai (\$4.50) was forgettable, but the robust flavor of the Yaki Don (\$7.00) was delightful. This simple dish featured thin juicy slices of marinated beef simmered with fresh onions over perfect fluffy white rice, topped with crisp bean sprouts and thinly sliced scallions. I could not taste the heat that was advertised in this dish, but if you would like more, I recommend adding a squirt of sriracha sauce, providing both flavor and heat.

The restaurant's specialty is the

Tokyo Hamburg Steak Set (\$8.99); a dish featuring marinated slabs of ground beef slathered in a special homemade thick, rich tomato and pork-based ragu simmered to perfection for an entire day.

From what I observed at the tables around me, it was a popular choice among diners as well. The Tatsuta Curry (\$8.99), juicy and tender ginger-infused boneless fried chicken served with a flavorful beef broth curry, was at once tangy and rich. The restaurant also offers vegan, vegetarian, and pescetarian options.

I recommend the Salmon Veggie Yaki Don (\$7.50), Fried Tofu Veggie Don (\$7.49), and the Kaisou (\$3.00), a mix of seaweed, lettuce, and tomato

slices tossed with homemade soy sauce and sesame oil. The Curry Rice Sets and the Hamburg Steak Sets are all served with a side salad and miso soup, and all dishes are served with free refills of rice. The popular Green Tea Milkshake (\$3.50) was the perfect way to cool off my palate at the end of the meal.

Although the seating is limited (15 seats), the restaurant offers quick service. Due to the high turnover, this place is best for a quick lunch or dinner for you and a friend or two. At \$5.00 + tax, the lunch specials provide incredible value. Café Mami allows you to enjoy delicious Japanese cuisine without breaking the bank: it is truly a culinary gem in the heart of Porter Square.

Café Mami

★★★★★

1815 Massachusetts Avenue, Cambridge, MA 02140 (Porter Square, inside the Shops at Porter), (617) 547-9130, <http://cafemamicambridge.com>

Cuisine: Japanese

Prices: Lunch Specials, \$5 + tax; Appetizers, Soups, and Salads, \$1.00-\$7.00; Main Dishes, \$6.00-\$8.99.

Hours: Mon – Sun.: 11:30 a.m. - 8:30 p.m. (Lunch: 11:30 a.m. - 2 p.m.)

Features: Takeout, Lunch specials

Recommendations: Yaki Don (Spicy Sliced Beef Rice Bowl), Tatsuta Curry (Boneless Fried Chicken Curry), Green Tea Milkshake

Payment Options: Cash only

Parking: Street, Private Lot

WHY IT'S AN HKS FAVORITE:

Located next to the Porter Square T, Café Mami offers both convenience and delicious food for a fraction of the price of nearby restaurants.



Tatsuta Curry.



- ★ Poor
- ★★ Mediocre
- ★★★ Acceptable
- ★★★★ Very Good
- ★★★★★ Outstanding

WHAT THE STARS MEAN:

Ratings reflect my reaction primarily to food, with ambience, service, and price taken into consideration.

CITIZEN CULTURE

Get the runway look on an HKS budget

By Erin Patten, Culture Editor

In spirit of Fashion Week, with New York and London behind us, Milan in full swing and Paris soon to follow, let's take inspiration from Mulberry's fall collection to create our very own designer runway look on a reasonable budget.

The **sheer studded collar shirt** is a trend piece that slips well under a blazer, cardigan and in this case faux fur vest and can easily be paired back to jeans on a casual day. The **statement skirt** in bold colors is perfect for brightening a cold, dreary Cambridge day and can be worn with a chunky knit sweater or dressed up as seen here for a more sophisticated look. A **faux fur vest** is a must-have for fall adding warmth and luxury to any look. Don't shy away from pairing your faux fur vest with denim, dresses, or a skirt and blouse combo. Add a **platform oxford bootie** to your look to enhance the preppy charm and lengthen those gorgeous limbs. Last, but not least, include **bright and textured accessories** that complement your overall look and show off your personality. Always make sure that your true self shines through and no matter which pieces you choose to mix and match everyone will undeniably take notice!

Stay inspired.

Erin Patten is a joint degree MPP/MBA student at Harvard who worked in fashion styling and online retail in New York City for 5 years with Bergdorf Goodman and Lord & Taylor.



Items featured:

- A No. 2 Pencil Skirt in Double-Serge Wool, \$98, jcrew.com
- B Sheer Studded Collar Shirt, \$19.80, forever21.com
- C Mia Layla Platform Ankle Boots, \$99, lordantaylor.com
- D Asos Leather Suede Insert Satchel, \$62, asos.com
- E Pieces Pelle Leather Belt, \$15.52, asos.com
- F BB Dakota Faux Fur Vest, \$69, piperlime.com

Want to be in the newspaper?
Submit your favorite photos of the week
to HKSCitizen@gmail.com

Spotted around HKS



Photo Courtesy of Martha Stewart.



Nadir Vissanjy and Chloe Christman celebrate a day of volunteering at HKS Serves. Photo Courtesy of Martha Stewart.



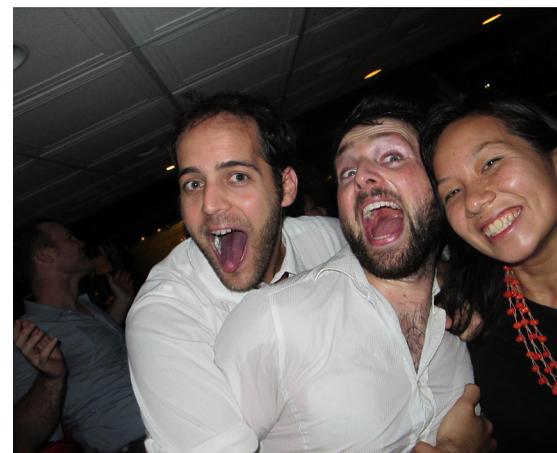
Photo Courtesy of Martha Stewart.



Dozens of students spread out at volunteer sites throughout the Boston area for a day of service on Aug. 31. Photo Courtesy of Amelia Mann.



The Gamma Cohort at MPP Orientation wins Trivia Night. Photo Courtesy of Amelia Mann.



One wild night greeted students who took the annual boat tour on the Spirit of Boston.



The Sept. 13 boat tour was filled with a mix of dancing, socializing and outdoor enjoyment.