



# 2010-11 Annual Report



**Institute for Global Leadership  
2010-11 Annual Report**

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## **MISSION STATEMENT**

The mission of the Institute for Global Leadership at Tufts University is to prepare new generations of critical thinkers for effective and ethical leadership, ready to act as global citizens in addressing the world's most pressing problems. In 2005, IGL was designated as a university cross-school program with the objective of enhancing the interdisciplinary quality and engaged nature of a Tufts education and serving as an incubator of innovative ways to help students understand and engage difficult and compelling global issues. Due to its unique approaches, extensive network, and ability to create unusual partnerships and juxtapositions, IGL is at the forefront of efforts that encourage "thinking beyond boundaries and acting across borders."

To meet these challenges, the Institute emphasizes rigorous academic preparation and experiential learning. Students learn through intensive engagement in classes, global research, internships, entrepreneurial experiences, workshops, simulations and international symposia - all involving national and international students and leaders from the public and private sectors. These activities stress critical and normative thinking, written and oral communication skills, problem solving, and an interdisciplinary approach to learning. Students produce tangible outcomes to their studies through their research projects, the international forums and other significant initiatives. The experience helps stimulate intellectual curiosity and build individual self-confidence and independence, while at the same time developing analytical and practical leadership and decision-making skills.

## PROGRAMS OF THE INSTITUTE FOR GLOBAL LEADERSHIP

*(in chronological order)*

### • **Education for Public Inquiry and International Citizenship (EPIIC) (1985-)**

The cornerstone of the Institute, EPIIC is a rigorous, carefully integrated multidisciplinary program on a global theme that is open to students of all majors and years. Since its inception at Tufts in 1985, EPIIC has been challenging students, as well as policymakers and the public at large, to think critically about questions of pivotal importance to the world. Its main components are: a yearlong colloquium; research projects; an international symposium; professional workshops; and public service initiatives. Past topics have included: International Terrorism (1986); The West Bank and Gaza Strip (1987); Transformations in the Global Economy (1993); Ethnicity, Religion and Nationalism (1994); The Future of Democracy (1997); Global Inequities (2002); The Role of the U.S. in the World (2004); Oil and Water (2005); and The Politics of Fear (2006). **The 2010-11 topic was Our Nuclear Age: Peril and Promise.**

### • **Global Research, Projects, and Internships (1986-)**

Students are encouraged to conduct original, policy-oriented research and projects that allow them to test their theories and assumptions on the ground. Since 1986, more than 900 students have conducted research or participated in an international internship in more than 85 countries. These projects often develop into significant projects and senior honors theses. One project culminated in the creation of an NGO in northern Uganda, Collaborative Transitions Africa; another, which looked at the outreach process from the International Criminal Tribunal for the Former Yugoslavia, became the model for the outreach in Sierra Leone.

### • **Inquiry (1992-)**

Working with public and private schools in more than seven states, Inquiry is one of the university's largest and most diverse public service initiatives. It provides a unique opportunity for high school students to participate in an intellectual and challenging yearlong program, culminating in a role-playing simulation on an international issue. Tufts students act as mentors for the high school students. In 19 years, more than 4,500 high school students and 700 Tufts students have participated.

### • **Dr. Jean Mayer Global Citizenship Lecture Series (1993-)**

This series, and its accompanying award, honors the legacy of former Tufts University President and Chancellor Jean Mayer by bringing distinguished individuals to campus who combine scholarship and public service and who are dedicated to helping students solve some of the world's pressing challenges. Recipients now also routinely collaborate with the Institute to provide internships for Tufts students. Past recipients include Hon. Martti Ahtisaari, Tadatoshi Akiba, Hon. Anson Chan, Bill Drayton, Gen. Romeo Dallaire, Sylvia Earle, Shirin Ebadi, Murray Gell-Mann, Pervez Hoodbhoy, Hon. Jose Ramos Horta, Ariel Levite, Sunita Narain, Sen. Sam Nunn, Conor Cruise O'Brien, Luis Moreno Ocampo, Gwyn Prins, Mary Robinson, Amartya Sen, Wole Soyinka, Ronald Takaki, and Archbishop Desmond Tutu.

### • **Tufts Initiative for Leadership and International Perspective (1997-)**

In 1998, Tufts University, in cooperation with Peking University (Beijing), The Chinese University of Hong Kong, and The University of Hong Kong, began this unique leadership program on intellectual inquiry. Continuing its work with China, TILIP was re-conceptualized in 2008 to expand its reach to such countries as Brazil, Canada, Guatemala, Haiti, India, Israel, Rwanda, Singapore, South Africa, South Korea, and Turkey – which all have sent student delegations to the IGL as part of the IGL's commitment to the Clinton Global Initiative.

### • **INSPIRE (Institute Scholars and Practitioners in Residence) (1999-)**

This program brings scholars and practitioners to campus for public lectures, classroom lectures and research and



career advising. Participants have included Jack Blum, Senior Counsel for Special Projects for Finance Sector Compliance Advisers Limited and an expert on controlling government corruption, international financial crime, money laundering, international tax havens and drug trafficking; Peter Droege, the Asia-Pacific Chair of the World Council for Renewable Energy and Director of Solar City for the International Energy Agency; Sanjoy Hazarika, a member of India's National Security Advisory Board; Pdraig O'Malley, the John Joseph Moakley chair of Peace and Reconciliation at the John W. McCormack Graduate School of Policy Studies at the University of Massachusetts, Boston; and Mort Rosenblum, Associated Press correspondent for more than 30 years and the former chief editor of the International Herald Tribune.

• **Voices from the Field (2001-)**

In previous years, the IGL brought back to campus mid-career alumni (the Voices) who are presently working in the fields of nation building, complex humanitarian emergencies, human rights, U.N. peacekeeping, refugee assistance, preventative diplomacy, conflict resolution, and development assistance. They engage in several days of intense round-table conversation and a full day of undergraduate advising. The program was on hiatus this year.

• **Building Understanding through International Learning and Development (B.U.I.L.D.) (2002-)**

For its first six years, BUILD Nicaragua participants spent a semester learning about international development, cross-cultural exchange, the history and politics of Nicaragua and about the needs of the rural community of Siuna, Nicaragua before spending their winter break working in the community. In 2008, BUILD decided to switch its work in Nicaragua to Guatemala, where the student group now works with the cooperative Santa Anita La Union. BUILD also runs a spring semester, student-taught course on sustainable development. This is a project in collaboration with the Tisch College for Citizenship and Public Service. In 2009, BUILD was chosen as the Tufts recipient of the Davis Foundation 100 Projects for Peace. In 2010, BUILD expanded its program to India, and BUILD India was chosen as the 2011 Tufts recipient of the Davis Foundation 100 Projects for Peace.

• **New Initiative for Middle East Peace (NIMEP) (2003-)**

NIMEP is a non-polemical student think-tank and outreach initiative aimed at finding progressive solutions to the historic conflicts in the Middle East. In 2005, NIMEP published the first edition of its journal, NIMEP Insights. The journal featured student research papers from NIMEP trips to Israel and the West Bank and to Egypt, as well as the IGL's 2004 trip to Iran. NIMEP's most recent trips were to Kurdistan, the Gulf, Turkey, Lebanon, Syria, and a return to Israel and the West Bank. NIMEP also initiated the web-based Soliya course, now offered through the Political Science Department, in which small groups of university students from the US and predominantly Muslim countries in the Middle East engage in intensive dialogue about the relationship between the US and the Arab and Muslim World.

• **EXPOSURE (2004-)**

EXPOSURE is a program dedicated to mentoring and developing young, knowledgeable photojournalists and documentarians and the advancement of human rights through the facilitation, distribution, and instruction of photojournalism and documentary studies. Working with the VII Photo Agency, de.MO, a design and publishing company, and the Aftermath Project, EXPOSURE has also mounted a number of professional exhibitions and offered students the opportunity to participate in professional photography workshops in Argentina, Bali, Boston, Cambodia, Houston, India, Kashmir, Kosovo, Philadelphia, Tucson, Uganda, and Vietnam. EXPOSURE has published two books through de.MO, based on the Kosovo and Argentina workshops, and annual calendars.

• **Iran Dialogue Initiative (IDI) (2004-)**

IDI's mission is to facilitate educational dialogue and exchange between Tufts University students and students at the School for International Relations (SIR) in Tehran. This is a non-polemical and non-political initiative. In 2004, IDI

organized the first official U.S. university visit to Iran since the 1979 revolution, where ten Tufts students spent two weeks traveling through Iran and meeting with their peers at SIR as well as at Mofid, a religious university in Qom. Given the ongoing political tensions of recent years, this program is on hold.

• **Engineers Without Borders (EWB) (2005-)**

A collaboration with the School of Engineering, the mission of the Tufts Chapter of Engineers Without Borders is to design sustainable development projects for communities around the world and to engage students, faculty and the campus in the process. The group has worked on projects in Tibet, Ecuador, El Salvador, Haiti, and Uganda. Unique to the Tufts chapter is its emphasis on collaboration between engineering and arts and sciences students.

• **Tufts Energy Forum (formerly the Energy Security Initiative) (2005-)**

TEF was developed by students who participated in the 2005 EPIIC Oil and Water colloquium. It is an effort to educate the campus about global energy supply and demand, alternative energy sources, and the geopolitical consequences of the world's quest for energy sources. Research trips have been conducted in Belgium, California, Colorado, Denmark, Germany, India, South Africa, and the United Arab Emirates. TEF has also branched out to a second group, the Tufts Energy Conference, which hosts an annual symposium on the campus, partnering with a broad range of organizations. TEF also helped establish a sister program at Peking University, the Peking University International Student Energy Initiative.

• **ALLIES (Alliance Linking Leaders in Education and the Services) (2006-)**

The objective of ALLIES is to expand and integrate the ongoing relationship between the Institute for Global Leadership and the military's educational institutions. ALLIES fosters dialogue, encourages joint research opportunities, creates activities that bring together students at private liberal universities and future military officers, and educates about the role of the U.S. military at home and abroad. Students have conducted joint research trips to Chile, Jordan, Uganda, and Ukraine and have held FieldEx simulations and intellectual roundtables. ALLIES chapters have been formed at the US military academies and at other universities such as Boston University.

• **Synaptic Scholars (2006-)**

The Synaptic Scholars program is designed to encourage and enable students interested in creative, intellectual exploration to realize their potential in intensive, interdisciplinary settings. The program creates a framework in which intellectual juxtapositions, critical thinking and self-directed explorations are fully realized. Synaptic Scholars is a leadership program, meant to provide a forum for students to take risks, pursue passions, and challenge assumptions in an intimate, supportive and collaborative environment. It is designed to cultivate a strong sense of accountability and responsibility, while encouraging scholars to enrich the University's intellectual life and programming.

• **Robert and JoAnn Bendetson Public Diplomacy Initiative (2006-)**

The Bendetson Public Diplomacy Initiative is an effort to bring key global policymakers and officials to Tufts to share their experiences and perspectives with students. It also brings these policymakers and officials together to discuss their shared experiences, such as the program on "Iraq: Moving Forward" in 2007, which explored next steps in Iraq with participants from Iraq, South Africa, Northern Ireland, and Guatemala. Follow up meetings were then held in Helsinki and ultimately in Baghdad with members of all of Iraq's political parties and leaders in South Africa and Northern Ireland, including members of the African National Congress and the Irish Republican Army.

• **National Security and Civil Liberties Program (2006-)**

This program is an opportunity for students to experience and understand the fundamental relationship between civil rights and national security concerns. Closely allied with, and often incorporated into, ALLIES, it brings together

students from the Tufts campus and from the US military academies to address controversial issues such as Guantanamo, warrantless wiretaps, the extent of Executive Privilege, and WikiLeaks. This program has collaborated with the Law Library of the Library of Congress and the Washington Law School of American University.

• **International Resilience Program (2007-)**

This program brings together applied interdisciplinary research, and cross-sector policy and practice analysis to bear on teaching, advising and mentorship of professional, graduate, and undergraduate members of the Tufts community in the classroom and outside of the classroom through research-focused activities. It is directed by Astier M. Almedom, a Fellow of the Institute and Professor of Practice in Humanitarian Policy and Global Public Health at The Fletcher School.

• **EMPOWER (2007-)**

This IGL initiative focuses on social entrepreneurship and poverty alleviation. Bringing together a global network of non-governmental organizations focused on social entrepreneurship, such as ACCION, Kiva and Schwab, EMPOWER offers students opportunities for research and internships across the world. Intended to be a multidisciplinary initiative, topics can range from microfinance to education to water sanitation.

• **RESPE (Research and Engagement Supporting Poverty Elimination): Haiti (2007-)**

RESPE: Ayiti is an interdisciplinary program aimed at assisting the rural community of Balan in Haiti develop a broad range of initiatives. RESPE has brought together Tufts students from International Relations, Community Health and Engineering to assist the community with public health and mapping projects. In 2010, RESPE was chosen as the Tufts recipient of the Davis Foundation 100 Projects for Peace.

• **Discourse: The Tufts Interdisciplinary Journal Dedicated to the Power of Reason and the Exchange of Ideas (2007-)**

Discourse provides an inclusive platform for reasoned discussion and prescriptive analysis of issues of both international and domestic concern, while also including poetry, fiction, art and photography to illuminate the human condition. Its emphasis is on exploring a diversity of thought and perspectives from students, scholars and practitioners. The purpose of Discourse, a student journal, is to provide an open forum for discussion of contemporary dilemmas, not as a vehicle with any specific political or intellectual agenda.

• **Poverty and Power Research Initiative (PPRI) (2007-)**

This program is an effort to study the relationship between extreme poverty and the nature of the national decision making process in the countries of the developing world. PPRI grew out of activities initiated during the 2007-8 EPIIC colloquium under the guidance of IGL INSPIRE Scholar-Practitioner Jose Maria Argueta. Students have conducted on site research in Guatemala, Haiti and the Philippines, as well as in the US.

• **The Oslo Scholars Program (2010-)**

The Oslo Scholars Program, an initiative of the Oslo Freedom Forum and the Institute for Global Leadership at Tufts University, seeks to offer students who have a demonstrated interest in human rights and international political issues an opportunity to attend the Oslo Freedom Forum and then work with some of the world's leading human rights defenders and activists, such as Izzeldin Abuelaish. The Freedom Forum, now in its third year, provides students with invaluable learning opportunities.

• **Program on Narrative and Documentary Practice (2011-)**

The Program for Narrative and Documentary Practice, directed and founded by award-winning photojournalist Gary

Knight (cofounder of VII), gives students the skills to explain the world around them to the people around them. The program teaches students to shape global issues into multi-media stories that are narrative and compelling. The Program does not training journalism students. It takes students interested in politics, history, economics, international relations, conflict resolution, technology and engineering – students who wish to engage in the world – and teaches them storytelling and journalism. But it is a particular kind of storytelling, one that involves immersion in a subject and produces captivating works that draw on video, photography and writing. The program will annually offers an introductory course in the fall, a seminar in the spring and a summer, on-site workshop, along with organizing public lectures for the campus throughout the year.

• **Pugwash International Student Chapter (2011-)**

In 2011, as part of the EPIIC topic “Our Nuclear Age,” the IGL began a student chapter of Pugwash International. The program is a forum for students and faculty to discuss and debate the ethical and normative dimensions of science, technology and public policy.

## The IGL Year in Numbers

- 500+ Students in 25 IGL Programs
- 1 25th Anniversary Celebration with 475 people
- 1 New Program in Narrative and Documentary Practice
- 2 New Courses through the Experimental College
- 1 New Research Prize
- 103 Students Researching and Interning in 26 Countries
- 1 Professional Workshop on Nuclear Proliferation
- 3 New ALLIES Chapters
- 1 NIMEP Trip to Kurdistan
- 1 BUILD Expansion to Tamil Nadu, India
- 2 EXPOSURE Photojournalism Workshops in Hue, Vietnam and Houston, Texas
- 1 New Initiative in Israel and Gaza on Solar Energy
- 1 EPIIC 25th Anniversary Symposium on “Our Nuclear Age: Peril and Promise”
- 1 Tufts Energy Conference on “Great Debates in Energy”
- 1 National Security and Civil Liberties Forum on “Wikileaks”
- 1 Inquiry Research Trip to Japan with 22 High School Students and 7 Teachers from 4 States
- 2 ALLIES Joint Research Projects to Uganda and Ukraine
- 1 Youth Social Enterprise Summit with the Young Social Entrepreneurs  
of the Young Presidents Organization

## Transitions

The 2010-11 academic year marks several transitions at Tufts University and for the Institute for Global Leadership, most notably the departures of Provost Jamshed Bharucha, Associate Provost Vincent Manno, and President Lawrence Bacow.

In 2004, the Institute became a cross-school program of the university, moving from the School of Arts and Sciences to Central Administration and the Office of the Provost. Since that time, Jamshed and Vin have been strong, guiding forces in the development of the IGL.

We would like to acknowledge gratefully, the profound impact that they have had on the Institute.

**Jamshed Bharucha**, who is leaving Tufts to become President of Cooper Union, has given the IGL critical and unstinting support, both intellectually and humanly. He tasked us with being an “incubator for innovation” and has understood our efforts as “compelling, transformative education.” Coming from Jamshed, with his unique insights into cognition and learning, this carried both impact and gravitas.



His regular presence at our Board meetings and many of our events over the years was extraordinary - somehow he always found the time.

He was always generous and active regarding fund raising efforts and took great satisfaction in helping us create Exposure and in sustaining our students' Institute sponsored research, whether at the freshman or PhD level. He helped us in creating and seeing the great promise of the Synaptic Scholars program and participated in its inaugural “fireside chat,” on music and the brain.

He revealed his intensive competitive nature when the EPIIC program organized a cricket match to celebrate its South Asia year and he led his team to victory.

Our “Iraq: Moving Forward” public diplomacy initiative would simply not have moved forward without his courageous and risk taking interventions. His willingness to listen and to trust our thinking in late night, then confidential, meetings, and then to witness the reconciliation process in person in the Helsinki was testimony to his unique spirit.

Jamshed, more than most, challenged us to rethink our efforts to confront and envision original solutions to the world's pressing problems. He possesses a rare synchronicity of spirit and intellect and is a true friend.

We look forward to future collaborations with Jamshed and Cooper Union.

**Vincent Manno** is leaving Tufts University to become the Provost of Olin College.

Truly without Vin as our adviser and guide, we would not have been able to drive the Institute forward. We are grateful for his astute questions, for his advice on governance, and for his sagacious sense about interactions with our faculty and staff at Tufts. We are very thankful for his trust and extensive consultative time.



He found a unique formula for management and human oversight, one of equanimity co-joined with passion. As one of the most open-minded and fairest of people we have ever had the pleasure of working with, he created an atmosphere of trust.

He understood our role as an innovative center and encouraged the Institute's development, specifically helping us to develop Engineers Without Borders and nurturing the Tufts Energy Initiative into the far broader Tufts Energy Forum.

At his formal good by party at the university I found the word that I think characterizes Vin best, "Decency." Such a rare quality in an all too often indecent world.

A superb teacher and mentor and greatly respected by all, and we are proud that he will remain deeply involved with us into the future.

We are grateful for his understanding and appreciation of our efforts and for promoting our Institute.

Congratulations are due Jamshed, Vin, and surely also to President **Larry Bacow**.

I remember vividly how, after our first encounter at Tufts, he asked with a smile, "So, what don't you do?" And how, over a decade, he allowed and enabled us to do so many unusual things.

He understood our demands for rigor when others questioned our demands for academic excellence and tagged EPIIC as an "intellectual boot camp."

He supported the IGL's "prudent risk-taking," allowing us to carefully send Tufts students on research to areas where other universities forbid students because of pro forma State Department travel warnings.

He provided matching funds and allowed us to financially support seniors during the summer after their graduation, setting this precedent with a unique 22-student delegation to the 10th Anniversary of the Rio Earth Summit in Johannesburg, South Africa. Larry targeted funds to allow for the development of NIMEP and encouraged a special \$500,000 discretionary fund from the Merrin Family Fund that allowed the IGL to create the Synaptic Scholars and other programs.

He has often told our audiences in a very self effacing manner, that he simply "got out of our way." This was hardly our reality. It masked the strong support he provided for us throughout his remarkable tenure as President.

• • •

We hope that we have repaid our debts to all of them by fulfilling their charge to us to innovate and create on behalf of Tufts students.

Sherman Teichman, Director



## EPIIC

*“I have felt it myself, the glitter of nuclear weapons. It is irresistible if you come to them as a scientist. To feel it’s there in your hands, to release this energy that fuels the stars, to let it do your bidding. To perform these miracles, to lift a million tons of rock into the sky. It is something that gives people an illusion of illimitable power, and it is, in some ways, responsible for all our trouble--this, what you might call technical arrogance, that overcomes people when they see what they can do with their minds.”*

-- Freeman Dyson, theoretical physicist and mathematician

Against the backdrop of the arc of nuclear history from the race for the atomic bomb and the secrecy and espionage of the Manhattan Project to President Obama’s 2010 U.S. Nuclear Posture Review and Nuclear Security Summit, the 25th Anniversary EPIIC colloquium explored our global nuclear future.

Nine countries currently control 23,000 nuclear weapons. During the Cold War, the superpowers amassed nuclear arsenals containing the explosive power of one million Hiroshimas. More than two decades after the fall of the Berlin Wall, the U.S. and Russia still have a combined total of more than 20,000 nuclear weapons. One Hiroshima-size weapon alone, detonated in London’s Trafalgar Square in the middle of a workday would cause an estimated 115,000 fatalities and 149,000 injuries. A regional nuclear war between India and Pakistan could lead to 20 million local fatalities and more than one billion global fatalities from the direct impact on the world’s atmosphere and agricultural supply.

The class looked at the history of failed and successful arms control regimes, the threat posed by both declining and rising nuclear states, the dilemma of science in the service of military objectives, Israel’s Osirak raid and concerns over temptations of preemptive strikes and preventive war, the proclaimed “nuclear renaissance” and the building of new nuclear energy plants, the relevance and ethics of deterrence thinking, and the political, diplomatic, civil and military complexities of proliferation case studies, including Pakistan, South Africa, Libya, Iran, and North Korea. How realistic is the threat of a terrorist suitcase bomb? Is nuclear terrorism the most pressing, dangerous and neglected feature of the world’s nuclear predicament?

Working with experts, the class considered the implications of Iran achieving nuclear capacity “breakout”, the U.S. decision to abandon the European theater missile shield, the concerns over US’s Yucca Mountain, the security status of tactical nuclear weapons, the vulnerability of nuclear reactor laboratories, the diffusion of nuclear knowledge and technology through the Khan network, whether nuclear energy and non-proliferation can co-exist, and the US military’s nuclear survivability.

The students explored the psychology of nuclear proliferation, the effectiveness of citizen action movements such as the Nuclear Freeze Movement and the Global Zero initiative, and if a nuclear-free world is actually attainable and desirable.

Class lecturers included:

- **Graham Allison**, Director, Center for Science and International Affairs, Kennedy School of Government, Harvard University; former US Assistant Secretary of Defense; Author, *Nuclear Terrorism: The Ultimate Preventable Catastrophe*
- **Astier Almedom**, Professor of Practice in Humanitarian Policy and Global Health, The Fletcher School, Tufts University; Director, International Resilience Program (IRP), Institute for Global Leadership



• **Bruce G. Blair**, President, World Security Institute; Co-founder and Co-coordinator, Global Zero

• **Naila Bolus**, Executive Director, Ploughshares Fund; former Co-Director, 20/20 Vision; Naila received this year's Institute Alumni Award (top right)

• **Amb. Stephen Bosworth**, Dean, The Fletcher School of Law and Diplomacy, Tufts University; U.S. Special Representative for North Korea Policy

• **Matthew Bunn**, Co-Principal Investigator, Project on Managing the Atom, and Co-Principal Investigator, Energy Research, Development, Demonstration, and Deployment (ERD3) Policy Project at the Belfer Center for Science and International Affairs; Associate Professor, Kennedy School of Government, Harvard University

• **Joseph Cirincione**, President, Ploughshares Fund; Author, *Bomb Scare: The History and Future of Nuclear Weapons*; former Director for Nonproliferation, Carnegie Endowment for International Peace (right, bottom)

• **Avner Cohen**, Author, *Israel and the Bomb*; former Senior Research Fellow, National Security Archive (right, second from top)

• **Ola Dahlman**, former Adviser, Swedish Ministry of Foreign Affairs; former Member, Swedish delegation, Test Ban Negotiations, Conference of Disarmament (right, third from top)

• **Paul Hughes**, Senior Program Officer, Center for Conflict Analysis and Prevention, United States Institute of Peace; Executive Director, Congressional Commission on the Strategic Posture of the United States

• **Michael Kort**, Professor of Social Science and History, Boston University; Author, *The Columbia Guide to Hiroshima and the Bomb and Weapons of Mass Destruction*

• **William Luers**, former President, United Nations Association of the USA (UNA-USA); former U.S. Ambassador to Czechoslovakia and Venezuela

• **Steven E. Miller**, Director, International Security Program, and Editor-in-Chief, International Security, Belfer Center for Science and International Affairs, Harvard University; Co-Chair, U.S. Pugwash Committee

• **William Moomaw**, Professor of International Environmental Policy, The Fletcher School of Law and Diplomacy, Tufts University; founding Director, Center for International Environment and Resource Policy and the Tufts Climate Initiative



- **Rolf Mowatt-Larsen**, Senior Fellow, Belfer Center for Science and International Affairs, Kennedy School of Government, Harvard University; former Director of Intelligence and Counterintelligence, U.S. Department of Energy; 23-year career as a CIA intelligence officer
- **Theodore Postol**, Professor of Science, Technology and National Security Policy, Program in Science, Technology, and Society, MIT; former Scientific Adviser to the Chief of US Naval Operations; Recipient, Leo Szilard Prize, American Physical Society
- **Daryl G. Press**, Associate Professor of Government, Dartmouth College; Author, *Calculating Credibility: How Leaders Assess Military Threats*
- **Kristin Shrader-Frechette**, O'Neill Family Professor, Department of Biological Sciences and Department of Philosophy, University of Notre Dame; Author, *What Will Work: Fighting Climate Change with Renewable Energy, Not Nuclear Power*; Recipient, World Technology Award in Ethics
- **William Tobey**, Senior Fellow, Belfer Center for Science and International Affairs, Kennedy School of Government, Harvard University; former Deputy Administrator for Defense Nuclear Nonproliferation, National Nuclear Security Administration
- **Jim Walsh**, Research Associate, Security Studies Program, MIT; former Executive Director, Managing the Atom Project, Kennedy School of Government, Harvard University; former Visiting Scholar, Center for Global Security Research, Lawrence Livermore National Laboratory

This year, the class had two Teaching Assistants, both MALD candidates at The Fletcher School:

#### ***Rizwan Ladha***

Rizwan Ladha is completing his MALD in nuclear nonproliferation policy at The Fletcher School. He has presented at the Center for Strategic and International Studies (CSIS) Project on Nuclear Issues conference and has been published in the academic journal of the Graduate School of International Studies, Yonsei University, South Korea. For the summer of 2010, Rizwan was a research associate with the Project on Managing the Atom at the Harvard Kennedy School, and for the summer of 2011 is a research intern with Ploughshares Fund, a grantmaking and research organization in Washington, DC committed to nuclear nonproliferation and disarmament. Rizwan is a regular contributor to the Huffington Post. Prior to starting his graduate studies, he received his BS in International Affairs from the Sam Nunn School at the Georgia Institute of Technology and worked both domestically and overseas in IT consulting and in social services. He is currently an intern at The Ploughshares Fund.

*“The experience, benefit and true value of EPIIC are shared not only by the students, but also by the teaching assistants. Although we are charged with molding the minds of some of Tufts University’s most brilliant students -- a true challenge, indeed! -- TAs nonetheless are able to learn a tremendous amount and take full advantage of the EPIIC experience.*

*“As a TA for the 2010-2011 academic year, I found it serendipitous that the chosen theme not only resonated with me personally, but also was immediately relevant to my graduate studies at The Fletcher School. It was an immense joy to sit in the colloquium twice a week with the students, to meet and learn from the most forward-thinking experts in my field, whose works I have been reading for years. There is no doubt that I acquired more knowledge and insight in the fields of nonproliferation, nuclear security and arms control as a TA in EPIIC than I ever could have hoped to gain through any single course on arms control at the undergraduate or graduate level.*



*"My participation as a TA in EPIIC not only helped me secure my summer 2011 internship, it has opened doors to future employment once I complete my studies at The Fletcher School. More importantly, however, I know that the resources, generosity and compassion that Sherman and Heather give to their EPIIC alumni extend also to me, and I am grateful to have the support of the IGL in my future endeavors.*

*"Finally, the students we mentor and guide through EPIIC are brilliant beyond words, more ambitious than I ever could have hoped to be at their age, truly cosmopolitan in their*

*worldview, and absolutely dedicated to being forces of positive change in our global society. I have learned tremendously from them, and am humbled and honored to have shared the EPIIC experience with them. I have met EPIIC and IGL alumni in many places, and am constantly impressed by their dedication, brilliance and compassion. There is no doubt in my mind that Sherman, Heather and the entire IGL staff will continue for many years to impress upon young students the need for globally minded leaders with a strong social conscience, and that many of those leaders in the future will identify their past participation in IGL programs as definitive turning points in their lives. I appreciate that it is a special privilege to be a part of the IGL family, and I consider my time as a TA in EPIIC to be one of the most rewarding experiences, personally and intellectually, of my life. I am looking forward with eagerness and excitement to the next 25 years of EPIIC and to the continued, sustained success of the IGL!"*

#### **David Schoeller-Diaz**

With life experience in over 30 countries, David Alejandro has led a life of intellectual curiosity and global commitment. Having his mother serve as a UN officer allowed him to grow up in West Africa, South East Asia and South America, where he witnessed severe poverty and political instability. As security conditions worsened significantly in Colombia during the late 1990s, he and his mother relocated to the US, where they sought to construct a new foundation and life free of fear.

David Alejandro recently graduated with a Master of Arts in Law and Diplomacy (MALD) at The Fletcher School, received Certificates in Human Security and International Mediation, and has worked as Research Fellow for the Harvard Humanitarian Initiative (HHI) for a year. His MALD thesis explores the exploitation of the narcotic industry by non-state armed groups, particularly in Afghanistan and Colombia.

His interdisciplinary research interests include the international legal framework for nuclear nonproliferation, challenges of the contemporary humanitarian field, gang-based asylum claims in the US, peace operations in Africa, international gender and childhood rights, and democratization in Latin America. Over the summer, he is heading an HHI research team (which will include one of this year's EPIIC students) to explore human security and resilience in shantytowns of Cali, Colombia and to support the internal monitoring and evaluation capacity of Profamilia (Colombian public health NGO). Prior to his graduate studies, David Alejandro coordinated security and financial intelligence affairs at the World Bank and IMF and gained experience in the private, non-profit and local government fields. He has a BA in Political Science from the University of San Francisco and has conducted studies internationally at the Université Sorbonne (Certificate in French Civilization), the Hebrew University of Jerusalem (Summer Program on Middle Eastern politics), American University (Certificate in Foreign Policy), George Washington University (Coursework on International Security), and Harvard University (Coursework in Humanitarian Assistance and Public International Law).

*"Ultimately, EPIIC thrives due to the stellar intellectual hunger and rigor of its students, and grants them unparalleled opportunities to pursue their aspirations in critical and innovative ways."*

Since 1988, EPIIC has been taking its students away early in the fall semester for a weekend immersion. Once again working with Outward Bound Staff, this year's weekend was held in at the Appalachian Mountain Club Joe Dodge Lodge. The weekend features both teambuilding activities as well as an opportunity to go in-depth on an aspect of the year's theme. The topic of the weekend this year was "South Asia: The Nuclear Tinderbox" and the weekend's guest lecturer was also the IGL's EPIIC INSPIRE Fellow for the year, Pervez Hoodbhoy.

Dr. Hoodbhoy is professor of nuclear and high energy physics, as well as chairman, at the department of physics, Quaid-e-Azam University, Islamabad, Pakistan. He remains an active physicist who often lectures at US and European research laboratories and universities. Dr. Hoodbhoy received the Baker Award for Electronics and the Abdus Salam Prize for Mathematics. Over a period of 25 years, Dr. Hoodbhoy created and anchored a series



of television programs that dissected the problems of Pakistan's education system, and two other series that aimed at bringing scientific concepts to ordinary members of the public. He is the author of *Islam and Science: Religious Orthodoxy and the Battle for Rationality*, now in seven languages. Also in 2003, Dr. Hoodbhoy was invited to the Pugwash Council. He is a sponsor of *The Bulletin of the Atomic Scientists*, and a member of the Permanent Monitoring Panel on Terrorism of the World Federation of Scientists. Dr. Hoodbhoy is a recipient of the Dr. Jean Mayer Global Citizenship Award from the Institute (2010).

Some reactions from the students:

**Annie Garneva, Senior**

The world is crazy.  
Nuclear shenanigans.  
Oh no! So are we!

*"The immersion weekend was an incredible experience for me, both in the context of EPIIC and the bonds it fostered between us, but also in a more personal context of my academic career at Tufts. I have never been one to easily flow and mesh in big groups of people, especially ones that do not form organically. This is not to say that I can't work in groups or don't enjoy teamwork, so much as it is not my natural playground. Over the past two years, and especially when I was in Madrid, I have learned that my personality straddles a strange introverted-extroverted land of limbo where I am naturally quite reserved in public settings and bigger groups of people but am very open and engaged when the scale is turned down and (obviously) in friendship circles. As such, I've always had trouble participating in class or on campus groups; it has usually felt forced and fake. It's as if there exists some internal switch or mute button that is turned on the moment I'm in such a setting. With this context in mind, I had my reservations about the immersion weekend and the prospect of being around so many people and not being able to open myself up.*

*"All of these preconceived notions were slowly broken apart during our two days in New Hampshire. I loved the way the first night was set up, especially the five-minute biographies. It was fascinating to see what each person chose to say about themselves when given absolutely no restrictions. That first night developed a sense of curiosity and questioning energy*

*that grew amongst us throughout the next two days. There was a point in time after our group discussion on Friday night when a few of us went on a walk around the surrounding area when I remember looking around and feeling so energized and excited by the conversations we were having. It's a fabulous feeling to finally be in a place where everyone around me is perpetually driven by their curiosity for one another and for the world."*

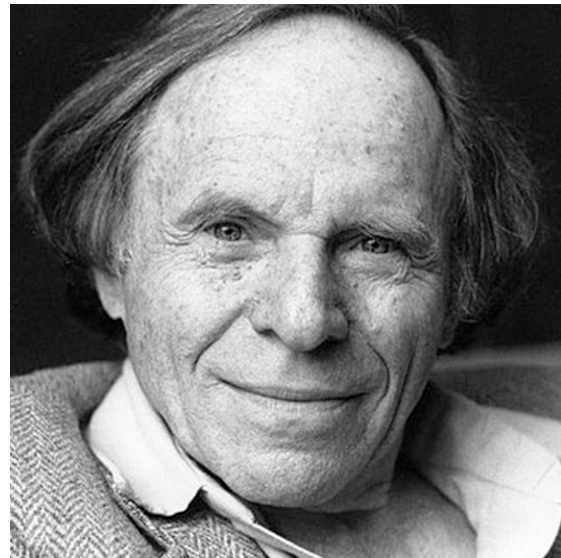
**Julia Bordin, Senior**

*"Overall, it was a great experience, and I must say you guys definitely know what your doing. I've already seen how this trip has changed our group dynamic. One thing that really bothered me my freshmen year at Tufts was how disconnected I was from everyone else in class. I had to look around before sitting down to see if there was anyone I know. I missed the informal setting of my high school where friends learned together. I'm excited to have EPIIC fill that void and create a community where we really help and encourage each other."*

## **EPIIC Symposium**

### **Symposium Dedication: Philip Morrison**

Thirty years ago, when the Reagan Administration announced its intentions to deploy the MX Missile, or as Reagan termed it 'The Peacekeeper,' I was quite concerned about the potentially destabilizing first-strike potential that this weapon would establish. With a group of similarly concerned friends, I galvanized a coalition of disparate groups to create an open forum for debate. Our intent was to create an open, non-polemical dialogue, which included the US Air Force, missile contractors and manufacturers, the Jason Group, The Union of Concerned Scientists, the Federation of American Scientists, Physicians for Social Responsibility and others. We also mobilized campuses in the greater Boston area to create what we called MX Missile Awareness groups, in essence college debate clubs that were tasked with learning about the missile and arms control in general.



In April of 1981, we convened a daylong forum at MIT on the MX Missile and arms control. As I have tried throughout all of my public citizenship efforts, we made sure that as many sides and viewpoints as possible were included in this exchange. At that time, I was struck by the energy and intelligence of the Tufts students who were involved in this effort and it was one of the reasons that I came back to teach at Tufts.

One of the most important voices included in our forum was that of Philip Morrison, Professor of Physics at MIT and a true giant in the field of nuclear physics and arms control. I have dedicated this year's EPIIC symposium to Phil, one of my decisive mentors at that time and whom many of us involved in the fields of international security and disarmament miss deeply.

Phil was deeply involved with the Manhattan Project from its very beginning, first at the University of Chicago and then continuing at Los Alamos, New Mexico, where he was responsible for the procurement, fabrication, and testing of all the components used in the fissile core of the two plutonium bombs produced by the Manhattan Project. Soon

after the U.S. tested its first nuclear device, he traveled to Tianin Island in the Pacific to manually assemble the atomic bomb that would flatten Nagasaki, Japan. Three days after the explosion, he flew over Hiroshima and Nagasaki, where he was horrified by the devastating effects of the atomic blasts.

For the rest of his life, Phil passionately opposed the use and development of nuclear weapons. His conviction that nuclear arsenals posed the greatest threat to human existence led him to work tirelessly to educate the public on nuclear dangers. After receiving tenure in the physics department at Cornell University in 1948, he faced growing criticism of his peace advocacy during the McCarthy years, eventually becoming, in his own words, ‘a political outsider, more academic and more dissident.’ Despite these attacks he remained committed to nuclear arms control and authored numerous articles and books arguing for peace, including *The Price of Defense*, *The Nuclear Almanac*, and *Reason Enough to Hope: America and the World of the Twenty-first Century*, which he co-authored with MIT Professor Kosta Tsipis. In 1964, Phil moved from Cornell to MIT, where he would teach for the rest of his life, imbuing students with a sense of responsibility to harness the power of science and physics to benefit humankind.

In honor of Phil, and to leave behind a legacy in his name, the Institute for Global Leadership is establishing a student Pugwash chapter here at Tufts dedicated to ‘exploring the normative dimensions and moral implications of science in its Political and Social context.’ The first official Pugwash program, on April 14, 2011, will be an exchange between Tufts Professor Emeritus and Pulitzer Prize-winning author, Martin Sherwin, whom I first met when I invited him to the MX Missile conference in 1981, and Joshua Rubenstein, Director of the North East Regional Chapter of Amnesty International USA. They will present a public lecture on ‘Conscience and Science in the Nuclear Age: The Legacies of J. Robert Oppenheimer and Andrei Sakharov.’”

*Sherman Teichman*  
*Founding Director, EPIIC and the Institute for Global Leadership*

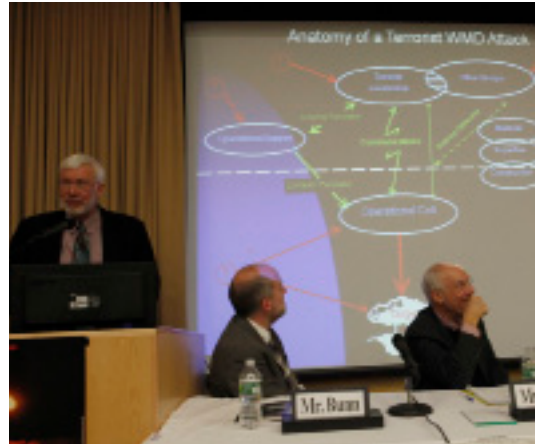
The 25th Anniversary EPIIC symposium featured panels and discussions on religion, ethics and the bomb; the reliability and desirability of nuclear power; democracy and the nuclear state; power politics and the future of the Non-Proliferation Treaty; the US nuclear strategic posture; the challenges posed by North Korea and Iran; nuclear ambitions and intentions in South Asia; the possibilities of nuclear terrorism; and the world’s preparedness to respond to a nuclear attack.

Panelists included:

- **Graham Allison**, Director, Belfer Center for Science and International Affairs, Harvard University
- **Kamal Araj**, Vice Chairman, Commissioner for International Cooperation, Jordan Atomic Energy Commission
- **Emma Belcher**, Stanton Nuclear Security Fellow, Council on Foreign Relations
- **Amb. Stephen Bosworth**, Special Representative for North Korea Policy, U.S. Department of State
- **David Cortright**, Director of Policy Studies, The Kroc Institute for International Peace Studies, University of Notre Dame
- **Rose Gottemoeller**, Assistant Secretary of State for the Bureau of Arms Control, Verification and Compliance, U.S. Department of State
- **Robert Green**, Commander, British Royal Navy (Ret.)
- **J. Bryan Hehir**, Parker Gilbert Montgomery Professor of the Practice of Religion and Public Life, Kennedy School of Government, Harvard University; and Secretary for Social Services, Archdiocese of Boston
- **Olli Heinonen**, Senior Fellow, Belfer Center for Science and International Affairs, Harvard University

- **Han Hua**, Associate Professor and Director, Center for Arms Control and Disarmament, The School of International Studies, Peking University
- **Saira Khan**, Research Associate, McGill-University of Montreal Joint Research Group in International Security
- **Ariel Levite**, Nonresident Senior Associate, Nuclear Policy Program, Carnegie Endowment for International Peace
- **Michael Light**, Visual Artist and Author, *100 Suns*
- **Roger Molander**, Social Scientist, RAND Corporation; Former Member, National Security Council Staff, principal area of responsibility was strategic nuclear arms control
- **Rolf Mowatt-Larsen**, Former Director of Intelligence and Counterintelligence, U.S. Department of Energy; Former Chief, Weapons of Mass Destruction Department, CIA
- **Vipin Narang**, Assistant Professor of Political Science, Massachusetts Institute of Technology; Author, “Posturing for Peace? Pakistan’s Nuclear Postures and South Asian Stability”
- **John Park**, Senior Research Associate (Northeast Asia), Center for Conflict Analysis and Prevention, U.S. Institute of Peace
- **William Perry**, Former U.S. Secretary of Defense; Former Co-Chair, Congressional Commission on the Strategic Posture of the United States
- **Gwyn Prins**, Director, Mackinder Programme for the Study of Long Wave Events, London School of Economics; 2005 Dr. Jean Mayer Global Citizenship Award Recipient
- **Gary Samore**, Special Assistant to the President and White House Coordinator for Arms Control and Weapons of Mass Destruction, Proliferation, and Terrorism
- **Brice Smith**, Author, *Insurmountable Risks: The Dangers of Using Nuclear Power to Combat Global Climate Change*
- **Etel Solingen**, Author, *Nuclear Logics: Contrasting Paths in East Asia and the Middle East*
- **Anupam Srivastava**, Assistant Director for Research & Analysis, Center for International Trade and Security, University of Georgia
- **Nina Tannenwald**, Associate Professor, Watson Institute for International Studies, Brown University; Author, *The Nuclear Taboo: The United States and the Nonuse of Nuclear Weapons since 1945*
- **Alex Wellerstein**, Research Fellow, Project on Managing the Atom/International Security Program, Belfer Center for Science and International Affairs, Harvard University
- **Chanikarn Wongviriyawong**, Ph.D. candidate, Massachusetts Institute of Technology; Member, Soka Gakkai International



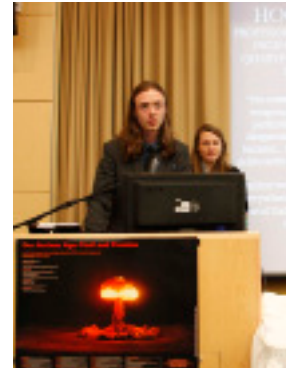


An especially poignant moment of the symposium was the talk by Hiroshima survivor and Hiroshima maiden, Shigeko Sasamori. Her account of the day the atomic bomb was dropped on Hiroshima and her subsequent experiences brought the audience both to tears and to their feet, making a topic that can be easily depersonalized, personal. The Japanese Culture Club at Tufts also presented Ms. Sasamori with 1000 peace cranes. Ms. Sasamori was brought to EPIIC through a collaboration with the TILIP delegation from Japan and Brown University, led by Chishio Furukawa.



This year, several students also presented their research at the symposium. From the EPIIC colloquium, Tianyin (Nunu) Luo'12 and Ian Kelly'14, were selected by the US Institute of Peace's Paul Hughes, a senior program officer, to present their research on the panel focusing on the US Nuclear Posture. Peter Segall'13 and Alyssa Wohlfahrt'13 presented the research they had conducted in Pakistan and India on the panel looking at nuclear issues in South Asia. And Avantha Arachchi'13 presented his research on the Washington, DC's preparedness for a nuclear attack on the panel addressing the day after.





### Professional Workshop

This year, EPIIC convened a workshop on “The Genie Travels On: The Challenges of Emergent Nuclear States” as part of its 25th anniversary symposium. The one-day workshop was co-chaired by Richard Meserve, president of the Carnegie Institute for Science, and Vincent Manno, Associate Provost and Professor of Mechanical Engineering at Tufts University.

During the first 50 years of nuclear technology, a small club of countries, host to the vast majority of the world’s several hundred nuclear power reactors, dominated. An even smaller cadre possessed nuclear weapons technology, including fissile material enrichment facilities. Today, the approximate 60 new reactors under construction are located primarily in these countries as well.

The second half-century of nuclear technology promises a very different scenario. The International Atomic Energy Agency (IAEA) reports that 60 countries with limited or no nuclear history have expressed interest in acquiring nuclear power. Several of these countries are launching or accelerating the large-scale introduction of nuclear programs. The roster of these emergent nuclear states includes countries with turbulent domestic political situations and foreign relations.

The states’ motivations behind the pursuit of nuclear power vary – from the power and prestige associated with the possession of nuclear capacity to the economic, security and environmental benefits of nuclear energy sources. Although reactors are not a direct proliferation concern, associated fuel cycle activities increase the proliferation risk. Political instabilities coupled with nuclear capabilities introduce new regional and global security issues. Moreover, the safe operation of nuclear power facilities requires levels of scientific and practical expertise not apparent in many of these countries.



This set of circumstances gives rise to a number of challenges worthy of significant deliberation and study. This work-

shop brought together a small number of key experts to discuss the inter-related areas of safety, security and proliferation and to give the experts an opportunity to exchange knowledge and views in an informal, collaborative atmosphere. The one-day workshop was divided into three sessions, culminating in an integration session in which the three overlapping realms were synthesized. A non-participatory, invited audience was in attendance.

Participants included:

**Graham Allison**

Graham Allison is Director of the Belfer Center for Science and International Affairs and Douglas Dillon Professor of Government at Harvard University's John F. Kennedy School of Government. Dr. Allison served as Special Advisor to the Secretary of Defense under President Reagan. He has the sole distinction of having twice been awarded the Department of Defense's highest civilian award, the Distinguished Public Service Medal, first by Secretary Caspar Weinberger and second by Secretary William Perry. He served as a member of the Defense Policy Board for Secretaries Weinberger, Carlucci, Cheney, Aspin, Perry and Cohen.

**Kamal Araj**

As Commissioner for International Cooperation at the Jordan Atomic Energy Commission, Dr. Araj is responsible for all international cooperation agreements and activities and is the liaison with the IAEA and international organizations. He is also the project manager for Jordan's nuclear power plant. Prior to his current role, he served as the Government Advisor for Nuclear Energy and as the scientific advisor for the King Abdullah Design and Development Bureau (KADDB).

**Matthew Bunn**

Matthew Bunn is an Associate Professor at Harvard University's John F. Kennedy School of Government. His research interests include nuclear theft and terrorism; nuclear proliferation and measures to control it; and the future of nuclear energy and its fuel cycle. Before coming to Harvard, Bunn served as an adviser to the White House Office of Science and Technology Policy, as a study director at the National Academy of Sciences and as editor of Arms Control Today.

**Michael Corradini**

Michael Corradini is the Chair of Engineering Physics and Wisconsin Distinguished Professor of Nuclear Engineering and Engineering Physics at the University of Wisconsin-Madison. Most recently, he began the Energy Institute at the University of Wisconsin, which has become a meta-center connecting faculty and staff with research, education and outreach opportunities to aid the state and nation. Previously, at Sandia National Laboratories, he was the principal investigator for LWR vapor explosion research, the U.S. Nuclear Regulatory Commission (NRC) and other severe accident research. He was chosen as a National Science Foundation Presidential Young Investigator in Nuclear Reactor Safety in 1984.

**Rose Gottemoeller**

Rose Gottemoeller was sworn in as the Assistant Secretary of State for the Bureau of Arms Control, Verification and Compliance, on April 6, 2009. She was the chief negotiator of the New Strategic Arms Reduction Treaty (New START) with the Russian Federation. As the Deputy Undersecretary of Energy for Defense Nuclear Nonproliferation and as the Assistant Secretary for Nonproliferation and National Security at the Department of Energy, she was responsible for all nonproliferation cooperation with Russia and the Newly Independent States.

**Olli Heinonen**

Before joining the Belfer Center as a senior fellow in August 2010, Olli Heinonen spent 27 years at the International Atomic Energy Agency (IAEA) in Vienna. Heinonen spent the last five years as Deputy Director General of the IAEA and head of its Department of Safeguards. He led the Agency's efforts to identify and dismantle nuclear proliferation networks, including the one led by Pakistani scientist A.Q. Khan, and he oversaw its efforts to monitor and contain Iran's nuclear program. Heinonen has led teams of international investigators to inspect nuclear facilities in South Africa, Iraq, North Korea, Syria, Libya and elsewhere.

**Laura Holgate**

Laura Holgate joined the office of the Weapons of Mass Destruction Coordinator at the National Security Council in 2009 as the Senior Director for Weapons of Mass Destruction, Terrorism and Threat Reduction. In this role, she oversees and coordinates the development of national policies and programs to reduce global threats from nuclear, biological and chemical weapons; to detect, identify, secure and eliminate nuclear materials; to prevent malicious use of biotechnology; and to secure the civilian nuclear fuel cycle.

**Pervez Hoodbhoy**

Pervez Hoodbhoy has been a faculty member at the Quaid-i-Azam University since 1973. In 1984, he received the Abdus Salam Prize for mathematics and is the author of 65 scientific research papers. Dr. Hoodbhoy has written and spoken extensively on topics ranging from science in Islam to education issues in Pakistan and nuclear disarmament.

**Thomas Isaacs**

Thomas Isaacs serves as the Director for the Office of Planning and Special Studies at Lawrence Livermore National Laboratory. During his sabbatical leave he is in residence at the Center for International Security and Cooperation (CISAC) at Stanford University, focusing his research on several interconnected sets of challenges to the effective management of the worldwide expansion of nuclear energy.

**Mujid Kazimi**

Mujid Kazimi is the Tokyo Electric Power Company (TEPCO) Professor of Nuclear Engineering. Dr. Kazimi directs MIT's Center for Advanced Nuclear Energy Systems (CANES), which studies new concepts for nuclear power with the aim of making it more economical and safe, lessening its environmental impact and raising the barriers to the proliferation of nuclear weapons.

**Vincent Manno**

As Associate Provost, Dr. Manno is charged with coordinating graduate education across the university. He has been Department Chair of Mechanical Engineering, Associate Dean of Engineering and Interim Dean of Engineering. His field of expertise is computational thermal-fluid dynamics, including applications in power production, electronics thermal management and thermal manufacturing processes. Dr. Manno has also worked in the power industry and served as a U.S. Navy Senior Summer Faculty Fellow.

**Richard Meserve**

Richard Meserve became the ninth president of the Carnegie Institution for Science in April 2003, after stepping down as chairman of the U.S. Nuclear Regulatory Commission (NRC). As Chairman, Meserve served as the principal executive officer of the federal agency with responsibility for ensuring the public health and safety in the operation of nuclear power plants and in the usage of nuclear materials. He served as chairman under Presidents Clinton and Bush and led the NRC in responding to the terrorism threat that came to the fore after the 9/11 attacks.

### **Steven Miller**

Steven Miller is Director of the International Security Program, Editor-in-Chief of the quarterly journal, *International Security* and co-editor of the International Security Program's book series, *Belfer Center Studies in International Security*. Previously, he was Senior Research Fellow at the Stockholm International Peace Research Institute (SIPRI) and taught Defense and Arms Control Studies in the Department of Political Science at the Massachusetts Institute of Technology.

### **George Perkovich**

George Perkovich is vice president for studies and director of the Nuclear Policy Program at the Carnegie Endowment for International Peace. His research focuses on nuclear strategy and nonproliferation, with a focus on South Asia and Iran, and on the problem of justice in the international political economy. He is the author of *India's Nuclear Bomb* and coauthor of the Adelphi Paper, *Abolishing Nuclear Weapons* and of the Carnegie report, "Universal Compliance: A Strategy for Nuclear Security", a blueprint for rethinking the international nuclear nonproliferation regime.

### **Robert Rosner**

Robert Rosner is the William E. Wrather Distinguished Service Professor in the departments of Astronomy & Astrophysics and Physics at the University of Chicago. Dr. Rosner recently stepped down as Director of Argonne National Laboratory, where he had also served as Chief Scientist. He led the collaboration of Argonne and University of Chicago scientists who created the Center for Astrophysical Thermonuclear Flashes and directed the Center from its founding in 1997 until 2002.

### **EPIIC's 25th Anniversary**

EPIIC, and the IGL, celebrated its 25th anniversary throughout 2010 and into 2011, beginning with the January 2010 "Questions without Answers" photography exhibition with VII and the Tufts University Art Gallery in January 2010.

It culminated this year with the EPIIC symposium and with a gala celebration at the Boston/Cambridge Marriott. More than 475 people attended the evening's celebration, the highlight of which was the announcement of The Sherman Teichman EPIIC Colloquium. In a yearlong funding effort, EPIIC alumni – chaired by Ramin Arani, Jennifer Selendy, and Matan Chorev – chose to endow the EPIIC colloquium at this significant milestone in the program's history, naming it for its founder. As of the gala, the fund had raised more than \$400,000.



The evening also featured the awarding of the Dr. Jean Mayer Global Citizenship Award to the Director of the National Security Archive, Tom Blanton, and to IGL External Advisory Board Co-Chair, William Meserve. EPIIC Iron Man and polymath Gwyn Prins, who has participated in more than ten EPIIC symposia and who has also received the Mayer Award, was the keynote speaker of the evening. Prins is the Director of the Mackinder Programme for the Study of Long Wave Events at the London School of Economics.

Twenty-two of the 25 EPIIC classes were represented by alumni.

*(photos by Alonso Nichols, Tufts University)*







## Global Research, Internships, and Conferences



This year, 37 Institute students conducted research in 14 countries, supported by the Javier Macaya Global Research Fund and the Bruce and Leslie Male Research Fund.

To prepare for being on the ground in a broad range of countries, the Institute invited Andrew Kain, CEO of AKE Ltd., to come and conduct a Safety and Security Briefing in early November.

Kain, who was introduced to the IGL by VII Photojournalist and Founding Director of the Program on Narrative and Documentary Practice Gary Knight, served six years in the British Parachute Regiment and

then spent 11 years in the Special Air Service (SAS), during which he served throughout the world. As an instructor in the SAS, he worked with other government and international law enforcement agencies and developed specialist counter-terrorist techniques that are still in use today. After leaving the SAS, in 1991 Andrew founded AKE Ltd to provide specialist risk services based on SAS principles. In 1993, he designed and delivered the first commercial safety course to prepare journalists for operating in war zones. The course still sets the standard and is recognized internationally. Andrew is the author of the SAS Security Handbook, published in 1996, and he has received a testimonial from The Royal Humane Society for saving life.



Kain held both an overview meeting for everyone, which was open to any Tufts students preparing to conduct research internationally. He also held country-specific meetings. His visit was supported by the Office of the Provost.

Student research projects included: Turkish-Israeli Relations: The Nuclear Component, Non-Proliferation Movements in Pakistan, Unconsidered Political Restraints to Japanese Proliferation, China's Current and Future Nuclear Strategic Posture, Understanding the Relationship between North and South Korea, Democracy and the Urban Policing Initiative in Rio de Janeiro, and US Missile Defense Policy in Congress.

A unique research trip that evolved from this year's EPIIC theme was a research trip to North and South Korea, in collaboration with the the Pyongyang Project, a Canadian non-profit organization whose mission is to forge greater academic cooperation and cultural exchange between North Koreans and Westerners. The students made contact with The Project's leaders and organized a two-week trip to North





and South Korea that aimed to give the nine participating EPIIC students a fuller understanding of the political, social, and cultural contexts of each country.

In the North, EPIIC students attended both lighthearted cultural attractions, such as the Pyongyang Amusement Park, the public beach in Wonsan, International Children’s Day, as well as serious sites of importance in North Korean history, including a visit to the Demilitarized Zone and the Victorious Fatherland Liberation



War Museum. In the South, students met with officials at the Yongsan U.S. Army Garrison, South Korean Ministry of Unification, the American Embassy, and various other governmental and non-governmental institutions. Students conducted individual research projects on a wide array of topics affecting the Peninsula, from the Family Reunification program to Chinese political and economic influence on North Korea.

**Chelsea Brown, Senior:**

North Korea is often described as opaque—as far as the West is concerned, it is a benighted corner of the earth, whose policies of strategic ambiguity can only imply a threat to world peace and stability. Given so little real information shines on this place, I had no idea what to expect—what would people be wearing? Would there be street vendors? Do they have parks? I half expected for everything to be in sepia when I stepped off the plane. At the very least, I anticipated uniformed men with machine guns flanking the entrance to the



airport. On both counts, my expectations were disproved. I was surprised by presence and vibrancy of colors in the country—the green of the trees lining the rice paddies, the yellows and reds of clothes, the unpolluted blue of the sky above Pyongyang. I was also surprised by how at ease I felt—though there were military personnel nearly everywhere, their presence was not menacing. Further, our group of American students was not viewed as belonging to the cadre of cold-blooded imperialists that frequently appear in propaganda. Rather, we were regarded with great warmth, curiosity and enthusiasm by nearly all of the North Koreans we made contact with. I left the country with a tremendous sense of hope for better relations between North Korea and my country, and I hope that my research can contribute to breaking down the walls of fear and misunderstanding that currently stand between us.

***Alison Coffey (EPIIC'09; Synaptic Scholar, A'11; Recipient, Fulbright Scholarship to Brazil)***

In summer of 2010, I began work as a research assistant on a study evaluating resident perceptions of the UPPs (Unidades de Policia Pacificadora) and a favela upgrading program that will inform the work of the Rio's State Secretary of Social Action and Human Rights – the state entity charged with coordinating the implementation of social services in the favelas where the state has regained control. This winter break, I returned to Rio to begin fieldwork with the World Bank team, carrying out interviews with female residents about the changes in their communities since the UPP installation.

It is gratifying and humbling to see how the experiences emerging from the IGL can feed directly to those with the ability to put this knowledge into action and make mid-course corrections to the program. With the support of the Institute for Global Leadership's Synaptic Scholars, EPIIC, and Empower programs, I consolidated my fieldwork into a Senior Honors Thesis for the Latin American Studies and Urban Studies Departments.

The UPPs present a new promise for Rio de Janeiro to overcome its urban divides and the upcoming World Cup and Olympics have secured the drive to follow through with this initiative – with the current governor promising to bring UPPs to all favelas dominated by the traffic in the next four years. However, the city's history of discontinuity in its policies for the urban poor has raised strong barriers in fostering trust within the favela. Funding is guaranteed only until 2016, and the deterioration of the program would lead to irreversible consequences for the city as a whole.

Despite its successes, a sustainable solution to the city's urban violence demands an integration of public security interventions with social policies that focus on sustainable livelihoods. Most importantly, the current problems posed by the UPPs cannot be overlooked nor remain unaddressed. Voices from the favela must be actively incorporated into municipal and state decision-making. Right now the UPPs are in the spotlight, but they will truly be able to claim success when they no longer appear there.



## Inquiry

This year's Inquiry program spent the fall gaining an understanding of global nuclear issues and then narrowed its focus for the simulation to nuclear terrorism. More than 300 students from schools in Georgia, Illinois, Indiana, Massachusetts, New Hampshire, and New York participated in this year's simulation.

This year's roles were primarily state-centered and included all of the nuclear states: China, France, India, Israel, North Korea, Pakistan, Russia, the United Kingdom, and the United States. Iran, Japan, South Africa, and the IAEA were also represented. The seven committees focused on: Preparedness and Response, Military Response and Coordination, Safeguards, Global Disarmament, the Nuclear Black Market, Economic Consequences, and Failing States.

The keynote speaker for this year's simulation was Steven Miller, Director of the International Security Program, Editor-in-Chief of the quarterly journal, *International Security* and co-editor of the International Security Program's book series, Belfer Center Studies in International Security.

Below are some of the issues the students were asked to respond to during the simulation:

In the event of a terrorist nuclear attack or a nuclear accident, it will be important for all nations to help as effectively and forcefully as possible. For example today there are only 1,800 burn beds in the US today. What is the best way to coordinate the international community's many resources into a coherent aid effort?

The delegates are asked to develop a global database of what countries can provide in response to a potential nuclear attack, from medical supplies to food reserves to evacuation vehicles and support.

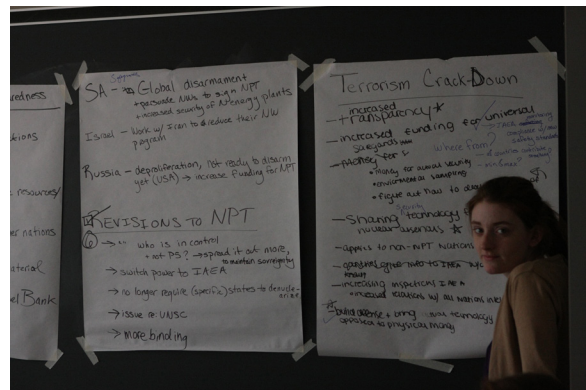
In many humanitarian disasters, the military has played a crucial role in recovery and reconstruction efforts, most recently in the 2010 Haiti Earthquake. In any major disaster, there is a chain of command established in order to keep the numerous government and military organizations on task and under control. Should there be an international military response team similar to international peacekeeping missions in the event of a nuclear attack? Should the



military be given priority over local responders? Given the unique mobility and equipment available only to the military, should the military assist and/or lead recovery efforts or should a civilian organization?

The delegates are asked to determine the necessity of an international military response team focused solely on nuclear terrorism.

Today, the Nuclear Non-proliferation Treaty is nearly universally accepted by the world's nations. Its mission has been categorized into three pillars – nonproliferation, disarmament, and the right to peacefully use of nuclear technology. Interestingly, verification measures, as mediated by the IAEA, only seek to ensure that non-nuclear weapons (NNWS) states do not convert nuclear technology to weapons purposes. Furthermore, those NNWS found to be in non-compliance of the NPT are referred to the UN Security Council for punishment. Yet, the only permanent members of the UN Security Council are the five NPT-recognized nuclear weapons states (also called the P5 – US, UK, Russia, France, and China), who themselves answer to no one if they do not undertake to disarm as agreed upon under the NPT. Thus, many see an inherent inequality within the NPT that allows the P5 to ignore their obligation to disarm, and to decide how NNWS can be punished for ignoring their obligations. In light of this, can the NPT be sustained as the heart of the international non-proliferation regime? Can it be amended to hold the P5 more responsible for disarmament? Can equitability be found in a system that allows certain states to have nuclear weapons, but forbids others to have them? Does referring non-compliant states to the UN Security Council ultimately prevent or encourage these states to continue developing nuclear weapons?



Delegates are asked to discuss the current state of NPT enforcement, and how it reflects the international climate from which it emerged (1960's/70's). Additionally, delegates are asked to consider whether the current non-proliferation regime can be sustained by the NPT as it stands now, or if measures must be taken to improve equitability, and the equal treatment of all three of its pillars.



There is one incident detected per year, on average, of stolen radiological material from inside the former Soviet Union. In addition, there have been cases of disgruntled workers inside the American nuclear establishment who have also tried to use their access to sell nuclear materials on the black market. In addition to the incidents recognized by the IAEA, there are also those that are still classified and additional undetected incidents. Compounding the threat from existing nuclear power plants, we are now in an age that many are calling the Nuclear Renaissance, with tens of countries exploring the idea of nuclear power. The recent turmoil in

Arab countries has highlighted the risks posed by nuclear energy in politically unstable countries. If material cannot

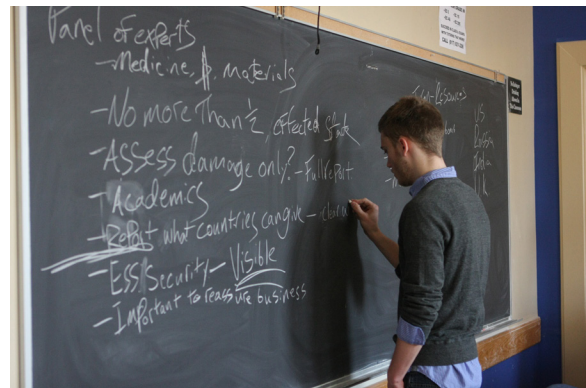


even be completely tracked in developed countries, what is the likelihood of theft if nuclear programs take root in developing countries? The physical nature of these materials makes theft easy and tracking very difficult. While there is no one solution for all countries, delegates are asked to consider how to strengthen the security regime around nuclear materials in countries that currently have nuclear programs and those that are looking to acquire them. What sort of metrics should be used to prevent theft? Would an international fuel bank aid efforts to track enriched materials? What are the best practices from the United States' experience inside the former Soviet Union and how can they be applied to countries that desire a nuclear power program?

Delegates are asked to create an international safeguard standards and a security regime for nuclear research and energy reactors.

One of the main pushes for global nuclear disarmament in the international community is through the Fissile Material Cutoff (FMCT) Treaty. The FMCT seeks to prohibit further production of fissile materials for nuclear weapons and other explosive devices. The intention of the FMCT is to gradually age out nuclear weapons technology and in doing so actualize the goal of Article VI of the Non-Proliferation treaty where nuclear weapons states (NWS) seek in good faith to disarm their nuclear arsenals. One of the issues in the FMCT is the difference in opinion as to what actually constitute fissile material. On March 3rd, 2011, US Ambassador Laura Kennedy issued a statement to the Conference on Disarmament calling into question the definition of 'fissile material' and how the conference can come to define it and 'production' in a way that will prevent countries from finding loopholes and opportunities to circumvent the FMCT. Although there is a definition of fissile material provided by the IAEA, some have argued that the IAEA definitions and categories represents only a good starting point and that some amendments need to take neptunium and americium into account. What definitions exist for 'fissile material' and what comprises a weak definition? Why would different countries espouse different definitions and how definition allows the trade-off where the definition is rather strict but not so strict as to get limited signatories?

Delegates are asked to propose an encompassing definition of fissile material for the FMCT that will not only maximize its effectiveness but chances of being ratified internationally.



## **Inquiry Research Trip: Japan**

In the fall, Inquiry secured a grant from the US-Japan Foundation for its second Inquiry Research Trip. In January, Inquiry took 22 high school students and seven high school teachers from seven high schools in four states to Japan for nine days of study. In a collaboration with the Synaptic Scholars program, two of the Synaptic Scholars – Ben Perlstein and Nadia Nibbs – led the trip.



The goal of the trip was to increase understanding and knowledge about the critical issues of nuclear weapons and nuclear power, especially as related to East Asia. Given the recent attention paid by the Obama Administration to these issues, the anniversary of the Non-Proliferation Treaty, the US-Japanese military history and current relationship, the continuing security threat certain nations pose in transferring nuclear materials and knowledge, the challenge of North Korea, and the need to find alternative energy sources, this was an important time and opportunity to inform students of and engage them in the ongoing debates and discussions.

Today's high school students, born after the end of the Cold War, are a generation unfamiliar with the threats posed by nuclear weapons. Providing students with an intercultural experience and context gives them the opportunity to broaden their perspective on these issues and deepen their understanding of the US-Japan relationship around nuclear concerns. Considering these issues in a classroom in the US is very different from having the opportunity to discuss them on the ground, to bear witness to the destruction they can cause, to speak to people who survived the detonations, and to understand how both countries developed from that point on. The trip became especially important in the wake of the spring earthquake and tsunami in Japan.

The itinerary began in Kyoto, Japan's ancient capital, with a look at Japan's history and its militarism. The group then traveled to Hiroshima, to explore the decision and consequences of the US decision to use the atomic bomb. The last stop was Tokyo, where students had the opportunity to speak with survivors of the bombing and explore current day nuclear challenges, from Japan's relations with China and North Korea to its use of nuclear energy.

### ***Inquiry in Japan, 2011: Narrative Itinerary by Ben Perlstein***

#### ***Friday, December 31***

We departed the United States for a 14-hour flight that brought us into the New Year as we passed the international date-line over the Pacific Ocean.

#### ***Saturday, January 1***

We arrived in Tokyo and took a high-speed rail to Kyoto, where we would settle for the night and spend the next couple of days, building a relationship with the country by exploring many of its cultural and religious landmarks.



*Sunday, January 2*

We met up after breakfast as a whole group at Kyoto Tower, and surveyed the city from its only 360-degree viewpoint. Then we traveled by train to the Kyoto suburb of Nara, where we observed hatsumode, the first shrine visit of the New Year in Japan. There we visited the historic monuments of ancient Nara, collectively deemed a UNESCO World Heritage Site, including Todai-ji, which is the largest wooden building in the world, housing the world's largest bronze statue of the Buddha Vairocana (known in Japanese as Daibutsu). We enjoyed a delicious lunch, got our fortunes read, and interacted with the Sika deer, which are regarded as holy messengers in Shintoism, and freely roam the grounds of Nara.

*Monday, January 3*

In the morning we visited the stunningly beautiful Fushimi Inari-taisha shrine. Honoring Inari, the god of rice and patron of business, the shrine is known for the some 10,000 red-orange torii (gates) lining its footpaths, all donated by Japanese businesses.

We then made our way to Tofuku-ji, a Buddhist temple modeled after those in Nara. Serving as the head temple of the Tofuku-ji school of the Rinzaï sect of Zen Buddhism, the temple is known as one of the Kyoto Gozan, or “five great Zen temples of Kyoto.”

Then we crossed the city to visit the breathtaking Kinkaku-ji, the Temple of the Golden Pavilion. Perhaps second only to Mount Fuji in significance as a national symbol, Kinkaku-ji is designated as a National Special Historic Site and is one of the 17 World Cultural Heritage sites in Kyoto.

We departed for Hiroshima by train in the evening.



*Tuesday, January 4*

We spent most of the day at the Hiroshima Peace Memorial Museum and Park, built on the site of the US first nuclear attack on Japan on August 6, 1945. Paying our respects to this hallowed ground, we laid a wreath at the Senotaph monument, and toured the Peace Memorial Park.

Before lunch we viewed “A Mother’s Prayer,” a short film about the victims of the atomic bomb in Hiroshima. After lunch we met with Steven Leeper, the Chairman of the Hiroshima Peace Culture Foundation, which runs the museum and related programs as part of the city’s commitment to the global nuclear disarmament movement.

Then we had several hours to tour the museum and grounds before a short educational reflection session on what was



one of our most intellectually and emotionally challenging days in Japan. As Americans coming to terms with the stark truth of our nation's contribution to humanity's capacity for destruction, and as members of the last generation to have personal access to survivors of WWII, we were at once humbled by our responsibilities to history and emboldened by Hiroshima's commitment to a future of peace.

*Wednesday, January 5*

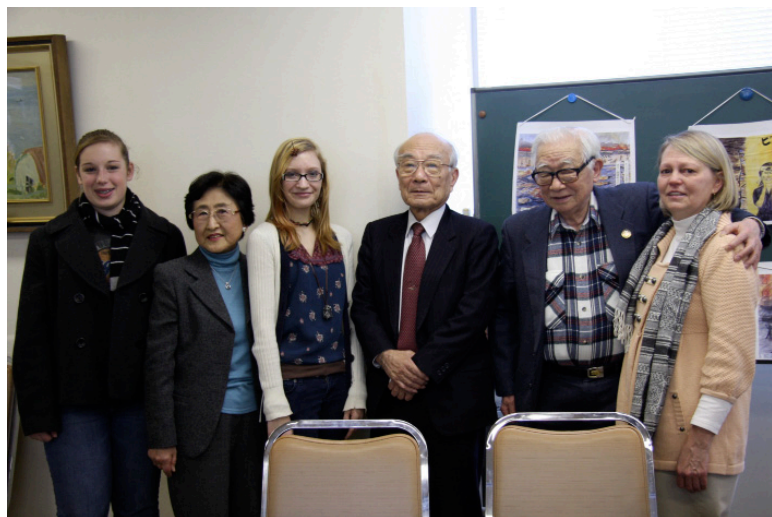
In the morning we crossed the city to Hijiya Park to visit the Radiation Effects Research Foundation, a scientific organization that was established as part of an agreement between the governments of the U.S. and Japan in dedication to the health of atomic bomb survivors and all of humanity. We were given a tour of the facility and a presentation on the study of the medical effects of radiation from the Associate Chief of Research, Dr. Evan Double.

Then we returned to the Hiroshima Peace Memorial Museum for an audience with Mayor of Hiroshima Tadatoshi Akiba. The Mayor, a former Tufts professor, gave us a lecture on the importance of working towards a world without nuclear weapons, and described his own policy proposals and work as a leader in the abolition of nuclear weapons. We then presented Mayor Akiba with the Dr. Jean Mayer Global Citizenship Award for his tireless work to foster peace and intercultural understanding both within his city and around the world, especially through his tenure as president of Mayors for Peace, a global network of nearly 5,000 mayors working toward banning nuclear weapons by 2020. We departed for Tokyo in the evening.



*Thursday, January 6*

We began our stay in Tokyo with a meeting at Nihon Hidankyo, the national confederation of hibakusha (survivors of the atomic bombings of Hiroshima and Nagasaki). We were privileged to hear the stories of the organization's Secretary General Terumi Tanaka, Vice-Secretary General Mikiso Iwasa and Assistant Secretary General Michiko Kodama, with the poignant and moving assistance of Japanese interpreter and University of Maryland Professor Michele Mason. After two days of reckoning with the difficult history of nuclear weapons on site in Hiroshima, our meeting with these hibakusha was a





powerful and meaningful moment that brought us face-to-face with this history, and gave us perspectives of what it was like under the mushroom cloud—images that will stay with us forever.

Transitioning to contemporary issues of nuclear politics, we visited the Center for the Promotion of Disarmament and Non-Proliferation (CPDNP) at the Japan Institute of International Affairs, where we met with the organization's Vice-Director Norio Ehara and other research fellows, discussed CPDNP's functions, and debated current topics concerning nuclear issues in the relationship between the U.S. and Japan. Directed by Nobuyasu Abe, the former United Nations Under-Secretary General for Disarmament Affairs, CPDNP conducts research on disarmament and non-proliferation, and works in coordination with the Japanese Ministry of Foreign Affairs to enforce the Comprehensive Test-Ban Treaty through supervision of Japan's monitoring facilities.

#### *Friday, January 7*

We met with representatives of the Japan Atomic Industrial Forum (JAIF), an organization that promotes the peaceful use of nuclear energy as an integral vehicle for economic development and the improvement of social welfare in Japan. JAIF's main activities include working with government officials, citizen groups and the media to promote nuclear energy in Japan, training nuclear industry personnel throughout Asia, and facilitating international cooperation for the development of the nuclear energy industry around the world.

Then we visited the US Embassy in Japan where we met with Charge d'Affaires ad interim James Zumwalt, who discussed candidly with us the relationship between the US and Japan, with special emphasis on nuclear weapons and energy issues. He also spoke with us about what it means to pursue a career in the foreign service, and took time to answer questions from the group.

In the evening we met with college students at Waseda University.

#### *Saturday, January 8*

In our final stop on the official program, we toured Yasukuni Shrine, the national memorial for those who died fighting on behalf of the Emperor of Japan. In memorializing Japan's history with war, the shrine has aimed to be an exclusively religious and apolitical symbol since the separation of Shinto and the Japanese government in 1945. The accompanying museum provided us with additional perspective on Japan's now ambivalent but controversial past relationship with war. To make our visit all the more human and meaningful, we were joined by former kamikaze pilot Takehiko Ena, who told us his story. Trained for a mission from which he was never to return, Ena-San crash-landed on a remote island during WWII, and survived. In an attempt to rejoin his unit on the mainland, he became a hibakusha when he ended up passing through the desolation of Hiroshima on August 7th, 1945, just a day after the dropping of the first atomic bomb. Devoting his later life to peace-building and exposing the human costs of war, Ena-San appeared in the documentary *Wings of Defeat*, which brought together former kamikaze pilots and surviving veterans of the USS Drexler, an American destroyer that was sunk by kamikaze attacks. Finally, we shared a farewell lunch all together before our last evening out in Tokyo.

#### *Sunday, January 9*

We departed Tokyo for return to the US.

Upon their return from their trip, the students presented their reactions and findings at both the EPIIC symposium and the Inquiry simulation. For the EPIIC symposium, we brought two students – one from Columbia Preparatory School and one from Banana Kelly High School – to present on the opening evening.

## Dr. Jean Mayer Global Citizenship Awards

This year, the Institute presented 11 distinguished individuals with Dr. Jean Mayer Global Citizenship Award:

### Tadatoshi Akiba

Mayor of Hiroshima

As Mayor of Hiroshima, Japan, Tadatoshi Akiba is one of the most respected leaders in the campaign to eliminate nuclear weapons and is the first non-native to be elected mayor of Hiroshima. For nearly a decade before becoming mayor he served in the Japanese House of Representatives. Since his 2003 speech in Geneva at a meeting regarding the Treaty on the Non-Proliferation of Nuclear Weapons (NPT), Akiba has inspired significant anti-nuclear activism. Mayor Akiba is

the current president of the Mayors for Peace, an organization established by the mayors of Hiroshima and Nagasaki in 1982 with a mission to unify and facilitate coordination among the cities that support the total abolition of nuclear weapons. As president of the Mayors for Peace, he has increased by one-third the number of member cities, including the capitals of all the nuclear-weapon states except Islamabad and Washington. He has received numerous awards for his peace efforts, including the Nuclear-Free Future Award from the Franz Moll Foundation in Austria, the Calgary Peace Prize from the University of Calgary, the World Citizenship Award from the Nuclear Age Peace Foundation, and honorary citizenship in more than a dozen cities around the world. Mayor Akiba, a former university professor who was a professor of math at Tufts University, is a strong advocate for establishing Hiroshima-Nagasaki Peace Study courses in colleges and universities around the world. With the average age of the atomic bomb survivors now over 72, the cities of Hiroshima and Nagasaki are eager to pass on the memory to future generations.



### Graham Allison

Director, Belfer Center for Science and International Affairs,  
Harvard University

Director of Harvard's Belfer Center for Science and International Affairs, Graham Allison has for three decades been a leading analyst of U.S. national security and defense policy with a special interest in nuclear weapons, terrorism, and decision-making. As Founding Dean of the modern Kennedy School from 1977 to 1989, a small, undefined program grew twenty-fold under his leadership to become a major profes-

sional school of public policy and government. Dr. Allison has served as Special Advisor to the Secretary of Defense under President Reagan and as Assistant Secretary of Defense in the first Clinton Administration. He has the sole distinction of having twice been awarded the Department of Defense's highest civilian award, the Distinguished Public Service Medal, first by Secretary Cap Weinberger and second by Secretary Bill Perry. Under Clinton's administration, Allison received the Medal for "reshaping relations with Russia, Ukraine, Belarus, and Kazakhstan to reduce the former Soviet nuclear arsenal." Dr. Allison served as a member of the Defense Policy Board for Secretaries Weinberger, Carlucci, Cheney, Aspin, Perry and Cohen. Dr. Allison was the organizer of the Commission on America's National Interests (1996 and 2000) that included leading Senators and national security specialists from across the country. Dr. Allison was a founding member of the Trilateral Commission, a Director of the Council on Foreign Relations, and



has been a member of numerous public committees and commissions, among them the Baker-Cutler Department of Energy Task Force on Nonproliferation Programs with Russia, the Commission of Eminent Persons of the International Atomic Energy Agency (IAEA), and the Commission on Prevention of Weapons of Mass Destruction Proliferation and Terrorism. Dr. Allison is the author of *Nuclear Terrorism: The Ultimate Preventable Catastrophe* (2004) and *Essence of Decision: Explaining the Cuban Missile Crisis* (1971), among others.

### **Thomas Blanton**

Director, National Security Archive

Thomas Blanton is Director of the National Security Archive at George Washington University in Washington, D.C. The Archive won U.S. journalism's George Polk Award in April 2000 for "piercing self-serving veils of government secrecy, guiding journalists in search for the truth, and informing us all." The Los Angeles Times described the Archive as "the world's largest nongovernmental library of declassified documents" (2001). Blanton served as the Archive's first Director of Planning & Research beginning in 1986, became Deputy Director in 1989, and Executive Director in 1992. He filed his first Freedom of Information Act request in 1976 as a weekly newspaper reporter in Minnesota; and among many hundreds subsequently, he filed the FOIA request and subsequent lawsuit with Public Citizen Litigation Group that forced the release of Oliver North's Iran-contra diaries in 1990. His books include *White House E-Mail: The Top Secret Computer Messages the Reagan-Bush White House Tried to Destroy* (1995) and he co-authored *The Chronology* (1987) on the Iran-contra affair.



He served as a contributing author to the American Civil Liberties Union's authoritative guide, *Litigation Under the Federal Open Government Laws*, and to the Brookings Institution study, *Atomic Audit: The Costs and Consequences of U.S. Nuclear Weapons Since 1940* (1998). He is a founding editorial board member of [freedominfo.org](http://freedominfo.org), the virtual network of international freedom of information advocates; and serves on the editorial board of H-DIPLO, the diplomatic history electronic bulletin board, among other professional activities.

### **Stephen Bosworth**

Special Representative for North Korea Policy, U.S. Department of State

Stephen Bosworth became the Special Representative for North Korea Policy in February 2009, reporting to the Secretary of State and the President. Ambassador Bosworth continues to serve as Dean of The Fletcher School of Law and Diplomacy at Tufts University.



Prior to his appointment at the Fletcher School in February 2001, he served as the United States Ambassador to the Republic of Korea from November 1997 to February 2001. From 1995 to 1997, Ambassador Bosworth was the Executive Director of the Korean Peninsula Energy Development Organization (KEDO). Before joining KEDO, he served seven years as President of the United States Japan Foundation, a private, American grant-making institution. He taught International Relations as an Adjunct Professor at Columbia University's School of International and Public Affairs from 1990 to 1994. In 1993, he was the Sol Linowitz Visiting Professor at Hamilton College. He has co-authored several studies on public policy issues for the Carnegie Endowment for International Peace and the Century Fund. In 2006, he co-authored a book entitled *Chasing the Sun, Rethinking East Asian Policy*. Ambassador Bosworth

has had an extensive career in the United States Foreign Service, including service as Ambassador to Tunisia from 1979 to 1981 and Ambassador to the Philippines from 1984 to 1987. He also served in a number of senior positions in the Department of State, including Director of Policy Planning, Principal Deputy Assistant Secretary of State for Inter-American Affairs, and Deputy Assistant Secretary for Economic Affairs. Ambassador Bosworth is the recipient of several awards, including the American Academy of Diplomacy's Diplomat of the Year Award in 1987, the Department of State's Distinguished Service Award in 1976 and 1986, and the Department of Energy's Distinguished Service Award in 1979. In 2005, the Government of Japan presented him with the Order of the Rising Sun, Gold and Silver Star. In 2010 he received a Dr. Jean Mayer Global Citizenship Award from the Institute for Global Leadership.

### **Rose Gottemoeller**

Assistant Secretary of State for the Bureau of Arms Control, Verification and Compliance, U.S. Department of State

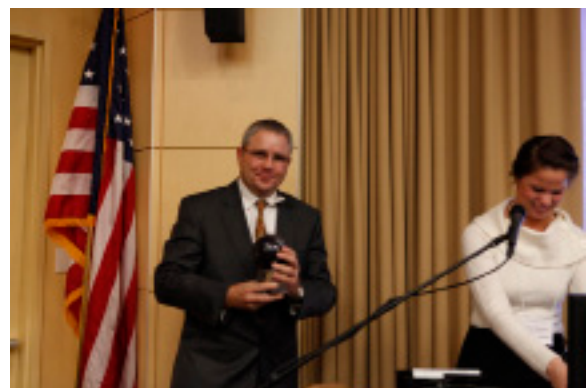
Rose Gottemoeller current serves as the Assistant Secretary of State for the Bureau of Arms Control, Verification and Compliance, on April 6, 2009. She was the chief negotiator of the New Strategic Arms Reduction Treaty (New START) with the Russian Federation. Since 2000, she had been with the Carnegie Endowment for International Peace. She most recently was a senior associate in the Carnegie Russia & Eurasia Program in Washington, D.C., where she worked on U.S.-Russian relations and nuclear security and stability. She served as the director of the Carnegie Moscow Center from January 2006-December 2008. Formerly Deputy Undersecretary of Energy for Defense Nuclear Nonproliferation and before that, Assistant Secretary for Nonproliferation and National Security at the Department of Energy, she was responsible for all nonproliferation cooperation with Russia and the Newly Independent States. She first joined the Department of Energy in November 1997 as director of the Office of Nonproliferation and National Security. Prior to her work at the Department of Energy, Ms. Gottemoeller served for 3 years as Deputy Director of the International Institute for Strategic Studies in London. From 1993 to 1994, she served on the National Security Council in the White House as director for Russia, Ukraine, and Eurasia Affairs, with responsibility for denuclearization in Ukraine, Kazakhstan, and Belarus. Previously, she was a social scientist at RAND and a Council on Foreign Relations International Affairs Fellow. She has taught on Soviet military policy and Russian security at Georgetown University.



### **Ariel Levite**

Nonresident Senior Associate, Nuclear Policy Program, Carnegie Endowment for International Peace

Ariel Levite is a Nonresident Senior Associate in the Nuclear Policy Program at the Carnegie Endowment for International Peace. Prior to joining the Carnegie Endowment, Levite was the Principal Deputy Director General for Policy at the Israeli Atomic Energy Commission from 2002 to 2007. Levite also served as the deputy national security advisor for defense policy and was head of the Bureau of International Security and Arms Control in the Israeli Ministry of Defense. In September 2000, Levite took a two-year sabbatical from the Israeli civil service to work as a visiting fellow and project co-leader of the Discriminate Force Project as the Center for International Security and Cooperation at Stanford University. Before his government service, Levite



worked for five years as a senior research associate and head of the project on Israeli security at the Jaffee Center for Strategic Studies at Tel Aviv University. Levite has taught courses on security studies and political science at Tel Aviv University, Cornell University, and the University of California, Davis. He has authored numerous articles the most recent of which are: “The Current Proliferation Predicament”; “Never Say Never Again: Nuclear Reversal Revisited”; and “The Case for Discriminate Force.” He has authored several books, including *Offense and Defense in Israeli Military Doctrine*, *Intelligence and Strategic Surprise*, and *Israel’s Nuclear Image*.

### **William Meserve**

Bill Meserve is now a retired partner from the law firm of Ropes & Gray in Boston. While at Ropes & Gray, Bill tried cases and argued appeals in both state and federal courts. For several years he was the head of the firm’s Litigation Department and has been a Fellow of the American College of Trial Lawyers for about 25 years. Prior to returning to Boston, Bill worked as staff counsel on the U.S. Senate Committee on Commerce. Bill served for eighteen years as a Trustee of Tufts University and is now a Trustee Emeritus. Among other activities, he was a Trustee and Governor of the New England Medical Center (now Tufts Medical Center) for many years and chaired its major physician practice group. He served for about ten years as the Board Chair of Earthwatch Institute, has been a Trustee for many years and former Board Chair of AFS Intercultural Programs in New York (an international student exchange organization) and a Director of its U.S. affiliate, AFS USA. He is Vice Chair of the Boston Fulbright Committee, Board Chair of United South End Settlements (a large social service agency in Boston) and a former Trustee of the Conservation, Education and Research Trust in Oxford, England. He was a member of the Board of Overseers at the Fletcher School of Law and Diplomacy for over thirty years and is now co-chair of the Institute for Global Leadership at Tufts. Bill has spent significant time on all seven continents, has lived in a tent or under the stars for about a year of his life, has a glacier named for him in the Antarctic, and received the Antarctic Service Medal from U.S. Department of Defense. In his youth, he twice hitchhiked across the U.S.



### **William Perry**

Former U.S. Secretary of Defense; Former Co-Chair, Congressional Commission on the Strategic Posture of the United States

William Perry, a senior fellow at the Hoover Institution, is the Michael and Barbara Berberian Professor at Stanford University, with a joint appointment in the School of Engineering and the Institute for International Studies, where he is co-director of the Preventive Defense Project, a research collaboration of Stanford and Harvard Universities. His previous academic experience includes professor at Stanford from 1988 to 1993, when he was the co-director of the Center for International Security and Arms Control. He served as a part-time lecturer in the Department of Mathematics at Santa Clara University from 1971 to 1977. Perry was the nineteenth United States Secretary of Defense, serving from February 1994 to January 1997. His previous government experience was as Deputy Secretary of Defense (1993–94) and Undersecretary of Defense for Research and Engineering (1977–81). Perry’s business experience includes serving as a laboratory director for General Telephone and Electronics (1954–64); founding and serving as the president of



Electromagnetic Systems Laboratory (ESL) (1964–77); executive vice-president of Hambrecht & Quist (1981–85); and founding and serving as the chairman of Technology Strategies and Alliances (1985–93). Perry has received numerous awards, including the Presidential Medal of Freedom (1997), the Department of Defense Distinguished Service Medal (1980 and 1981), and Outstanding Civilian Service Medals from the Army (1962 and 1997), the Air Force (1997), the Navy (1997), the Defense Intelligence Agency (1977 and 1997), the National Aeronautics and Space Administration (1981), and the Coast Guard (1997).

### **Joshua Rubenstein**

Northeast Regional Director, Amnesty International USA

Joshua Rubenstein has been professionally involved with human rights and international affairs for 30 years as an activist, scholar and journalist with particular expertise in Soviet affairs. A long-time Associate of Harvard University's Davis Center for Russian and Eurasian Studies, he has made many research trips to Moscow and other Russian cities. He has lectured and written widely on the Soviet human rights movement, including a series of lectures in Russian at the Mendeleev Institute in Moscow in the fall of 1990 and the spring of 1991. Since 1975, Rubenstein has been the Northeast Regional Director of Amnesty International USA, overseeing Amnesty's work in New England, New York and New Jersey. He is author of *Soviet Dissidents, Their Struggle for Human Rights and Stalin's Secret Pogrom: The Post-war Inquisition of the Jewish Anti-Fascist Committee*, which was awarded the National Jewish Book Award in 2001-02. He is the co-editor of *The KGB File of Andrei Sakharov*.

### **Martin J Sherwin**

Pulitzer Prize-winning Historian

Martin J Sherwin is a Pulitzer Prize-winning American historian. His scholarship mostly concerns the history of the development of atomic energy and nuclear proliferation. He was the long-time Walter S Dickson Professor of English and American History at Tufts University until his retirement in May 2007. He is now a professor emeritus of Tufts and a University Professor at George Mason University. He has received numerous awards and grants. He and co-author Kai Bird shared the Pulitzer Prize for Biography/Autobiography in 2006 for their book on Robert Oppenheimer's life, *American Prometheus: The Triumph and Tragedy of J Robert Oppenheimer*. Sherwin worked on the book for two decades before collaborating on the writing with Bird. Sherwin also wrote *A World Destroyed: Hiroshima and Its Legacies*, which won the Stuart L Bernath Prize and the American History Book Prize. Sherwin serves on the board of *The Nation* magazine, to which he is a regular contributor.

### **Kristin Shrader-Frechette**

O'Neill Family Professor, Department of Biological Sciences and Department of Philosophy, at the University of Notre Dame

Kristin Shrader-Frechette has held senior professorships at the University of California and the University of Florida. Currently she is O'Neill Family Professor, Department of Biological Sciences and Department of Philosophy, at the University of Notre Dame, where she also directs the Center for Environmental Justice and Children's Health. She has held Woodrow Wilson Foundation, National Science Foundation, and Carnegie Foundation Fellowships in philosophy of science and has held offices/served on committees in the US National Academy of Sciences, the Risk Assessment and Policy Association, the American Philosophical Association, the Philosophy of Science Association, the Society for Philosophy and Technology, and the International Society for Environmental Ethics. Most of Shrader-Frechette's research analyzes mathematical, biological, or ethical problems in risk assessment, public health, or environmental justice - especially those related to radiological, ecological, and energy-related risks. Shrader-Frechette has published

more than 380 articles and 16 books/monographs. Shrader-Frechette is currently working on two new volumes: *Risks of Risk Assessment* and *Philosophy of Science and Public Policy*. In 2004 Shrader-Frechette became only the third American to win the World Technology Award in Ethics. She won for her work in public health and environmental ethics. Catholic Digest named her one of 12 “Heroes for the US and the World” because of her pro-bono environmental justice work with minority and poor communities. She has served as an advisor to numerous governments and international organizations, including the United Nations and the World Health Organization.

## TILIP

As part of its commitment to the Clinton Global Initiative, the Institute for Global Leadership invited delegations from different countries to participate in the international symposium. As part of the Institute's ALLIES (Alliance Linking Leaders in Education and the Services) program, EPIIC also invited students from the United States Naval Academy and the United States Air Force Academy to participate. The Harriman Institute at Columbia University and Yale University's Divinity School also sent delegations.

The students arrived several days prior to the symposium to allow for the delegations to get to know each other and to have the students engage in special programming around the issues that would be discussed at the symposium.

These activities included a discussion with Hiroshima survivor Shigeeko Sasamori and a lecture by IGL alumna Elizabeth Herman on how US and Japanese textbooks presented the dropping of the atomic bomb on Hiroshima and Nagasaki.



Two of the student delegations, which have been participating in TILIP since 2008, had their students conduct research prior to the symposium and several of them presented on the symposium panels. Peking University students Liu Xudong and Li Yuxi presented on "Nuclear Renaissance? The Reliability and Desirability of Nuclear Power" and Seoul National University students Yeji Chung and Youngdon Youn presented on the panel "Confronting North Korea." Also,

the Peking University delegation was accompanied by one of their professors, Dr. Han Hua, Associate Professor and Director at the Center for Arms Control and Disarmament in The School of International Studies, who participated on several of the panels.

The delegation from the Harriman Institute at Columbia University also presented their research on Russian nuclear issues.

Seventy-three students from nine countries participated in this year's EPIIC symposium.

### **BRAZIL**

Thais Guedes Alcoforado de Moraes, Bruno Bastos Becker







**CHINA**

*Peking University*

Du Jinhao, Li Yuxi, Lim Yee Chuin, Liu Xudong, Ouyang Shan, Qiao Congrui, Xu Man, Yuan Jingyu, Zhang Dantong, Zhang Minyu

**IRAQ**

Tiba Al Hadeethi, Muhamed Al-Salehi, Ajar Arkan Amjad, Vian Majeed Faraj, Shara Kamal Mohammed, Hazha Widard Nasih, Hewa Salehy

**ISRAEL**

*Haifa University*

Hadas Asulin, Sima Cohen, Hadas Lankry, Yigal Mali, Vitali Tkachov

**JAPAN**

Rie Endo, Chishio Furukawa, Sumiko Hatakeyama, Kyoko Okutani, Xiaoxue Weng, Chihiro Yoshida

**SINGAPORE**

*National University of Singapore*

Shakura Nuha Basir, Jinwen Chen, Jie Min Chia, Sneha Iyer, Siti Aisha Shamin Khatoo Bte S Khan Surattee, Aarti Ashley Khemlani, Kai Heng Lim, Zenan Liu, Wen-Yi Tan, Yuebo Yu



**SOUTH KOREA**

*Seoul National University*

Yeji Chung, Jinyeon Hwang, Myeongryong Jeong, Hyeyoon Kim, Mike Jongmin Kim, Hyojin Lee, Soojin Lee, Marcus Mendelson, Wiliam Albert Park, Lars Repp, Youngdon Youn

**TURKEY**

Huseyin Murat Aydogan, Selim Can Sazak

**HARRIMAN INSTITUTE, COLUMBIA UNIVERSITY**

Reuben Blum, Damien Fenske-Corbière, Nicolas Miyares, Madeline Wolberg

**UNITED STATES AIR FORCE ACADEMY**

Daniel McGinnis-Welsh, Kristi Miner, Tom Nichols, Glynnis Quern, Sarah Ruckriegle, Cory Sabet

**UNITED STATES NAVAL ACADEMY**

Cassandra Fach, Michael Fessenden, David Galluch, Joe Hanacek, Malik Harris, Ben Lloyd, Pat McAleer, Chris Teska, Joseph B Travers

**YALE UNIVERSITY**

Alex Petersen, from the Divinity School at Yale, attended on a fellowship provided by IGL External Advisory Board Member David Cuttino. Following his participation, he used the remainder of the fellowship to go to Ghana this summer where he is meeting with scientists and professors at the Ghana Atomic Energy Commission. He is looking at Ghana's energy needs, and the possibility of nuclear power in the future.

Making TILIP possible this year were the Robert and JoAnn Bendetson Public Diplomacy Initiative of the Institute for Global Leadership, Mario Becker, LT Anne Gibbon, MAJ Jeff Jackson, Sunny Kim, Vera Korsunsky, Hiro Noshida, Peter Pang, Itzak Ravid, Tan Ai Lian, Shahla Waliy, and Seoul National University.



## INSPIRE

This year, the Institute hosted three INSPIRE Fellows, one from abroad, Pervez Hoodbhoy from Pakistan; and two from the US, COL James Brown and Zachary Iscol.

### Pervez Hoodbhoy

Dr. Hoodbhoy had been a participant in EPIIC's 2009-10 year on "South Asia: Conflict, Culture, Complexity and Change," both in the symposium and in the professional workshop on the future of Afghanistan. He joined us for a month in the fall, lecturing in the EPIIC class, coming to the weekend immersion as the guest lecturer, advising students on their research, and working with a number of other IGL groups, such as the Poverty and Power Research Initiative (PPRI). Pervez Hoodbhoy is professor of nuclear and high energy physics, as well as chairman, at the department of physics, Quaid-e-Azam University, Islamabad, Pakistan. He remains an active physicist who often lectures at US and European research laboratories and universities. Dr. Hoodbhoy received the Baker Award for Electronics and the Abdus Salam Prize for Mathematics. Over a period of 25 years, Dr. Hoodbhoy created and anchored a series of television programs that dissected the problems of Pakistan's education system, and two other series that aimed at bringing scientific concepts to ordinary members of the public. He is the author of *Islam and Science: Religious Orthodoxy and the Battle for Rationality*, now in seven languages. Also in 2003, Dr. Hoodbhoy was invited to the Pugwash Council. He is a sponsor of *The Bulletin of the Atomic Scientists*, and a member of the Permanent Monitoring Panel on Terrorism of the World Federation of Scientists. Dr. Hoodbhoy is a recipient of the Dr. Jean Mayer Global Citizenship Award from the Institute. He commented on the experience:

*"In Sep-Oct 2010, as a visitor from Pakistan, I had my first encounter with bright, enthusiastic young Tufts undergraduate students at the EPIIC program entitled "Our Nuclear Age: Peril and Promise". It all began with a weekend mountain retreat that brought together a disparate bunch of students, few of whom knew each other. But in just 48 hours, a combination of lectures, film viewings, intensive discussions, and recreational activities led to the emergence of a group identity and camaraderie.*



*"It did not take long for the EPIIC students to be fully immersed in the complex politics and technological choices surrounding nuclear weapons, both in the context of South Asia and globally. This required considerable effort, and some students complained that they were having to spend too much time of the program. I was happy to see that the program administrators, Sherman Teichman and Heather Barry, insisted on quizzes, mid-term, and a final exam. This brought academic rigor to the studies, and made the students take the assigned readings seriously.*



*"My four weeks at Tufts were filled with interactions, with many participants seeking to do projects on Pakistan-India and some actually visiting the region. After returning to Pakistan, for some considerable time I received many emails from the student participants seeking advice on different matters. My final interaction with them was in Feb 2011 at the program's grand finale, for which I returned briefly to Tufts. I was delighted to see how far the students had come in their understanding of the world's outstanding threat."*

The students enjoyed their interactions with Pervez thoroughly, and even made special shirts to welcome him back for the 2011 symposium.

**COL James Brown**

COL Brown, who was a Military Security Fellow at The Fletcher School in 2010-11, joined the IGL as an INSPIRE Fellow for ALLIES this past academic year.

COL Brown is the Deputy Commander for the 95th Civil Affairs Brigade (Airborne) located at Fort Bragg, North Carolina. He supervises the brigade staff to support the training, resourcing, equipping, and deployment of regionally-oriented, language-trained CA teams/elements to assist Combatant Commanders, Ambassadors, and the interagency to monitor and execute Civil Affairs operations in support of U.S. objectives through the United States Special Operations Command.

His prior military experience includes Platoon Leader in Korea, Aide-de-Camp and Company Command with US Army Recruiting Command, and combat experience on General H. Norman Schwarzkopf's personal staff in support of Operation DESERT SHIELD/STORM.



While serving as a Civil Affairs Officer, he has served as a team leader, operations officer, theater plans officer and Commander of C Company of the 96th Civil Affairs Battalion (Airborne). He led his company to provide Civil Affairs support into Afghanistan as part of Joint Special Operations Task Force – Dagger, during the initial phase of Operation ENDURING FREEDOM from October 2001 through April 2002. He was also assigned to the Third US Army as the Chief of Plans for the Civil and International Military Operations Directorate—contributing to the plan for comprehensive operations in Iraq.

During Operation IRAQI FREEDOM, Colonel Brown advised the Kuwaiti Government in running their Humanitarian Operations Center in an effort to coordinate the international humanitarian community's response and limit the effects of combat operations on the people of Iraq. He was then assigned to the US Army's Peacekeeping and Stability Operations Institute where he contributed to US Government strategic and interagency stability operations planning initiatives. His most recent assignment was as the Commander of the 97th Civil Affairs Battalion (Airborne), where he focused Special Operation's Civil Affairs support to mitigate and prevent conflict within USPACOM.

**Zach Iscol**

Zach Iscol was an INSPIRE Fellow for NIMEP this year, working with and accompanying the students who conducted research in Kurdistan. A combat decorated Marine Infantry Officer, Iscol fought in the November 2004 battle to retake Fallujah and did two tours in Iraq. At the time, he believed strongly in America's mission to export democracy. But during his service, he had the opportunity to live and work alongside foreign soldiers in Iraq and throughout Africa, the Middle East, and into Central Asia. These relationships, coupled with tragic wartime experiences abroad, caused him to ask whether there is a better way for America to interact with the world. He produced a documentary, *The Western Front*, on the Iraq war.

Iscol has also written, spoken, and lectured about his experiences in Iraq. In January 2005, he testified, on active duty, before the U.S. Senate about the need to protect and provide asylum to Iraqi translators who are hunted for serving alongside the US Military.

## BUILD

BUILD had a tremendous year overall, with both the size and breadth of the program reaching unprecedented levels. The year began with roughly 110 students attending BUILD's general interest meeting and subsequent rigorous "orientation sessions" led by Co-coordinators Mike Niconchuk (A'11) and Sasha de Beausset (A'12). Four sessions in total were held, one each regarding BUILD's institutional history, the history of Guatemala, the Guatemala program and projects, and the India program, after which students chose to become members of either the Guatemala or India country program. The sessions consisted of informal lectures with visual and video aids and open discussions. All students in attendance were required to prepare by reading short pieces and watching documentaries chosen carefully by the coordinators.

Another facet of the BUILD program introduced this year was a formal retreat, organized by Mike Niconchuk and Caitlyn Doucette (A'13) and held in the Arlington Street Church. This entire day event consisted of presentations on sustainable development and grant writing in addition to team building activities. The second half of the retreat also included a project design simulation in which students had three hours to interview senior BUILD members posing as local researchers, community members, and Peace Corp volunteers; design a development project that best suited community needs and assets; and write a grant describing this theoretical endeavor in detail.

### **BUILD: Guatemala**

The 2010-2011 academic year marked the first time the BUILD program has undertaken a rigorous monitoring and evaluation initiative. Though BUILD Guatemala teams from 2008-2010 did engage in informal monitoring and data collection and understood the conceptual importance of these activities, an explicit concrete plan had not previously existed. In the summer of 2010, the idea of creating an M&E plan was born as BUILD members learned about M&E as a formal subset within the development industry.



Consequently, in the fall semester, BUILD Guatemala formed an official "Monitoring and Evaluation Committee" under the leadership of Chrissy Goldbaum (A'14). This Committee's chief purpose was to design an explicit "Performance Monitoring Plan" that could track the progress of each of BUILD Guatemala's projects on the ground. In the process of doing so, BUILD members did research and read vast amounts of literature on the different components of monitoring and evaluation. After completing this process, Committee members discussed these theoretical concepts with a few key professionals, including Kelsi Stine (EPIIC'08, Synaptic Scholar'10), a recent graduate of Tufts University and current student at The Fletcher School of International Diplo-



macy; Rachel Bergenfield (Synaptic Scholar'09), a graduate of Tufts University now working as the Specialist for Monitoring and Evaluation Resources at the National Democratic Institute (NDI); and Zaki Raheem, another graduate of Tufts University currently working as a Monitoring and Evaluation specialist for Development Alternative Inc (DAI) and a co-founder of BUILD at the IGL.

By January 2011, the team had compiled a Performance Monitoring Plan, complete with logical frameworks and performance indicators for all BUILD projects. In the spring semester, the Monitoring and Evaluation Committee produced an analysis of data collected during the January 2011 trip to Santa Anita, regarding both the projects themselves and the political conflict of the community.



In January 2011, a team of seven BUILD members traveled to Santa Anita to assess the progress of its projects on the ground. The goals of the January trip were focused on instituting BUILD: Guatemala's new monitoring and evaluation framework and trouble-shooting any problems that had arisen since BUILD's August trip. It was also crucial to analyze the state of Santa Anita's political situation as a guide for next steps moving forward within the community. As such, the trip itself consisted of many community meetings, focus groups, and informal interviews in order to obtain this information.

Entering Santa Anita, BUILD members recognized that the project that would require the most attention was the computer center, an endeavor meant to function as a youth-run micro-business. In order to assess the center's financial and managerial situation, BUILD members held numerous meetings with the youth managers, administrator, and community as a whole to discuss both logistical issues and the overarching vision for the center itself. From these conversations, it became clear that the main obstacles the center faced were technological issues, absence of a readily available technician, and administrative problems. Community members appeared to agree on the potential of the center to operate as a means of youth employment, to provide technical education and resources for the community at large, and to enrich Santa Anita's educational program should these issues be rectified.

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While in Santa Anita, BUILD members were put in contact with Saul Alvarado, an experienced computer technician and university student who runs numerous computer centers in the nearby town of Colomba. Since leaving Guatemala, BUILD has been in regular contact with Saul who has fixed many of the center's technical issues and installed DSL, which will provide faster and more inexpensive Internet service to the center. He also began an advertising campaign for the center within Santa Anita, which will soon be spread to neighboring communities in the hopes of attracting more center users.

During this visit, BUILD was also able to deliver maps and field guides to the Eco-Tourism staff. During the fall semester, the "Eco-Tourism Committee" led by Anne Wolfe (A'13) utilized GPS mapping software to create a map of the trails throughout the farm so that tourists could navigate Santa Anita's extensive rainforest. The director of the Eco-Tourism program also helped identify the most common plants and animals found on the farm, which BUILD students supple-

mented with additional research to compile field guides in both English and Spanish. Prior to arriving in Guatemala, BUILD published laminated field guides and folding maps, which were well received by the community

BUILD members tracked the progress of its agricultural project as well, supplementing data collected in August 2010 with visits to community members plots to detect any changes in farming practices regarding clearing brush, standardization of plant density and shading, fertilizer production, and the growth of seedlings in the almácigo. Upon returning to Tufts, BUILD maintained consistent dialogue with both associations of the farm regarding any additional materials needed for the plants BUILD donated in 2008, which have just begun to bloom. BUILD has received formal reports from both groups on this issue and has been in contact with our partner organization, FUNDAP, to determine any future additions to this project.

In August 2011, a group of seven BUILD members plan to return to Guatemala to continue to track the progress of BUILD projects in Santa Anita; network with local NGOs in Xela; research approaches to the many sectors within development, specifically within Guatemala; and begin the preliminary community scouting process. While in Santa Anita, BUILD will use its existing monitoring and evaluation framework to collect both qualitative and quantitative information on all BUILD projects, thereby gaining a deeper understanding of the successes and failures of past endeavors. Furthermore, given the current situation with the computer center and the uncertainty regarding its future, BUILD will both assess the status of the center and determine a plan of action for how it will be run in the coming years. In preparation for the varying possibilities regarding the center's status in August, the entire BUILD Guatemala team created a list of contingency plans for the center, though the ultimate course taken will depend upon the situation the trip team encounters on the ground.

While in Guatemala, BUILD also plans to network with various NGOs and development organizations in order to learn more about development in Guatemala generally, identify and build relationships with organizations with which to potentially partner, and discover leads on communities to scout. This will allow the group to identify organizations that may be willing to partner with BUILD on future projects and act as an resource for BUILDers on the ground. Furthermore, as the team delves deeper into the community scouting process, both on this trip and in the coming fall semester, these organizations could prove helpful in finding communities with which to consider partnering.

### **BUILD India**

During the 2010-2011 year, the BUILD program was able to expand its reach to south India after a pilot trip taken in July 2010 with the support of the Institute for Global Leadership. During this pilot trip, four BUILD veteran members (Nithyaa Venkataramani A'13, Emily Pantalone A'12, Sasha DeBeausset A'12, and Rajesh Reddy A'12) traveled around the state of Tamil Nadu researching health, education, and agricultural development initiatives. BUILD formed a close relationship with one of its hosts, Payir, a non-profit organization aimed at facilitating holistic rural empowerment. Together, BUILD and Payir formed a partnership with the neighboring village of Thottiapatti.

Thottiapatti, BUILD's partner village of 70 households in the Perambalur district of rural Tamil Nadu, India. In the local language of Tamil, this is the ur—the people and physical spaces that make up a place to call home.

The majority members of the village work as daily-wage agricultural and brick-breaking laborers, do not own their own land, and earn the equivalent



of \$1.50 per day. Families will migrate to different districts and states during the dry months to find work, disrupting their children's education. Thottiapatti lacks access to immediate transportation, toilets, consistent power supply, and medical care. Reflecting the national trend, there have been multiple recent suicides within the village that have torn families apart—leaving an overarching feeling of desolation.



During the fall semester, 30 new students became part of the BUILD: India team. The semester was used to conduct research on previous successful projects, organizations and other resources available around the Tamil Nadu area. In the winter, four BUILD members (Nithyaa, Allie Wollum A'13, Rena Oppenheimer A'13, and Jennifer Sanduski A'13) spent two weeks in Thottiapatti, measuring fecal contamination in the local water supply and conducting a community health survey along with local health workers Mythili Venkatapathy and Preethi Xavier and with the aid of Payir Founder Senthil Gopalan.



Janani, a resident of Thottiapatti and an employee of Payir, also assisted the team in meeting all the different families in the village and with the different participatory research activities used to gather information – such as drawing a map of the community with young children, and constructing a seasonal calendar on festivals and illnesses with women. Through these activities and throughout our trip, BUILD members began to build trust with individuals in Thottiapatti, who began to share their knowledge of traditional practices. Team members learned to draw different kolam designs, a south Indian Hindu cultural art practice made out of rice powder. These designs are created in front of temples and houses in order to invite others into these spaces. The intricate designs inspired team members. BUILD members also painted the central Mariamman temple in preparation for the most important festival of the year, Pongal, which celebrates the harvest.

The winter trip culminated in a celebration of Pongal, where BUILD members teamed up with youth in their late teens and early 20's to organize village games for all members of Thottiapatti. These celebrations included a slow bicycle race, a water balloon toss, running races for all age groups, and even a lemon-and-spoon race. Everyone came together to laugh and celebrate this joyous occasion, and it was very difficult to say goodbye after a wonderful experience being welcomed by the entire community.

On returning to the United States, the BUILD team regrouped and began writing grant proposals with the hope of acquiring sufficient funding to implement their proposed work. The ideas for the initial proposal were generated from meetings and conversations with men and women of Thottiapatti, who expressed two simple desires: better opportunities for education for their children and the improvement of existing sanitation facilities. After observing the sense of community that the Pongal celebrations brought out, BUILD proposed the construction of a community-owned center, which would create a space especially for women and children to come together and provide educational and vocational opportunities through e-learning. The second component of the proposed project was to provide public



toilet facilities for communal usage, after seeing the failure of the government toilet interventions and the lack of toilets elsewhere in the village.

The initial proposal was the Tufts winner of the 2011 Davis 100 Projects for Peace, which gave the team \$10,000 of funding to be used this summer of 2011 for the implementation of the project.

The team was energized to begin the planning process and to apply for additional grant opportunities to cover all projected expenses. The team mobilized into different task force committees – one for research on solar energy and technology, another for sanitation and toilet models, and another for research and design of the computer center. The BUILD: India team won a \$2,000 grant from the 2011 Millennium Campus Network International Projects, as well as \$5,000 in an online fundraising opportunity through Crowdrise. BUILD also received \$5,000 in funding from the EMPOWER fellowship for social entrepreneurship through the Institute for Global Leadership. The funding secured in 2011 will be put towards the summer 2011 implementation phase, and the remaining amount will be put towards the creation of a fund for maintenance of the project components as well as seed money for future work proposed by members of Thottiapatti.

One idea currently in the research phase is the creation of a small business utilizing the artistic talents of young women and men of Thottiapatti to design and create products for sale in the global market, by connecting to fair-trade business networks already created in south India. This idea will be researched further through meetings with established businesses such as the Federation of South Indian Producer Associations in Chennai, India and other businesses throughout south India as well as in Delhi and in Mumbai.

In late April, BUILD held a photo gallery event called “The Ur of Thottiapatti: A Village in Transition” in order to highlight the culture of development and the socio-political issues of the region while also raising awareness and funds for the projects. The event showcased photos taken both by BUILD members on the past winter trip and the children of Thottiapatti. Tufts’ students, faculty, and members of the outside community came and enjoyed food sponsored by the local restaurant Yak and Yeti as well as talks by Dr. Jonathon Fine, founder of Physicians for Human Rights and a member of the Association for India’s Development (AID) and Dwijo Goswami A’11, an EMPOWER fellow who has worked with different organizations across India. Tufts’ classical Indian dance team, Pulse, also performed. The event allowed BUILD to share its projects and vision with the Tufts community as well as start a dialogue on development issues.



The layout of the computer center was designed by architectural student John Foley A’11 and works off an existing structure in a central location of Thottiapatti that was abandoned and left unfinished due to insufficient resources to finish construction. Foley completed his designs with constant input from members of Payir and Thottiapatti. The construction process started at the end of April 2011 and the expected opening date of the center is June 20, 2011. The BUILD team, this time comprised of eight students (Allie, Nithyaa, Rena, and Jen, as well as Manas Baba A’14, David Schwartz A’13, Charmaine Poh A’13, and Jed Silver A’13), will be staying in Thottiapatti village during the month of June.

The computers for the center will be donated through the Bangalore branch of Microsoft in India. BUILD has also con-

nected with the founders of EvidhyaLoka, Satish Viswanathan and Venkat. EvidhyaLoka is an innovative global educational model dedicated to sourcing volunteers around the world to villages throughout India to teach curricula that supplements the education provided through the government-run public schools. EvidhyaLoka wishes to partner with the village of Thotiapatti, which BUILD members will facilitate by identifying potential students for the e-learning classes as well as two youth facilitators to be trained in administration of the classes and the initial phase of connecting with volunteers. Payir is currently



working on finishing the establishment of a broadband Internet connection in this area, after which the learning curriculum will begin with the introduction of fun yet educational YouTube videos and pictures. The e-learning program will be modified and fit specifically to the needs of interested students, and BUILD will then work as a secondary liaison to establish linkages with new networks of interested volunteers in all different subject areas, including the arts, science, mathematics, history, English language teaching, and music.

In order to meet the power needs of the center, BUILD will partner with Project Chirag, a student-led initiative of Students in Free Enterprise (SIFE) of the H.R. College of Mumbai, Maharashtra. Project Chirag has brought much-needed electrification units to combat power shortages in villages throughout India. Together, both BUILD and members of Project Chirag will develop a cost-effective design for integration of solar energy into the computer center, as well as outlets and areas for mobile charging. This will allow the center to run on virtually a direct current, ensuring stability during the daily two-hour power cuts as well as alleviating regular problems with connectivity and usage of the computers.

Throughout the summer, BUILD students will work to solidify connections with local private schools and families that will be willing to donate books in Tamil to the creation of a small library housed in the center. The computer center's outside walls will be painted by children and BUILD students jointly to create a mural that represents the growing relationship and friendship. In the beginning of June, EvidhyaLoka and BUILD together will hold art workshops that will inspire children of all ages to express their creativity and viewpoints with paint and pen.

The toilets will be constructed during or directly following the completion of the computer center. These will be Eco-San toilets that work in an environmentally-friendly manner by diverting urine and feces into separate containers, composting the fecal matter to produce organic fertilizer for sale. Though this process takes around one to two years to produce the first batch of fertilizer, BUILD anticipates an eventual additional income for the village through the production of fertilizer, which should serve as an incentive for toilet usage. Jointly with the Payir health workers, BUILD students will work to formalize an existing health workshop curriculum that will use role-playing and drama to enact the need for proper sanitation and care for hygiene. In addition, BUILD students will facilitate the construction of Tippy-Tap structures all around the village, made of easily available sticks and a 5-liter container, which will encourage the practice of hand washing. Due to issues surrounding caste that may be intensified in the selection of a worker to maintain the toilets, discussions will be held with the local panchayat governance board to both pick a proper location for the toilets as well as talk to all about the importance of keeping the facilities clean and proper.

BUILD's work in Thottiapatti in summer 2011 will be documented on a blog at <http://buildprogram.wordpress.com>, and team members will also be filming a documentary, which will showcase the voices and opinions of members of Thottiapatti. They will share thoughts on their livelihood, the opportunities they see in light of the changes taking shape in their village and through Payir's continued involvement in their development, and their views on the larger societal issues surrounding development in rural India. This documentary will be edited during this summer and will be shown to the public in the fall of 2011.

In anticipation of the difficulties that BUILD may face in and after the implementation phase, BUILD students have been working to develop a monitoring and evaluation program in conjunction with BUILD: Guatemala to effectively understand the successes and failures of each project component, and adjust its approach accordingly. Four BUILD students will travel again to Thottiapatti for one week in August (Nithyaa, Anisha Wadhwa A'14, Sunaina Basu A'14, and Zara Juneja A'14) to assess the progress of the summer's work and to compile ideas and thoughts for BUILD's future involvement with Thottiapatti and with Payir. Nithyaa will remain in India from May-August and will be able to facilitate unexpected pitfalls or difficulties on-the-ground in between the two BUILD team visits.

In time, BUILD hopes that each project component will function on its own with leadership and ownership arising from different members of Thottiapatti. This summer's implementation will bring new resources to Thottiapatti, but more importantly empower the local people with new opportunities and catalyze the change of their own community for a better future.

## NIMEP

NIMEP had a very successful year, focused on both educating its members and the larger campus community on the revolutions and uprisings in the Middle East. The group also conducted an annual fact-finding trip, this year in Kurdistan.

Over the course of the 2010-2011 academic year, NIMEP made an effort to educate the Tufts community about understudied countries in the Middle East. With the ongoing events of the Arab Spring, the group also sponsored events that provided a critical assessment of the reasons and implications of these revolutions and uprisings.

Each week, NIMEP hosted a dialogue about a salient issue in the Middle East, such as the complexities of Saudi Arabian foreign policy, democracy in Iraq, the growing importance of Turkey in the Middle East, Qatar's new activism in Middle Eastern politics and reassessing diplomacy in the Middle East.

In the fall of 2010, NIMEP finalized its edits of this year's edition of *Insights*, which included articles from the fact-finding mission to Israel and the West Bank, and posted the journal on its website.

With the beginning of the revolutions in Egypt, NIMEP sponsored both a dialogue and a debate on the topic. The dialogue, co-sponsored with Tufts Collaborative on Africa, drew more than 75 students, many of who were unfamiliar with Egypt or the Middle East and who had never come to a dialogue. As a result of this overwhelming interest, NIMEP organized a crash course on Egypt's Call for Democracy, co-sponsored with the International Relations Director's Leadership Council (DLC), which featured a panel of two regional experts—Professor Malik Mufti of Tufts' Political Science Department and Professor Tarek Masoud of Harvard University. The goal of this crash course, moderated by NIMEP co-leader Khaled Al-Sharikh, was to provide a general overview of the situation in Egypt and to answer any remaining questions. Students, parents and community members filled the entirety of Cabot Auditorium to hear the panel speak. Prof. Masoud, an Egyptian-American repeatedly featured on CNN for his commentary on Egypt, discussed the domestic conditions which helped incite the tensions and the currents of moderate Islam in the region, while Prof. Mufti analyzed the regional implications of the domestic upheavals.

Furthermore, after the fall of Hosni Mubarak, three of NIMEP's executive board leaders for the 2011-2012 year compiled a ten-page dossier for the Project on Justice in Times of Transition which gave a summary of prominent political figures, parties and movements in post-Mubarak Egypt.

In early February, NIMEP also hosted Dick Simon, a business leader in the Young Presidents' Organization (YPO), an entrepreneur and photographer, for a presentation entitled "Faces from the 'Axis of Evil': Business Leaders Working Together for Change." Mr. Simon, speaking to an audience of about forty students, shared stories and photographs from his recent trip to Syria to show how his interactions with the Syrian people changed his perspective on the country.

Throughout the year, NIMEP attempted to play the role of facilitator between various Middle East-related groups on campus, such as Friends of Israel, the Arab Students Association and the newly established Students for Justice in Palestine. Tensions rose between the groups as members published editorials in the *Tufts Daily* over a period of about a month in the fall semester. Seeing this back-and-forth debate in the *Daily*, NIMEP offered to moderate a series of debates between the groups in order to provide students with a forum for discussion. The debates will take place in the fall. The first debate is intended to focus on the Israeli quarantine of the Gaza Strip, the legitimacy of Hamas as a government and negotiating party, and any other relevant security issues related to Israel and the Gaza Strip. The

second debate will center on the West Bank, particularly on the Israeli strategic barrier, Israeli settlement policy, and checkpoints. The goal is to broaden the perspectives of those on both sides of the issues and to explore the feasibility of compromise.

In January 2011, eleven students—ten researchers from NIMEP and a photographer from EXPOSURE—traveled to Iraqi Kurdistan for a two-week fact-finding mission. The Institute for Global Leadership and the Kurdistan Parliament sponsored the students and helped facilitate meetings on the ground in Iraq.



This trip required extensive preparation, and prior to departure, the group discussed a set topic each week and spoke with various experts on the region. The preparation schedule included:

#### *Kurdistan-Middle East Relations*

- Meeting with Dr. Mohammed Ahmed, Director of the Ahmed Foundation for Kurdish Studies
- Phone conference with Michael Kelly, Director of the International and Comparative Law Program at Creighton University School of Law

#### *The US, the Kurdish question and oil interests*

- Phone conference with Joost Hiltermann, MENA Deputy Program Director at the International Crisis Group
- Phone conference with Sean Kane, Program Officer with the US Institute of Peace's Iraq Programs



#### *KDP vs. PUK*

- Phone conference with Robert Olson, Professor Middle History and Politics at the University of Kentucky
- Meeting with Ian Klaus, doctoral candidate at Harvard author of *Elvis is Titanic*

Each student investigated his or her own subject while in the region, including Turkish trade and investment in the Kurdistan Region, foreign affairs, unification of the peshmerga since 2003, governance in Kirkuk, women's rights, oil politics, Iran-KRG relations, health politics and humanitarian issues, the Kurdistan constitution-writing process and gender politics and democracy.



While on the ground, the students met with an array of Kurdistan figures and visited much of the Kurdistan Region.

The schedule was as follows:

*Tuesday, January 4*

Opening Reception at the Rotana Hotel Attended by **Dr. Kamal Kirkuki**, Speaker of the Kurdistan Parliament, and more than 80 other distinguished guests from all sectors of Kurdistan society

*Wednesday, January 5*

**Dr. Kamal Kirkuki**

Speaker of the Kurdistan Parliament

**Dr. Ali Sindi**

Minister of Planning; Former advisor to the KRG Prime Minister; Former Minister of Health and Social Affairs

Nawzad Hadi

Governor of Erbil

Dinner with Kurdish students and professors



*Thursday, January 6*

Trip to the Citadel of Erbil and its textile museum

*Friday, January 7*

Trips to Rowanduz and Shaqlawa

Dinner with the Governor of Erbil, his family and **Tahir A. Osman**, Deputy Governor of Erbil

*Saturday, January 8*

23-person panel at Salahaddin University—Hawler organized by **Ahmed Anwar Dezye**, President

Panelists included:

- **Dr. Hussain Tawig Fayzolla**, Dean of the College of Law and Political Science
- **Dr. Khaled Al-Said**, Chairman of Political Science Department
- **Dr. Othman Ali**, PhD student in political science
- **Asow Muhammed**, Master's student in political science and international relations

**Dr. Chnar S. Abdulla**

Head of the Kurdish Institute for Victimology and Fighting Genocide

Visit to the Erbil stock exchange and bazaar

*Sunday, January 9*

**Samir Abdullah Mustafa**

Minister of Municipalities and Tourism

**Ja'afar Ali**

Minister of Peshmerga Affairs

**Jaber Yawer**

Spokesperson for Peshmerga Affairs

Lunch with the Minister and Spokesperson of Peshmerga Affairs

Dinner with the Governor of Adana, the Turkish Consul and a number of Turkish businessmen

*Monday, January 10*

**Masrour Barzani**

Head of Intelligence Services

**Bayan Sami Abdul Rahman**

High Representative of the KRG to the UK

Dinner with **Hemin Hawrami**,

Spokesperson for Masrour Barzani

*Tuesday, January 11*

**Aydin Selcen**

Turkish Consul General to Kurdistan

**Todd Kozel**

Chairman of Gulf Keystone

Delegation from the Kirkuk Provincial Council including:

- **Muhammed Kamal**, KDP
- **Sheikh Riyadh Muhammed Danuk**, Independent
- **Irfan Kirkukli**, Turkmen People's Party

**Abdul Rahman Mustafa**

Governor of Kirkuk

Dinner with Minister of Planning



Wednesday, January 12

Tour of main Zervani compound and training center in Erbil and meeting with Major General Aziz Weysi and his deputies followed by lunch

**Dr. Hiyan Sulaiman**

Chairperson of the Kurdistan Women's Union



Thursday-Friday, January 13-14

Overnight trip to Dohuk with visits to:

- Barzan village, where students paid their respects at the Barzan cemetery and laid a wreath at the grave of Mulla Mustafa Barzani
- Lalish, where the students toured the oldest Yazidi temple and spoke with the religion's most prominent leaders
- Qandil Mountains
- The Bekhma Dam
- History museum in Dohuk: **Qadir Qachah**, a leader in the KDP Party who donated his house for the museum, gave the group a tour of the four-story building



Party at the private University of Jihan, where the students were greeted by the university's President

Saturday, January 15

**Masoud Barzani**

President of the Kurdistan Regional Government

**Asma Al-Amin**

General Director for the International Monitoring and Evaluation, a Kirkuk-based NGO; Director of UNOPS; Consultant for Ayoub Galali, Chairperson of the Kurdistan Democratic Development Organization

Dinner with **Chnar Abdullah**, Head of the Kurdish Institute for Victimology and Fighting Genocide, and **Pekhshan Zangana**, Communist MP

Sunday, January 16

**Firsad Ahmed**

Secretary General of the Parliament

**Shirwan Haydari**

Parliamentarian



**Falah Mustafa Bakir**

Head of the Department of Foreign Relations

Dinner with **Dr. Kamal Kirkuki**, Speaker of the Parliament

*Monday, January 17*

Trip to Suleimaniyah with visits to:

- Halabja Memorial Museum
- Halabja cemetery, where students laid a wreath to honor the victims of the 1988 genocide

Trip to Kirkuk with visits to:

- an impoverished Kurdish neighborhood
- Kirkuk citadel
- the “Eternal Flame” of Kirkuk, an area where fires burn nonstop because of the underground oil and natural gas
- Dibis Dam
- a village flattened by Saddam Hussein
- a police watch station where prisoners of the regime were held

Dinner with the senior advisors to the Speaker of the Kurdistan Parliament

*Tuesday, January 18*

**Halo Najat Hamza**

Director of Kirkuk Asayish [security services]

**Farhad Awni**

Head of the Kurdistan Journalists’ Syndicate

Visit to St. Georges and St. Joseph Churches in Ankawa

**Dr. Yasin Kareem Amin**

Forensic Anthropologist at Rezgari Hospital; Director of Medico Legal Institute Kurdistan

**Dr. Kamal Kirkuki**

Speaker of the Parliament

Students are in the process of finalizing their research, all of which will be published in the fall 2011 edition of *Insights*.



## EXPOSURE

This year Exposure expanded its activities to broaden opportunities for its members while remaining dedicated to its core mission of exploring and creating awareness of global human rights issues through photojournalism, documentary photography, writing, and other forms of media.

The first semester placed emphasis on Local Work Projects, with groups of Exposure members pursuing stories on the Dream Act, Tufts Dining Services, Honk!, Somerville Homeless Coalition, and the End of Harry Potter. Two Exposure students documenting the student immigrant movement were able to exhibit their work at the Chinese Progressive Association in Boston Chinatown. Second semester shifted the focus toward weekly prompts (such as create a written portrait of someone in one sentence or make an image with five people in the frame but no one looking at the camera) as a way to engage a larger segment of Exposure participants. These weekly exercises were intended to encourage the regular practice of photography, audio and writing skills in a low-pressure forum and facilitate more group interaction through the presentation of work during weekly meetings. Everyone's work was published weekly on the Exposure blog.

Exposure also began a new initiative to connect students to photographers through an interview series. During the spring semester, Exposure members contacted and carried out interviews with photojournalist Laura El-Tantway, who at the time was documenting the uprising in Cairo, and Daniel Shea, whose work *Plume* examines the U.S. coal industry. Next year, this project will be expanded to involve and train more Exposure members in interview and audio skills, with the goal of producing a podcast series to be published regularly on the blog.



photo by Elizabeth Herman

Weekly meetings were also used to connect current members to alumni now working in the field. Guests included former Exposure co-leader Jessica Bidgood, now at WGBH, and Samuel James, program coordinator for the new IGL Program for Narrative and Documentary Practice.

This year, Exposure redeveloped its blog into a website ([www.tuftsexposure.org](http://www.tuftsexposure.org)) to reflect evolutions in the program's structure as well as to introduce more mechanisms for online interaction and participation. The site is now linked to Exposure's Facebook and Twitter and features a new section with Disqus to act as an online forum for communication among the group.



photo by Louise Blavet

Taking into consideration feedback from previous years, Exposure shifted its approach to technical workshops this year. Rather than using regular meeting times, constrained by time limits and lighting conditions, technical workshops became two-hour events on weekends to deepen exposure to the subject matter and quality of instruction. In addition to our annual DSLR camera workshop, Exposure added training on workflow and photo editing as well as collection and editing of audio.



photo by Erin Baldassari

In January and February, Exposure students coordinated gallery installations to share the work produced on the 2010 summer workshops with the larger campus. The VII Workshop led by Gary Knight and Mort Rosenblum in Hue, Vietnam provided a glimpse into contemporary Vietnam and included photo essays examining youth culture, religion, rural life, environmental issues of the Pearl River, street life, the decline of villages in the face of out migration and women who fought for the North Vietnamese army. The Aftermath Workshop mentored by Sara Terry and Jeff Jacobsen took place in Houston's Third Ward and sought to explore the legacy of slavery, the Civil War



photo by Hilary Fens

and the Civil Rights Movement. Students pursue stories on black identity, mothers of the Third Ward, the idea of "home," gentrification, the role of the civil rights movement in the community, the arts, the Baptist Church, and a portrait of a family living in the Third Ward. Each exhibition was accompanied by an opening event of student presentations.

Over two weekend trips to New York City, Exposure had the opportunity to meet with new and innovative people working in media and human rights. During the fall semester, the group met with Emma Daly, Director of Communications for Human Rights Watch and Brian Storm, Executive Director and Founder of MediaStorm. In the Spring, the group met with Matt Edmundson, a founding member of Exposure and Noah Rosenberg, freelancer for the *New York Times* and director of a new journalism company seeking to produce long-form journalism with a focus on under-reported stories in New York City. The group was also privileged to meet with Santiago Lyon, Director of Photography for the Associated Press, and Michele McNally, Photo Editor for the *New York Times*.

This year, Exposure has continued its collaboration with other IGL groups. During the 2011 NIMEP Fact Finding Mission to Iraqi Kurdistan, Exposure member Ian MacLellan accompanied the group as documentarian, producing a photo essay and multimedia piece on Kurdish identity. Exposure was also able to meet with Michael Light, photogra-

pher and speaker at this year's EPIIC Symposium Our Nuclear Age: Peril and Promise. Over lunch the group was able to look at Michael's work and learn more about his process, archival editing and the place of photo books in a digital age. Additionally, Exposure co-leader Nick Dynan was selected to be a photographer for the Oslo Freedom Forum, traveling to Norway with students from BUILD, Synaptic Scholars and NIMEP to document the event and produce a portrait project.

This year Exposure began an exciting collaboration with the Program for Narrative Documentary Practice (PNDP), a new initiative of the Institute for Global Leadership. Under director Gary Knight, founding member of VII Photo and Exposure workshop mentor, the Program seeks to teach students to seek out and explain complicated situations and communicate these situations to the public in a clear, engaging fashion, using visual, written and oral narratives. Offering a survey course on engaged photography and an advanced seminar on the production of narrative documentary work through a range of different media, the program has engaged a large proportion of Exposure participants and served as an excellent forum to deepen skills in a more formalized setting with long-term mentorship by Mr. Knight and many guest instructors from the media industry.

This year, two Exposure members had the opportunity to intern with Exposure alum Jessica Bidgood at WGBH, and one received a yearlong internship at WBUR. Additionally, Exposure is currently in discussion with Noah Rosenberg, who is excited about the opportunity to take on interns from Exposure in the near future.

During the second semester, Exposure members Amy Connors and Ian MacLellan joined the leadership of Exposure as they prepare to co-lead the group next year. Amy brings her experience from the 2010 Vietnam Workshop, participation in the advanced seminar at the PNDP, and a focus on visual sociology. Ian brings extensive technical knowledge and experience as a photojournalist for International Bridges to Justice and *Harvard Magazine*.

This summer's Exposure workshop will occur at Wounded Knee in collaboration with the Aftermath Project. Workshop mentors Sara Terry, photojournalist and founder of Aftermath, and Danny Wilcox Frasier, photojournalist and recipient of the Aftermath Award, will lead the group in a collective documentary project – a new approach for Exposure workshops – in which students will work together with teenagers of the Oglala Nation to explore the aftermath of the Wounded Knee massacre, known as the event that ended the war between colonial/US forces and Indian Nations throughout North America. Several Exposure members also participated in a workshop coordinated by the Program for Documentary Narrative Practice exploring many facets of the immigration issue in Arizona.

## Engineers Without Borders



Engineers Without Borders (EWB) had another successful year exploring the globe and engaging with local and international communities. EWB continued its work on three projects; El Salvador, Ecuador, and Uganda. With over 50 active members, EWB continues to grow on campus as a multi-disciplinary group, encouraging the involvement of both Engineering and Arts and Sciences students, as well as graduate students.

EWB continued to hold weekly project meetings during the school year to direct technical, health, environmental, safety, and cultural research. Community relations and trip logistics were another main focus of such meetings. Engineering design and education programs were developed both inside and outside of meetings in satellite groups within each project. In addition to weekly meetings, group members engaged in workshops aimed to prepare them for on-the-ground work, such as water quality testing and land surveying.

EWB stepped up its game in the newly acclaimed world of social media. With a new website, Twitter account, and Facebook page, EWB was able to promote and advertise events, fundraisers, news etc. EWB held a variety of social events, such as movie nights, a gingerbread house making contest, barbeques, etc. EWB also participated in Tufts community outreach and activities, including Kids Day, Engineering Week, and the OCL's Awards Banquet.

EWB continued its goal to maintain a high level of professionalism and accountability in technical oversight in the

assessment and implementation phases of projects. Oversight from professional mentors and Engineers Without Borders National ensures the safe and successful assessment and implementation of projects. Additionally, EWB has been reaching out to alumni and local companies for individuals interested and qualified to assist with projects. EWB has three faculty advisors who serve as another resource and advisory board to the project groups.

EWB furthered its relationship with the Millennium Campus Network (MCN) this year, an organization dedicated to networking and supporting student groups in their efforts towards ending global poverty. With MCN, EWB attends weekly networking and information meetings that bring together like-minded students to collaborate to more efficiently accomplish their goals. This year the Uganda project of EWB presented at the Millennium Campus Conference to over 1,000 students, as well as at their State of the MCN dinner.

EWB put a lot of effort into fundraising and grant writing this year and was able to secure full funding for all of the trips made this year and planned for this coming summer. EWB received a Tisch Active Citizenship Summer Fellowship, a Dean's Grant Award, and the MCN Outreach Grant. EWB also was the recipient of the Tufts Dining Cause Dinner, was selected for the Crowdrise fundraising competition, and raised money from personal and private donations. EWB continues to emphasize sustainable funding as a key goal in the future.

Finally, to wrap up the year, EWB hosted a Project Expo to showcase all of the work that had been done this year. A poster session, short presentation, and Q/A session brought together the accomplishments of this year, and the vision for the coming year.

## Tufts Energy Conference

The Tufts Energy Conference engages industry experts, policymakers, professionals and the rising generation of energy leaders in a thought-provoking and solution-based discussion on the pertinent challenges and opportunities facing today's energy sector. Interdisciplinary and intergenerational – the conference is organized by a diverse mix of Tufts undergraduates and graduate students from the Fletcher School for Law & Diplomacy, the Urban and Environmental Policy & Planning program and the School for Arts, Sciences & Engineering.

From a two-session panel session in 2006, the conference has grown to include: a full two-day conference featuring key leaders from the energy field; a showcase featuring energy-related projects and technologies developed by companies, NGOs, governmental organizations, and research groups; an Energy Solutions Challenge – a celebration of innovative student-driven energy projects on-campus and in local communities; and opportunities for professional networking and career & internship recruitment. Previous conferences have explored issues in Energy and Transportation, Commercialization of Renewable Energy, and the Evolution of Energy.

The 2011 conference explored some of the Great Debates that are producing innovative thinking in the energy industry.

- What is the price of energy security?
- How does renewable energy compete in a fossil fuel-based world?
- Will transportation meet the climate change imperative? How does energy efficiency gain widespread buy-in? Who benefits from an alternative energy future?
- How do developed and developing nations share the benefits of an alternative energy future?

TEC 2011 brought together students, industry leaders, academics and policymakers to discuss these questions. The Keynote speakers for the conference included:

- **Michael Eckhart**, Managing Director and Global Head, Environmental Finance, Institutional Clients Group, Citigroup and Former Founding President, American Council On Renewable Energy (ACORE)
- **Sudeen Kelly**, Partner, Patton Boggs LLP and Former Commissioner of the Federal Energy Regulatory Commission (FERC)
- **Michael Sachse**, Vice President, Regulatory Affairs and General Counsel, OPOWER

Institute Director **Sherman Teichman** spoke at the conference's luncheon on the Institute's Solar for Gaza and Sderot project.

The panel discussions included:

### ***Deepwater Drilling: The Price of Energy Security***

Rising demand for oil has made it increasingly attractive to explore oil reservoirs further offshore and at greater depths. These areas are host to temperatures and pressures that present significant challenges for oil companies, raising new concerns about health, safety, and the environment. How large a role can and should these reservoirs play in meeting future energy needs? What price are we willing to pay for energy security? Have all of the externalities of potential failure been fully accounted for? And perhaps more importantly, how do we balance the quest for energy independence with the need for prudent resource extraction?

*Panelists included:*

- **David Kirsch**, Director, Markets & Country Strategies, PFC Energy
- **Steve LeVine**, Contributing Editor, Foreign Policy Magazine
- **David Nagel**, Executive Vice President, BP America Inc.
- **Zygmunt J.B. Plater**, Professor of Law, Boston College Law School
- **Bruce Everett**, Professor of International Business, The Fletcher School of Law and Diplomacy, Tufts University  
(Moderator)

***Mass Transit: Fast Track to the Future or Rail to Nowhere?***

It is increasingly clear that the automobile-centered paradigm of transportation is unsustainable. The transportation industry accounts for the vast majority of US oil consumption, but a compelling vision of a mass transit alternative has yet to be fully articulated. Is there potential for a mass transit revolution here in the US? As the developing world builds its infrastructure, it will have to carefully consider both the advantages and obstacles to emphasizing public transportation. What lessons might developing countries be able to learn from America's experience and vice versa? How can we re-envision land use management to allow public transportation to evolve to meet the climate change imperative?

*Panelists included:*

- **Walter Hook**, Executive Director, Institute for Transportation & Development Policy
- **Mary Beth Mello**, Regional Administrator, Federal Transit Administration
- **Randal O'Toole**, Senior Fellow, Cato Institute
- **John Walkey**, Massachusetts Field Organizer, Transportation for America
- **Kelly Sims Gallagher**, Professor of Energy and Environmental Policy, The Fletcher School of Law and Diplomacy, Tufts University (Moderator)

***Energy Efficiency: Negawatt Revolution or Power Failure?***

Energy efficiency is widely recognized as an effective low-cost solution to reducing demand, yet obstacles to policy implementation, consumer awareness, and economies of scale have hindered any sort of true energy efficiency revolution. What role can and should energy efficiency play in the energy transition? Is the lure of the negawatt only strong enough to capture low-hanging fruit? Is the societal perception of energy efficiency its greatest obstacle? Can we afford the upfront costs of a scaled-up movement? Is energy efficiency as a large-scale solution even viable in the face of economic, societal, and political constraints? How do we realistically move forward?

*Panelists included:*

- **Seth Frader-Thompson**, Co-Founder and CEO, EnergyHub
- **David Gabrielson**, Executive Director, PACENow
- **Natalie Hildt**, Public Policy Outreach Manager, Northeast Energy Efficiency Partnerships (NEEP)
- **Govi Rao**, President and Chief Executive Officer, Noveda Technologies
- **Ann Rappaport**, Lecturer, Urban Environmental Policy and Planning Department, Tufts University (Moderator)

***Clean Energy Imperative: Improving Energy Access or Promoting Energy Poverty?***

Approximately one out of every four people on this planet do not have access to electricity, severely limiting their ability to improve their quality of life and connect with the rest of the world. Even when countries have abundant energy resources, the poor do not share those economic benefits and continue to have limited access to electricity. Improving energy access for the poorest members of society requires not only increasing electrical generation, but also transforming energy distribution systems. How can we ensure that further energy development ends up benefit-



ing the poor? Will existing clean energy technologies be able to effectively and quickly bring modern energy to them? Should the priority be clean energy or more widespread access, and are these goals in conflict?

*Panelists included:*

- **Allison Archambault**, President, EarthSpark International
- **Dipal Chandra Barua**, Founder & Chairman, Bright Green Energy Foundation
- **Kenneth Chomitz**, Senior Advisor, Independent Evaluation Group, World Bank
- **Richenda Van Leeuwen**, Senior Director, UN Foundation
- **William Moomaw**, Professor of International Environmental Policy, The Fletcher School of Law and Diplomacy, Tufts University (Moderator)

### ***A Tale of Shale: Drill Baby Drill or Too ‘Fracking’ Risky?***

From the Marcellus Shale Formation to reserves beneath Colorado, Texas, China, Hungary, and beyond, natural gas extraction via high-volume hydraulic fracturing has become one of the fastest growing industries in the United States. Proponents see natural gas as a cleaner and safer alternative to other fossil fuels and praise this resource for its ability to create domestic jobs and facilitate energy independence. Critics, however, question continued reliance on non-renewable fuels and claim hydraulic fracturing is a hazardous drilling method that has despoiled clean drinking water supplies and endangered public health, soil, air, and wildlife. Can environmental concerns be satisfactorily addressed to allow shale gas to be utilized as a transitional fuel to a clean energy future?

*Panelists included:*

- **Fred Hauchman**, Director, Office of Science Policy, U.S. EPA
- **Stephen Leahy**, Vice President, Policy & Analysis, Northeast Gas Association
- **David Rosner**, Associate Director, Energy Security, Bipartisan Policy Center
- **John Rumpler**, Senior Environmental Attorney, Environment America
- **Scott Horsley**, Lecturer, Urban and Environmental Policy and Planning Department, Tufts University (Moderator)

### ***Clean Energy Integration: An Investment in a Greener Future or a Costly Path Astray?***

As a society, we continue to turn to oil, gas and coal to meet the majority of our energy needs, despite an imperative to diversify the global energy mix. While current alternative energy sources promise sustainability and reduced carbon emissions, such clean technology faces many hurdles to achieving economic viability in the near future. It is becoming increasingly clear that in order to elevate the role that renewables play in the energy mix, an evolution in today’s fossil fuel-based infrastructure must take place. What challenges do we face in integrating renewable energy sources into present-day technology? Does the technology exist to facilitate the renewable energy revolution? How are decisions made by the private sector shaping the framework of a sustainable energy future? Will a comprehensive energy policy render our current energy infrastructure defunct? Can we more affordably and quickly achieve a greener future by focusing resources on existing energy infrastructure?

*Panelists included:*

- **Stanley Blazewicz**, Global Vice President of Technology and Innovation, National Grid
- **Robert Bryce**, Senior Fellow, Manhattan Institute
- **Brian Small**, Vice President, CPV Renewable Energy Company LLC
- **David C. Vogt**, Senior Director of Global Market Development, CB&I
- **Aleksandar Stankovic**, Alvin H. Howell Professor in Electrical Engineering, Tufts University School of Engineering (Moderator)

The conference also featured a series of workshops:

- The Long-term Energy Outlook: How Much Change, How Fast? – presented by BP and moderated by Mark Finley, General Manager, Global Energy Markets and US Economics, BP
- Retooling Our Energy Ecosystem: Challenges and Opportunities – presented by CB&I and moderated by Robert Hannemann, Director of the Tufts Gordon Institute and a Professor of the Practice in the Tufts Department of Mechanical Engineering
- Tomorrow Starts Today: A Blueprint for Choosing the Energy Future – presented by Shell and moderated by Andrew Slaughter, Business Environment Advisor, Shell Upstream Americas
- All Eyes on Renewables: Identifying the Stumbling Blocks For a New Supply Mix – presented by Enel Green Power North America and moderated by Robert Russell, Lecturer, Urban and Environmental Policy and Planning, Tufts University
- What Is Cheap Energy? Examining the Health, Environmental and Social Costs of Alternative Energy Sources – presented by the Center for International Environmental and Resource Policy and moderated by William Moomaw, Professor of International Environmental Policy, The Fletcher School of Law and Diplomacy, Tufts University
- Nuclear Power: A Primer in the Age of Climate Change and Fukushima – presented by the Institute for Global Leadership and moderated by Vincent P. Manno, Associate Provost and Professor of Mechanical Engineering, Tufts University

## ALLIES

ALLIES expanded on its programming and activity in the 2010-2011 year, both on and off the Tufts campus. Now in its sixth year, ALLIES seeks to improve civilian-military relations by giving undergraduate students the opportunity to explore a wealth of topics through the lens of civil-military relations. The organization now comprises chapters at Tufts (founding chapter), the United States Naval Academy (USNA), the United States Air Force Academy (USAFA), the United States Military Academy, and Georgetown University, as well as nascent chapters at Columbia, Middlebury, and Boston University.

The year began with students returning from Joint Research Projects (JRPs) in both Ukraine and Uganda. The Joint Research Project is conducted annually in the summer and allows civilian and military students to live and work together in a foreign country. In the past, the JRP has been held in Jordan twice as well as Chile. In the Ukraine, students from Tufts, USNA and USAFA spent a month interviewing retired Ukrainian military officers, NATO officers, government officials, and defense attachés to research the nature of post-independence Ukrainian defense policy and to make predictions as to the future of that policy.



In Uganda, students from Tufts and USNA met with military officers from the newly formed AFRICOM as well as USAID representatives, in addition to performing humanitarian work in a civil-military context (see box).

### ALLIES in Uganda

By LT Anne Gibbon

Assistant Director, Stockdale Center for Ethical Leadership, US Naval Academy and trip leader

Representatives from three ALLIES chapters, USNA, Tufts, and West Point, traveled to Uganda from July 23 – August 9, 2010 to conduct field research on the state of post-conflict reconstruction following the civil war against a rebel army, the Lord's Resistance Army (LRA), that ended in 2006. Students included Ben Ross and Emily Paine from Tufts, Cadet Matt Ropelewski from West Point, and Midshipman Mark Carrion from the Naval Academy.

The trip was inspired by the memory and legacy of Ben Sklaver, a Tufts and Fletcher alumnus, who was a Captain in the US Army when he was killed in Afghanistan. On his first deployment though, Sklaver served under the Combined Joint Task Force - Horn of Africa with the mission of mentoring Ugandan military units. There, he witnessed the high rates of child mortality and other diseases caused by dirty drinking water and sought to address it. While working at the Centers for Disease Control in 2007, Sklaver founded the ClearWater Initiative, which this ALLIES trip went to work with in Uganda as a tribute to his work at Tufts and in the military.



On the ground, the group met with the country director of

USAID, David Eckerson, the CJTF-HOA representative to the US mission in Uganda, CDR Schoenbucher, USN, and the Army CA team lead, Captain Nate Heller, USA. Students took the initiative in setting up meetings with local directors of international NGO's and major civilian organizations, including ICRC, WHO, and the UN, as well as local NGO's including THETA and ClearWater Initiative.

In addition to office meetings, the ALLIES group worked with a Ugandan pastor linked to the NGO Invisible Children, and spent time in the village of Pakea in the civil war affected region of the north. The village is slowly being rebuilt after community members fled the rebel attacks, living in IDP camps for nine years.

While this is just one village in the maze of jungle outside the few major cities in the north of the country, the implications for its stable growth and an understanding of it as the model for the fragile growth in the north can be understood through the lens of Human Security.

While camping in the village of Pakea, the students joined community members in building the first primary school, and planting fruit and pine trees along the two ruts that would someday become the major road into the village. Almost unbelievably, they were the first white people to visit the village, however that statistic was rendered meaningless when the community gathered for a celebration. The elders invited the students to speak to the gathered residents through an interpreter, but it was the actions taken by the students - traveling across the world to meet a person rather than read a textbook about a conflict, sharing a rare meal of meat, and finally dancing and singing with men, women, and children from the community - not the words that communicated the message of friendship and global community.

It is this commonality that the 2011 ALLIES Uganda trip will begin to address from an undergraduate perspective. US civilian and military students will travel to Africa to spend a month with Ugandan civilian and military students. They will first establish a community among themselves, working alongside each other, sharing their stories. The best place to start a community is in tents in a remote village, where the pit latrine is considered a luxury – not the five star hotel in downtown Kampala.

The village of Pakea has agreed to host the approximately 25 students and five to seven faculty and officers. Following the first two weeks of work in the village, the group will move to guesthouses in Kampala where they will spend two weeks in classrooms at the Uganda Martyrs University. The university's master's program on the ethics of human development is located in downtown Kampala, affording both convenient facilities and relevant academic stimulation for the remainder of the class. During those two weeks, the students will study the recent history of post-conflict reconstruction and the roles that civilian and military organizations played, as well as the current slate of issues in central and east Africa: conflict minerals, mass rape, the Sudanese referendum, and mass refugee movement out of Somalia.

Both the historical and present day examination will use the lens of narrative to understand the success of civilian and military organizations in achieving their goals. The final project for the students will be to develop their own narrative for human security, as if they were the leaders of the organizations they represent.

#### *Emily Paine: Reflection on ALLIES Uganda*

During the time Ben Ross and I spent in Uganda this past summer, even a short stroll down the hot, clay Lira roads was a voyage through the sea of “Musungu! Musungu!” (the northern Ugandan Lango tribe's word for “white person”). Somewhere between the stares and the shouts and the laughter was the distinction that we were the white Americans

who did not fit in.

I initially reconciled this distinction by recognizing that Ben Sklaver, the man who inspired our trip to Uganda, must have struggled through the same cultural barriers. Ben was the Double Jumbo (dual Tufts University/Fletcher School alumnus)/public health specialist/soldier in the U.S. army, who put his strengths as a soldier and an educated civilian to good use. While on active military duty in the region, Ben worked to improve community access to potable drinking water. Upon returning to the U.S., Ben expanded upon his on-the-ground efforts by founding an organization called ClearWater Initiative. Ben's military mandate and civilian duty were cut short in 2009, when he was killed by a suicide bomber while deployed in Afghanistan. This past summer, sophomores Ben Ross and I were sponsored by the ALLIES program to delve further into his legacy of meaningful development work in Africa.

First, it is worth noting the environment Ben Sklaver had worked in. When Yoweri Museveni's rise to power by a coup d'état in 1986, the Lord's Resistance Army (LRA) began inflicting large-scale violence on northern Ugandans for twenty years to come. Nearly two million Ugandans had been displaced from their homes throughout the conflict, and Ben worked on water access in internally-displaced persons (IDP) camps.

Since that time, most IDPs have returned to their "homes," many lacking educational opportunities, access to health-care, even adequate water and food. This past summer, Ben Ross and I worked with an NGO called ANCC, which is currently contracting a project with ClearWater Initiative, to provide trainings to northern Ugandan villages where new water sources had recently been put in place. These training sessions were based off of a written curriculum including management of the borehole, maintenance among the community, and health practices in extraction of water.



At the outset, I was eager to immerse myself in the world I was being exposed to. The written training curriculum helped me understand the issues that needed to be addressed, and I followed it to as closely as possible. My time off from trainings became time for visiting health centers and interviewing NGOs to learn about their approaches to providing health services. In regards to understanding cultural context, it was important to pursue that as the first step in making change. But what I struggled with was "fitting in" and still using my strengths.

After all, the scope of the problems at hand cannot be underestimated. One of the most common questions I asked villagers was how often they visited the nearest health center for a medical check-up. Laughter was a common reaction once I explained what a check-up would entail. "So, you're saying that it is normal for people in America go to the doctor when nothing is already wrong? Why would they do that?" The majority of women in Uganda do not even go to a health center or hospital to give birth, even considering the national fertility rate of 6.7. The point here is not just the lack of governmental infrastructure in very basic areas of livelihood, but the idea that abject poverty and all of its implications should just be accepted as life for northern Ugandans.

This grander principal is what the humanitarian network is up against. The necessity of accepting identity and values of Ugandan culture is undoubtable, but Ben Sklaver also called upon the necessity of challenging areas of Ugandan

lack of access to basic services. Over time, the Ben Sklaver model started sinking in for me more comprehensively. As a U.S. outsider, he worked with local Ugandans to learn their knowledge of culture and community structure. As a U.S. soldier, Ben used his training and resources to improve water access. As a U.S. citizen, Ben used his education and advocacy capability to build upon that objective even further.

When it comes to work in development, looking forward without questioning the program seems to make more progress than challenging the current structures in place. When we met with David Eckerson, the Country Director of USAID, he revealed that the annual budget for USAID to Uganda is nearly \$275 million, which USAID contracts through grants to NGO implementing partners and U.S. military units on the ground. The problem is that sometimes plans are not followed through on in the most strategic and sustainable way, such as the library that was built and then never filled with books or staff. Their approach is effective insofar as using financial resources and technological know-how as comparative advantages. At the same time, there is room for improvement, and it takes some questioning of the model in order to improve the effectiveness of USAID resources.

In the non-profit industry, there are no competing firms to run each other out of business if the model is not effective. Ben Sklaver's legacy is the duty to look for gaps in the government system and current humanitarian, which I got a first-hand glimpse of in Uganda this summer, in order to help communities challenge and reform some of the harsh conditions facing them every day.

The results of the past summer's JRP were presented at the fourth annual ALLIES Intellectual Roundtable. After being held at Tufts for its first two iterations and last year at the United States Naval Academy, the 2010 Roundtable was held at the United States Air Force Academy in Colorado Springs, Colorado. Tufts sent 11 students to USAFA for the conference in addition to COL James Brown, a Fletcher Military Fellow who advised ALLIES in the 2010-2011 year as an Institute for Global Leadership INSPIRE Fellow.

The Roundtable comprised lectures and discussions on civilian-military issues in addition to the second annual crisis simulation SIMULEX, organized by the Center for Applied Strategic Learning (CASL) at the National Defense University. This year's SIMULEX was "Beyond the Border," and addressed mounting drug violence in Mexico and increasingly tense relations between Mexico and the United States. Civilian and military students role-played as representatives from different government agencies, often with civilian students representing military institutions and military students representing civilian institutions. For the first time, the SIMULEX added an international component to the simulation, as students represented either Mexican or American agencies and were then asked to negotiate with their foreign counterparts.



After the Roundtable, Tufts students returned and resumed their on-campus programming. In partnership with the Truman National Security Project, ALLIES participated in a "Military 101" workshop. The workshop, first brought to campus by ALLIES and the Truman Project last year, gave ALLIES students as well as the general Tufts populace an introductory look into the composition and character of the American military. This year's speaker was Fletcher School Military Fellow, COL Bentley Nettles.

COL Nettles' military service spans over 24 years as a Commissioned Officer. His service with troops includes: LRS Platoon Leader, LRS Executive Officer, and HHC Company Commander. COL Nettles also is a qualified Information Opera-

tions Officer (IO). In the Information Operations arena, COL Nettles has served as the IO Team Chief for Field Information Support Teams deployed as part of Operation Enduring Freedom (2003-2004) and in support of Operation Iraqi Freedom (2005-2005). COL Nettles is a qualified JAG Officer who has served in Bosnia as the Operational Law Officer for SFOR 7 (2000) and the American Representative on the International Claims Tribunal in Sarajevo. As a JAG Officer, COL Nettles has served as the Chief of the Criminal Law Division, 49th Armored Division; Administrative Law Officer for the 49th Theater Information Operations Group; and the Staff Judge Advocate for the 36th Infantry Division.

In order to explore civilian-military relations in a forum that appealed to the Tufts campus as a whole, ALLIES held two lectures by Fletcher Military Fellows. COL James Brown, Deputy Commander for the 95th Civil Affairs Brigade (Airborne) located at Fort Bragg, North Carolina, presented on the role of Civil Affairs officers in locations and situations around the globe and on the military's ability to increase the security of the United States in non-combat situations.

Later in the semester COL Nettles presented on the nature of contracting in war zones. COL Nettles addressed the legal issues surrounding contractors in addition to the important role they play in many aspects of military activity. The role of contractors in war zones has been a significant media topic recently, and the resulting discussion represented a number of viewpoints and attracted a wide range of participants.

To round off the fall semester, ALLIES hosted a panel discussion in conjunction with the Tufts LGBT organization exploring the pros, cons, and ramifications of repealing Don't Ask Don't Tell. The panel was comprised of Tufts professors as well as professionals, and represented a number of contrasting viewpoints.

Upon returning from winter break, ALLIES began preparations to host cadets and midshipmen for the annual EPIIC conference. Midshipmen and cadets from the Air Force and Naval Academies attended the conference's myriad panels and speakers, bringing their own knowledge of America's nuclear capabilities learned in a military context to the events they attended. In addition to this, civilian ALLIES students from Columbia University and Boston University attended the conference and discussed bolstering chapters at their schools.



Wrote one Air Force cadet who attended the symposium:

*Most riveting though were not the brilliantly informative speeches and debates from these fantastic academics, government leaders, and professionals. As USAFA cadets, it is difficult to describe the emotion that flooded my entire core when Shigeeko Sasamori, a Hiroshima survivor, spoke about her experience beneath the mushroom cloud, knowing full well that we wear the same uniform of the man who dropped it. Or when we listened to a delegation of Iraqi citizens, speak not of the American liberator, but the American occupier. Such human perceptions are difficult to listen to, but essential for any virtuous officer to hear, understand, and never forget.*



In addition to taking part in all of the conference's programming (in addition to the 25th Anniversary Gala), ALLIES also hosted Harvard Kennedy School of Government Fellow Emma Sky. Ms. Sky worked as a political advisor for General Raymond Odierno, the commander of all US Forces stationed in Iraq for three years prior to coming to KSG; she has also worked as an advisor to General David Petraeus and to General William Ward, the US Security Coordinator to the Middle East Peace Process. Ms. Sky spoke on her experiences as a civilian living and working in a military world and gave suggestions as to topics ALLIES should address and ways that it could further improve civil-military relations.

Soon after the EPIIC symposium, ALLIES hosted the Fourth Annual Symposium on Sino-American Political-Military Relations at Tufts. The conference was expanded this year, covering two days. Panel discussions this year were divided geographically, focusing on China's relations with South Asia, the Korean Peninsula, Japan, and Taiwan, in addition to China's policy on the South China Sea.

Presenters at the conference included professors from colleges such as the School of Advanced International Studies at Johns Hopkins, the United States Naval War College, the School of International and Public Affairs at Columbia University, Stanford University, and others; other presenters came from the International Crisis Group, the Institute for Foreign Policy Analysis, the United States Institute of Peace, the Mansfield Foundation, and the Council on Foreign Relations. The conference concluded with presentations by:

- Dr. Shen Dingli, Professor of International Relations at Fudan University in China. Dr. Dengli is the Executive Dean of Fudan's Institute of International Studies and Director of Center for American Studies.
- Rear Admiral Eric A. McVadon, USN, Ret. was the U.S. defense and naval attaché at the American Embassy in Beijing from 1990-1992. Currently, he is a Senior Advisor for Asia-Pacific studies at the Institute of Foreign Policy Analysis.
- Dr. Alice D. Ba, associate professor of political science and International, University of Delaware

The conference opened with the 2011 David J. Rawson Keynote Memorial Lecture, honoring a member of the Tufts Class of 2007 who passed away in the summer of 2007. David had been as member of ALLIES and a student in the 2006-07 EPIIC year. Ambassador J. Stapleton Roy, currently serving as the Director of the Kissinger Institute on China and the United States at the Woodrow Wilson International Center for Scholars, gave the 2011 Lecture. Amb. Roy is a three-time Ambassador, serving as the top U.S. envoy to Singapore, the People's Republic of China, and Indonesia.



The semester continued with the 3rd Annual Field Exercise in Stability Operations (FIELDDEX). FIELDDEX seeks to expose participants to the difficulties of decision making during conflict, the complementary and competing interests of the stakeholders involved, and the inter-agency collaboration essential to a successful mission.

FIELDDEX provides students with a unique experiential learning opportunity that:

- Encourages application of classroom theories to simulated real-world crises;
- Fosters greater understanding of the complexities of conflict;
- Develops leadership, decision-making, and crisis management skills in fast-paced and challenging scenarios;



- Offers insight into operational difficulties that students will likely face as future leaders in government, civilian, military, and non-governmental organizations.

FieldEx 2011 centered on a political and humanitarian crisis in a fragile, ethnically divided state. In the scenario, the prime minister, who had held the country together, was assassinated on the eve of a major political event, exacerbating existing ethnic tensions between the minority group in power and the oppressed ethnic majority. The situation quickly turned violent, displacing hundreds of thousands.



With a humanitarian emergency looming, the international community (IC) intervened to provide assistance for the displaced. But as the violence continued, the

IC needed to reevaluate its mission in country. Is the provision of neutral humanitarian assistance enough? Or should they take a more active role in mediating an end to the violence?

Attempting to answer these and other questions, participants role-played: the Host Nation Army, Majority group politicians, Minority group leaders, Peace spoilers, International NGOs, United Nations Peacekeepers, United Nations conflict resolution specialists, and Journalists.

In the spring, ALLIES continued its National Security and Civil Liberties Program. The program is an opportunity for students to explore and understand the fundamental relationship between civil rights and national security concerns. This year, it focused on “A World of (wiki)Leaks: Secrecy and Access in a Democratic Society.” The gathering featured two panels on “The Fourth Estate: Media Accountability and Government Transparency” and “Freedom of Information and the National Security Apparatus.” Notable speakers included:

- **David Sanger**, the Chief Washington Correspondent for *The New York Times*. Sanger has been writing for the *Times* for over 26 years, covering foreign policy, globalization, nuclear proliferation, and the presidency. He has been a member of two teams that won the Pulitzer Prize and has been awarded numerous honors for national security and foreign policy coverage. He is the author of *The Inheritance: The World Obama Confronts and the Challenges to American Power*.

- **Vaughan Smith**, a news pioneer who founded the Frontline Club in London in 2003 as an institution to champion independent journalism and promote better understanding of international news and its coverage. During the 1990s, Smith worked as an award-winning independent cameraman and video news journalist covering wars and conflict in Iraq, Afghanistan, Bosnia, Chechnya, Kosovo and elsewhere. During that time, he also ran Frontline Television News, an agency set up to represent the interests of young journalists who wanted to push the envelope of their profession. Smith has recently been making headlines for giving refuge to Julian Assange, the founder of whistle-blowing website Wikileaks, first at the Frontline Club and then at his country house.

- **Benjamin Paganelli** (Lt Col [ret] USAF), a partner and senior consultant with Viable International Applications (VIA) Unlimited, a research and consulting firm focused on success in the international community. In 2004, Paganelli

attended the NATO Planning School and began his assignment as the chief air planner to NATO's International Security Assistance Force (ISAF), Afghanistan and in the same role for the development of NATO's first rapid response force (NRF). Paganelli joined the faculty of the United States Air Force Academy in 2007 and was named an Assistant Professor of Political Science in 2009. He is a combat veteran of Operations Northern Watch, Southern Watch, Iraqi Freedom, Enduring Freedom, and ISAF.

In addition to the programs that ALLIES held throughout the year, it continued its weekly meetings, during which the membership (or any interested Tufts student) read and discussed a recent news article on a topic relating to civil-military relations. Though not as high profile as many of the conferences and simulations that ALLIES organizes, the meetings remain part the core of ALLIES' mission to expose the topic of civil-military relations to the undergraduate population.

This summer, ALLIES is sending students again to intern at the Peacekeeping Stability Operations Institute (PKSOI) at the Army War College in Carlisle, Pennsylvania, having sent six students there the past summer. In addition to this, the ALLIES chapter at the Naval Academy will be leading another trip to Uganda.

## Synaptic Scholars

The Synaptic Scholars program spent the year consolidating its internal processes and focusing on their individual projects. In the spring, the community decided to grow the community by increasing the number of new scholars, accepting 12 rising sophomores into the program.

Leadership within the Synaptic Scholars community is atypical compared to the leadership structures of other organizations. The senior class is largely responsible for setting the tone and structure of the program for the year, and each class is delegated certain responsibilities for the year. The junior class is responsible for planning and organizing the Mid-Year Presentations, which take place in the fall semester, while the sophomore class is responsible for the End-of-Year Presentations that take place in the spring. Seniors worked towards strengthening the mentoring relationships by setting timelines for mandatory meetings for mentoring pairs and scheduling project check-ins.



Mentorship is a crucial element to the Synaptic Scholars program. With no single group leader, the mentorship program ensures that each Scholar is able to develop a close, one-on-one relationship with another member of the group. Not only are the mentors paired with mentees for friendship, but, in the pairing process, interests are matched so that the mentor can provide advice on projects and related questions as well.

This year's application process proved longer and more involved than any of the group's previous application processes. The Synaptic Scholars Program received 54 applications for the Class of 2014. Initially, 27 students were interviewed, and then 11 students were invited back for second interviews before a final class of 12 students was selected.

This year, the Synaptic Scholars started out by dividing into two groups to carry out the ITBs (intellectual tidbits). The groups quickly began to feel that regular ITB activities were restricting their conversations and their group members' abilities to bond rather than enhancing them, particularly for the newer scholars. Therefore, after some discussion among the scholars, it was suggested that some class-based meetings be introduced to generate safe-speaking environments. Though they did not replace the inter-class meetings, class-based meetings were found to encourage accountability and participation in other aspects of the Scholars Program.



This year, the Synaptic Scholars Fall Retreat was held at the Tufts Loj in New Hampshire. It was a great opportunity for formal introductions with the new sophomore class and for setting the goals and timelines for the year. There was also a particular focus on defining the structure of the program and how meetings and mentor pairings function. Throughout the weekend, Synaptics were able to define the expectations for projects, how the community functions as a resource, and ways to best utilize the Institute. In addition to program logistics, Synaptics participated in a variety of bonding activities



such as a group hike in the mountains near to the Loj, group games and competitions, and a discussion of a common reading piece, “The Disadvantages of an Elite Education” by William Deresiewicz. The retreat was a great success and illustrates each year how integral it is for setting the community dynamic and laying the foundation for personal and community growth.

### Campus events

#### *Morality and the Mind*

This year, as one of its 25th anniversary events and part of the Synaptic Scholars program, the Institute for Global Leadership hosted a two-day symposium on “Morality and the Mind: Cognitive Science and Politics” in collaboration with the Center for Cognitive Studies at Tufts.

Over the past decade, cognitive scientists have begun to address morality as an aspect of human cognition. Is morality an inborn capacity? How much can it be influenced by culture? How much of it can be traced to our primate heritage? Emerging results point to important questions for justice systems, economics, and diplomacy, such as: How should we define the notion of responsibility? How well do legal systems track moral intuitions? How much should they? When do economic incentives crowd out generous moral motives? How does one recognize and work around differences in moral systems, in politics and in diplomacy? What constraints does human nature impose on possible moral systems?



There has been little serious reflection on how these findings impact on policy; policy-makers are rarely aware that there is a cognitive science of morality. The symposium created an opportunity for leading cognitive scientists and policy makers to explore potential avenues of interaction.

The conference was organized with the cognitive scientists giving presentations on a range of related topics and the policy makers providing commentary.

Presentations included:

- Morality in the context of human social cognition  
**Ray Jackendoff**, Tufts University
- The Definition of Morality: Why it matters ... and why it might not exist  
**Stephen Stich**, Rutgers University
- Just Babies  
**Paul Bloom**, Yale University
- Are Monkeys Moral?  
**Laurie Santos**, Yale University
- What Can Evolution Teach Us About Morality?  
**Robert Boyd**, University of California, Los Angeles
- Morally constrained behavior: Where from, and who decides?  
**Marcel Kinsbourne**, Tufts University and The New School
- The sophisticated legislator's dilemma: Optimal taxes and subsidies when incentives affect preferences  
**Samuel Bowles**, Santa Fe Institute and University of Siena
- 'Any Animal Whatever': Harmful Battery and its Elements as Building Blocks of Human and Nonhuman Moral Cognition  
**John Mikhail**, Georgetown Law School

Commentaries were provided by:

- **Jack Blum**, Tax Justice Network
- **Leon Fuerth**, The George Washington University
- **Pervez Hoodbhoy**, Quaid-e-Azam University, Islamabad
- **William Martel**, The Fletcher School, Tufts University
- **Gwyn Prins**, London School of Economics
- **Michael Vlahos**, United States War College

In a sample of informal remarks after the symposium, Pervez Hoodbhoy said, "*Samuel Bowles gives fascinating examples of how fines, punishments, rewards, and incentives may actually produce effects directly opposite to those which they were intended to produce: British blood donations went down when the government announced payment for them; parents actually left their children for longer hours at a Haifa daycare when a fine was announced for late pickups; and the resolve of Jewish and Palestinian youth for unilateral control of Jerusalem hardened instead of softened when a proposal was made to buy peace with money. Moral values, and perceptions of self-dignity, can trump the selfish urge.*

*"I recall that my cognitive psychologist friend, Scott Atran, who interviewed failed Palestinian suicide bombers, saying similar things. He says that they are driven by sacred values which differ from material or instrumental values by incorporating moral beliefs that may drive actions independently, or all out of proportion, from prospects for worldly success. Indeed, across the world people believe that devotion to essential or core values – such as the welfare of their family and country, or their commitment to religion, honor and justice – are, or ought to be, absolute and inviolable. These are*

*privileged values in the sense that they are entirely unconnected with material well-being. This is well beyond the realm of simple utilitarianism.”*

The Morality and the Mind Symposium received generous sponsorship from The Merrin Family Fund and The Office of the Provost.

### **TEX**

The Tufts Idea Exchange (TEX) is a new university-wide event designed to showcase innovative and compelling yet little known ideas hatched at Tufts, to encourage their spread across disciplines and departments, and generally to increase the vibrancy of intellectual life at Tufts outside of conventional classroom contexts. Based on the model of the increasingly popular TED conference, the TEX premiere in April 2011 featured ten ten-minute talks by three faculty members and seven undergraduate students, and attracted over 300 people. Modeling the innovative and collaborative spirit that the TEX team hoped to promote, TEX was born out of a unique partnership between Synaptic Scholars and OneWorld, another student organization at Tufts that works to encourage collaboration for positive social impact around the world. Both organizations are committed to improving upon the first successful TEX event and to making TEX an enduring Tufts tradition into the future. Videos of the talks from April’s event may be viewed on the TEX YouTube channel at: <http://www.youtube.com/user/tuftsideaexchange>.

### ***With My Own Two Wheels Movie Screening***

This initiative began with Scholar Sasha deBeausset (A12) and another Tufts student, Emily Gerngross (A11) after reading about the award-winning documentary that highlights the importance of bicycles in promoting development in people’s lives around the world. When they heard that the student documentary filmmakers were attending nearby Emerson College, they decided that Synaptic Scholars would be the perfect group to host a film screening due to the multidisciplinary and entrepreneurial nature of the program. In collaboration with Tufts Bikes and the IGL’s Empower Program for Social Entrepreneurship, the Synaptic Scholars hosted the first Boston showing of *With My Own Two Wheels*. While the director was not able to attend on the date that was set for the showing, the cinematographer was there to talk about the experience and answer any questions the audience had.

### ***2010-2011 Graduating Synaptic Scholars***

#### **ALISON COFFEY**

Alison is majoring in Latin American Studies and minoring in Urban Studies. Through participation in the 2008-09 EPIIC Colloquium on Global Cities, Alison found a passion for addressing issues of housing rights and urban violence.

Inspired by this coursework, she spent 14 months living in Rio de Janeiro, Brazil, where she carried out Senior Honors Thesis research on the Unidades de Policia Pacificadora, a new public security initiative attempting to regain State control of favelas previously under the control of drug factions.

During the summer of 2010 and winter of 2011, Alison worked as a short-term consultant for the World Bank’s Sustainable Development Department for Latin America and the Caribbean. Building on her thesis research, she contributed to a World Bank study on transformations in community life in Rio’s favelas after the implementation of the Unidades de Policia Pacificadora, formulating research methodology and carrying out in-depth interviews.



This year, Alison was invited to participate in an MIT working group on Urban Resilience in Situations of Chronic Violence. They are preparing a collection of quantitative data and qualitative analysis that will contribute to a two-year comparative study on conflict mitigation and management. For her Urban Studies capstone, she is participating in a graduate seminar in MIT's Department of Urban Studies and Planning on urban development in cities with high levels of violence.

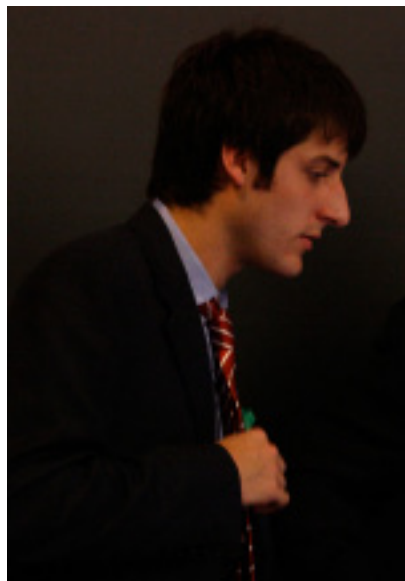
Alison is also co-leader of EXPOSURE, the Institute for Global Leadership's Program for Photojournalism, Human Rights, and Documentary Studies. She has participated in workshops in Cambodia, where she reported on issues facing the transgender population, and in Boston, where she documented the HOPE VI redevelopment process at the Washington-Beech public housing development in the neighborhood of Roslindale. She is the student coordinator of the 2011 Exposure workshop on immigration in Arizona. While in Brazil, Alison also published an article on Global-Post about forced evictions for the 2016 Olympics.

Alison is the recipient of a 2012 Fulbright Research Grant to return to Rio de Janeiro where she will study how the permanent police presence in the favelas is affecting community political processes and changing the traditional roles of the local Residents Associations.

#### *Informality and Security in Rio de Janeiro*

Fourteen months of living in Brazil and five months of fieldwork have contributed to Alison's Senior Honors Thesis for the Department of Latin American Studies on a new policing initiative that attempts to regain State control of favelas previously under the control of drug factions in Rio de Janeiro. Since then she has applied this research and experience to a short-term consultancy with the World Bank's Sustainable Development Department and an MIT working group on Urban Resilience in Situations of Chronic Violence.

*"Synaptic Scholars has been the most formative part of my Tufts experience. Belonging to a community where my peers became both my best friends and mentors – constantly encouraging my pursuits and challenging my understanding of the world – has made for an incredibly fulfilling three years."*



#### **CHARLES CUSHING**

Charles Cushing arrived at Tufts in 2007 after spending a year teaching English in Changchun, China. In four years, Charles has changed tremendously as a person. Yet his four core interests—in China (and Mandarin Chinese), energy, education, and economics— have remained more or less unchanged.

During his freshman year, Charles became involved with the Tufts Energy Forum, organized his first conference (a China- and environment-focused panel called IMUSE), declared majors in Quantitative Economics and Chinese, and arranged to spend the summer assisting with NBC's sports research at the 2008 Beijing Olympics. During his sophomore fall, Charles remained in Beijing and attended the Associated Colleges in China, an intensive Chinese language program. While at ACC, he researched and wrote a 30-page research paper in Chinese evaluating the effectiveness of air pollution reduction measures in Beijing.

Charles then directed his focus back to energy, becoming the Treasurer of the Tufts Energy Forum and helping to plan

the Tufts Energy Conference. That summer, he was awarded a Henry Luce fellowship to return to China and attend the Field Studies program, an intensive seven-week Chinese language practicum with a focus on rural Chinese education.

During his junior year, Charles assumed the Co-Presidency of the Tufts Energy Forum. With the TEF executive board, he helped launch a massive scale-up of the Tufts Energy Conference. Meanwhile, his personal interest in energy became focused on green buildings and green cities; in winter 2010, Charles spent two weeks in London interning with Christopher Choa, a Principal/VP at the international architecture and planning firm AECOM. Charles' interest in the business side of energy led him to a summer job in the Energy Markets division of EnerNOC, a Boston-based demand response company. Finally, senior year offered Charles a chance to step back, recollect, and explore. This year, he had life-changing experiences as a participant in the Solar 4 Gaza and Sderot workshop in Israel in the winter and as a lead planner of the Tufts Idea Exchange in spring. He has also enjoyed mentoring several younger Synaptic Scholars.

Next year, Charles will be taking on a summer internship in the Institutional Equities division of Morgan Stanley's Hong Kong office. He will remain in the city until next June to undertake research on urban energy use as a 2011-12 Fulbright Scholar.

Wherever his career may take him in the coming years or decades, Charles intends to return to education in the future. His dream is to build a school before the end of his lifetime.

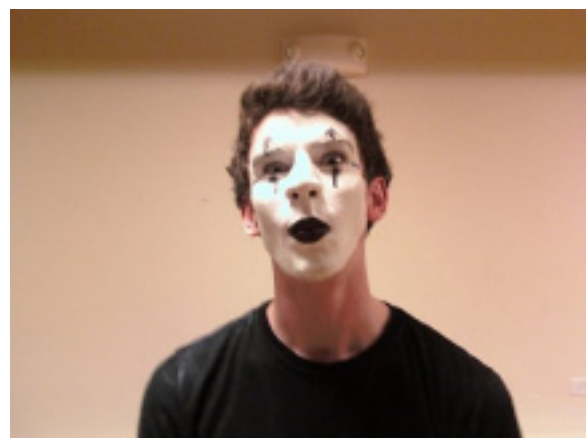
*Data and Humanity: Four Years of Energy, Economics, Education and Chinese*

My project has consisted in rigorously pursuing a variety of interrelated programs, leadership positions, courses, jobs and internships in my four core areas of interest: China, energy, education and economics.

*"Synaptics is an extraordinary community, and I owe so much of what was good in my Tufts experience to this group. In thirty years, these are the friends I'll still be calling on when I run into problems or need advice."*

**NICK MILLER-STRATTON**

Nick Miller-Stratton is a senior majoring in Music and in International Relations with a concentration in Global Health. Upon returning from a semester abroad in Paris, he interned in New York City at the Clinton Global Initiative where he came in contact with the Haiti Action Network, after which point he began intensive research on Haitian history in the context of US foreign policy. Continuing the engagement with Haiti, Nick joined RESPE Ayiti in 2010 in order to further develop his interests in community health, the social construct of the AIDS epidemic, inequality, and policy, a combination that came to fruition over the summer while volunteering at Housing Works in NYC with HIV+, transgender, homeless clients. Such work led him to intern over winter break at l'Agence Régionale de Santé, Île-de-France in Paris where he worked as a research assistant on the implementation of a national health plan for youth. In addition, he has written numerous articles on Haiti for the NarcoNews Bulletin, which focuses on democracy and drug trafficking in Latin America. Nick is currently co-authoring a health and human rights whitepaper on the MINUSTAH occupation with a team at the Harvard School of Public Health.





In 2008-09, he participated in the Education for Public Inquiry and International Citizenship (EPIIC) colloquium “Cities: Forging an Urban Future,” in which he studied social determinants of health and poverty, urban arts initiatives, and conflict in divided cities while volunteering at the “Forum for Cities in Transition”. When he’s not studying, Nick enjoys teaching piano to youth in the Tufts Community Music Program, miming in Boston’s only collegiate mime troupe (HYPE!), dancing Argentine tango, and cooking. He is fluent in French and is currently studying Kréyol.

Nick will be moving to Port-au-Prince in the fall to work on public health issues and legal advocacy in the refugee camps. This project will last approximately two years.

#### *Health and Human Rights for Refugees in Port-au-Prince*

Interests in human rights aspects of American foreign policy and public health at Tufts has led Nick to working next year on this organic overlap in the refugee camps of Port-au-Prince. Community organizing and politics remains an integral part of public health among refugees.

*“As Synaptic Scholars, our individual project initiatives appear incredibly coherent. Appearances are deceiving. These tangible outcomes were born of painstakingly tumultuous conversations amongst other scholar-friends. Through this unique program, non-institutional “chaotic” thinking is transformed into constructive outcomes through an intense peer-review system. These accomplishments are not - and never will be - my own; rather, my project is a social product of deep friendships. I hesitate to call other scholars “Synaptics,” as this title does not underscore intimacy as an integral pillar of the program. Synaptic Scholars induces identity crises, as it remains the only program in which you as an individual are responsible for your project and intellectual identity in front of 30+ peers. There is no collective identity behind which one can hide in Synaptics. Consequently, scholars are pushed to define their own journeys and present them in a chaotic-coherent fashion to the group (i.e., their friends). To this day, this process remains terrifying...in an intensely constructive way.”*

#### **NADIA NIBBS**

Nadia is graduating from Tufts in May 2011 with a degree in history, regional concentration in the United States, and has focused her energy the past 4 years on connecting with her peers at Tufts and working on projects in the Greater Boston area. Through her work with the Tufts Community Union Senate, Nadia was able to be a voice for her Tufts peers, connect with faculty and administrators, and allocate over \$120,000 of the Student Activities Fee to fund student programming. Fitting in with her larger passion for community building, leadership development, and project facilitation, Nadia was able to successfully organize the second annual Leadership Dinner which facilitated inter-organization collaboration on a greater scale.



Nadia was also a leading member of the Boston Intercollegiate Leadership Council, an intercollegiate organization whose mission is to unite student governments and create an avenue of discourse between Boston’s university students and Boston public officials. Her work on the constitution-writing committee will facilitate the solidification of this rising organization, now expanded to include 12 Boston area schools, and create a solid foundation for a better connected community of active youth.

Finally, Nadia's interest in understanding issues in urban education has led her to a two year commitment with Teach for America, inspired by a compelling summer internship opportunity with the Right Question Project conducting research in Boston Public School classrooms. The spring semester of her senior year, she was able to use her seven years of Japanese language study in the context of education on the January 2011 High School Inquiry Trip to Japan, which she co-facilitated with the gracious funding of the Institute for Global Leadership. On this trip, she was able to help high school students engage with current issues surrounding Japan's nuclear program to better facilitate their participation in the 2011 EPIIC Colloquium's annual Inquiry simulation. Nadia will be moving to Kansas City, Missouri where she will teach high school social studies.

#### *Leadership and the Future of Synaptic Scholars*

Throughout the course of my time in Synaptic Scholars, my project pursuits have taken a series of dead ends due to circumstances outside of my control. After not being able to pursue my latest project from junior year- to create a Synaptic Scholars pre-orientation program to inspire incoming freshman to pursue alternative approaches to their liberal arts education- I decided to focus my energy on the leadership and organization of the Synaptic Scholars program as a whole. In addition to leadership in the organization, I have pursued a series of independent research opportunities within the history department, including an independent project on the impact that European immigration from 1855 to 1915 had on the growth of the west coast wine industry.

*"Synaptic Scholars has been a corner stone in my intellectual development, bringing together a diversity of perspectives that have added vibrancy to my undergraduate education. I have an incredible amount of respect and awe for my peers and the work that they're doing and value this program for the gift of enlightenment. The Synaptic Scholars program has been a home for me and I know the relationships built through this program will last far beyond May 2011."*



#### **NNENNA OKOYE**

Nnenna Okoye is a senior graduating with a dual degree in Biomedical Engineering and Biology and also enrolled in the 5-year Bachelor's/Master's in Public Health at Tufts University School of Medicine. She is immensely grateful for having had the opportunity to be involved with several programs of the Institute of Global Leadership since freshman year, such as EPIIC, Inquiry, Synaptic Scholars and also a temporary membership at EXPOSURE and BUILD. She is happily unsure of what the next few years will bring her, but she is very clear of her purpose: helping other people be successful.

#### *Defining The Purpose...*

Her Synaptic Scholars Project, Node Africa, ([www.nodeafrica.org](http://www.nodeafrica.org)) is an initiative that enables talented African high school students to pursue internships at socially and environmentally conscious businesses in their home countries to launch successful careers in ethical enterprise. This summer, Node Africa is working in partnership with the African Leadership Academy in South Africa and the IGL to place students at internships in Accra, Ghana, Kampala, Uganda, Nairobi, Kenya and Stellenbosch, South Africa.

*"With Synaptics, Tufts became a place where I could find inspiration every day! it's been a beautiful experience and one the most tangible blessings of my four years. Thank you Sherman and Heather for creating and nurturing such a unique student-centered learning experience."*

## SEAN SMITH

Sean graduated with a major in Religion and spent most of his time learning how to take pictures. Throughout his junior year abroad in Lebanon, he documented the socio-political limbo of Palestinian refugees in Shatila, a camp in Beirut. As a senior at Tufts, he traveled to the Sixteenth United Nations Climate Conference in Cancun, Mexico, to photograph La Via Campesina, a populist movement that convened in opposition to the UN Conference. The spring saw him working on a portrait of the intimate effects of bipolar disorder. This summer, Sean is taking his camera back west to document the colonization of indigenous cultures in the Americas.



### *Modern Storytelling: Images and the Written Word*

My initial inquiry was how to make photographs more human; since that's turned into a lifelong project, I've focused the last two years on modern storytelling with the image and written word. While I'm forever exploring human intimacy with a camera, my Lebanon work and that of the immediate future is concerned with the demystification of colonial narratives and the reconstitution of smothered histories.

*"It was the individuals within the group that defined Synaptics. What tied us together wasn't often our studies, but we all shared an initiative to make something real before being handed our degrees. If I managed that, it was very much grounded in friendship and encouragement within Synaptics, as well as intellectual intent. Each person in the senior class helped inspire my ideas and ground my ambition in very real and memorable ways."*

## AYDA WONDEMU

Ayda was born and raised in Ethiopia but left, at age fifteen, to pursue her education in the United States. She attended North Shore Country Day school for most of high school. She is a double major in International Relations and French, with a minor in Political Science. Her identity as well as her view of the world has been immensely shaped and continues to be shaped by her experience as an Ethiopian.

In her sophomore year, with the help and guidance from the Synaptic Scholars and the greater IGL community, she conducted a research study in Ethiopia where she examined the state of volunteerism in Ethiopia. Her research was focused on understanding volunteerism from the perspective of Ethiopians.



In 2009-2010, she studied abroad in Paris, France where she interned with the Maison des Journalistes, an organization that houses exiled journalists from around the globe. During her internship, Ayda worked as a contributing writer for their online newspaper. After her sojourn in France, Ayda went to the Philippines to work as a documentary journalist in the Philippines for International Bridges to Justice. She covered the work of an agrarian reform lawyer.

Her interest in the existing power and societal structures in Ethiopia as well as in the rest of the African continent

led her to question from where the African notion of democracy originates. This has led her to pursue her interest in political philosophy. She spent the last year examining western concepts of justice, morality, and democracy.

*Values and Morés in Diverse Societies: Political and Philosophical Underpinnings*

In her sophomore year, she conducted a research study in Ethiopia where she examined the state of volunteerism in Ethiopia. Her research was focused on understanding volunteerism from the perspective of Ethiopia. Instead of devising a project this year, I chose to focus on political philosophy in the framework of an intellectual project.

*“What is Synaptic Scholars? I still get asked that question, and each time, I find myself looking for the right answer. The synaptic identity has always been nebulous for me and I, along with the community, have evolved throughout the years. As a sophomore, I understood Synaptics to be a group of individuals who worked autonomously on a project. As such, I pursued a project. However, after my research project ended, I couldn’t foresee how to move forward with my project. As a result, I chose to take a sabbatical in my junior year. After having studied abroad, I chose to come back to Synaptics primarily for the community who I now consider to be dear friends.”*



## Empower

The Empower Program for Social Entrepreneurship motivates undergraduate and graduate students to engage in practical, experimental learning for social entrepreneurship. Students develop the attitudes, skills and knowledge necessary to pursue entrepreneurial ventures with a social perspective – with a particular focus on poverty alleviation. Through the Empower Fellowship, students can create social ventures, participate in internships and engage in applied research projects of their own design. In addition, the program organizes and sponsors events, conferences, lectures and workshops that promote and shape discourse on social entrepreneurship and international development.

### Empower Fellowship Overview

Empower administers a competitive fellowship program for current Tufts undergraduate and graduate students who demonstrate a thriving commitment to social entrepreneurship.

In the 2010-2011 academic year Empower has supported 66 Tufts undergraduate and Fletcher students for internships, research and launching their social ventures in 12 countries. Empower has also organized and supported numerous activities on campus to educate and engage more students in thinking critically about problems and using entrepreneurial approaches to create solutions.

### *Social Entrepreneurship Grants*

The Empower Program funds students in the undergraduate and graduate programs at Tufts University who want to learn about social entrepreneurship, start their own social enterprise or continue working on their social ventures. Social entrepreneurial initiatives and social enterprises are organizations that use market and business mechanisms to achieve social goals..

During the 2010-2011 year, Empower funded five social entrepreneurship projects in India, Guatemala, Cuba, Sri Lanka and the United States. The projects included the following:

- A storytelling project for at-risk youth in Cuba; a continuation of the project in Colombia and in Baltimore, Maryland
- Providing a sustainable water filtration system for indigenous women in Guatemala
- The development of an iPhone application that provides accessible speech therapy to youth and adults in the US
- The construction of a library and e-learning center in Thottipatti, India

### *Internships*

Empower supports students in internship positions with social entrepreneurs and social enterprises all over the world. There are two kinds of internships eligible for an Empower Fellowship:

Schwab Foundation Network Internships

The Schwab Foundation for Social Entrepreneurship is a



complementary foundation to the World Economic Forum. The Foundation was created with the purpose to promote entrepreneurial solutions and social commitment with a clear impact at the grassroots level. Through the partnership with Empower, the Schwab Foundation has agreed to give preferential treatment to Tufts students to obtain internships with organizations in their network.

This year there are two Empower Fellows that will be doing Schwab network internships. One in Paraguay working with Fundación Paraguaya and the other in Argentina working with Fundación Gente Nueva. The latter is particularly notable because the Fellow, who is a graduating senior, has committed to interning with the social enterprise for a year, an example of commitment and enthusiasm for global entrepreneurship.

#### Like-Minded Organization Internships

Empower funds unpaid internships with peer organizations that are in line with the principles of the Empower Program. Students are required to apply to the internship position independently. Once accepted, they are eligible to apply for the Fellowship. This year, eight students will be travelling to three countries and two US cities to carry out their internships. Some notable internships this year include:

- Working with the United Nation's Business Call to Action in New York City
- Interning at a 2010 Fellow's initiative, Sisi Ni Amani, which uses mobile phone technology to facilitate communication between organizations across Kenya
- Collaborating with Poverty Action in Uganda to promote a habit of savings among Ugandan youth

#### *Applied Research*

Empower also funds students who demonstrate that their project is a market analysis, impact assessment or evaluation for program development of a social venture. Fellows are required to work with a host organization and must have a tangible deliverable at the end of the research period, preferably a report to the organization. In light of the many opportunities available to Tufts students to support student research, we give preference to students who are applying to Empower for internships or social enterprise grants, however we were very happy to support four high-quality research projects related to social enterprise and community development:

- Research on Cuban medical diplomacy and the healthcare dynamic of Rurrenabaque and the surrounding Amazonian Region of Bolivia
- Using GIS mapping technologies to provide health and sanitary information to Health Horizons International about the health risk factors a community in the Dominican Republic
- Carrying out a survey with local artisans with the Andean Collection, a 2009 Fellow's socially conscious jewelry enterprise in Ecuador. The purpose of the survey was to determine how the lives of the artisans have been affected since working with the Andean Collection
- Approaching prenatal and antenatal healthcare in Ghana from an anthropological perspective. The Fellow will seek to understand how pregnant women view the role of antenatal and postnatal care and how they respond to it on a day-to-day basis.



## Events and Special Projects

### *Youth Social Enterprise Summit*

On April 16th and 17th of 2011, Empower helped organize the first-ever Youth Social Enterprise Summit in collaboration with Y-SEN, the Young Social Entrepreneurs initiative of the Young President's Organization. Fifty students from Tufts and Y-SEN came together to attend discussions with successful social entrepreneurs, such as Sasha Chanoff, Founder and CEO of Mapendo International, and Adam White (EPIIC'08 and '09), cofounder of GroupShot. They also gained concrete skills through workshops on project design and the importance of storytelling. Throughout the two days, participants were able to brainstorm ideas on how to collaborate and turn ideas into action.

### *Compass Fellows*

Empower has created a partnership with the Tufts Chapter of the Compass Fellowship, an organization that is dedicated to the effective teaching of social entrepreneurship at the college level through selecting Fellows in their freshman year. Compass Fellows participate in business skill-building workshops and eventually write a business plan for their own social enterprise. The Compass Fellowship will provide community-oriented, programmatic support to Empower while Empower will offer both a valuable network of students and organizations as well as the necessary resources to help students pursue their interests in social enterprises.

### *Beethoven for the Indus Valley*

In January of 2011, Empower and IGL students contributed to conductor George Mathew's concert that aimed to support Pakistan Flood Relief efforts. The event was a product of collaboration between Music for Life International, the American Pakistan Foundation and the Institute for Global Leadership. Empower of the IGL contributed \$5,000 for Tufts students to work with the Acumen Fund.

### *Sustainable Energy Access, Haiti*

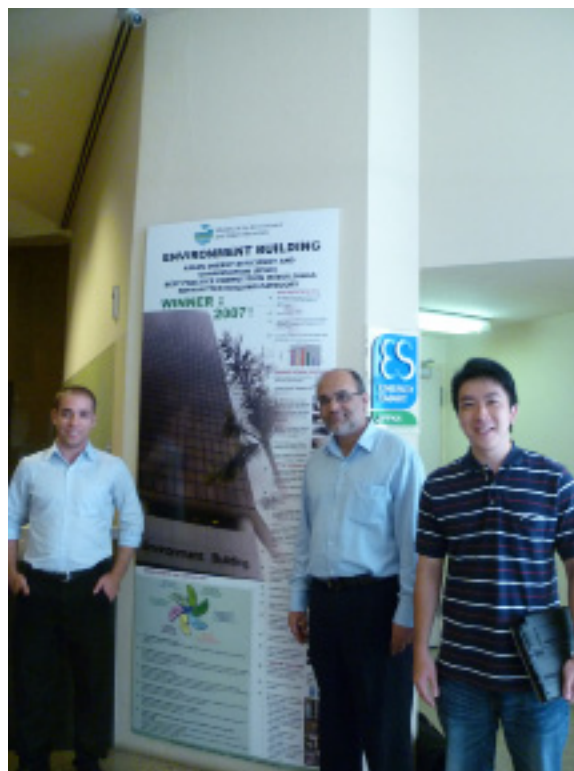
Mike Graifman will be working closely with IGL group RESPE to initiate the Sustainable Energy Access for Haiti Project that will begin by installing solar panels on the roof of a library in Haiti.

### *BrandHaiti*

Empower supported the student-run BrandHaiti on its symposium "Rebranding Haiti". The focus of the symposium was on private sector involvement in contributing to a thriving post-disaster Haiti. The symposium featured a campus bazaar that showcased products made by local Haitian businesses, panel discussions with leaders in the NGO and business worlds, and opportunities for students to get involved with the many campus groups that are contributing to the rebuilding of Haiti.

### *Oslo Scholars Program*

Empower helped to support students who participated in the Oslo Scholars Program (OSP) of the Institute for Global Leadership and the Human Rights Foundation. The OSP is a new initiative which seeks to facilitate student participation



in one of the world's most prominent human rights conferences--the Oslo Freedom Forum -- where students will have full and unprecedented networking and interaction opportunities with renowned human rights defenders, international organizations, journalists, and foreign dignitaries. More importantly, the Oslo Scholars Program pairs selected students with Forum speakers for intensive and customized research and internship work over the summer in the speaker's home country and organization(s).

#### *ClearWater Initiative*

In collaboration with ALLIES, another IGL program, Empower supported students to go to Northern Uganda with the ClearWater initiative. The ClearWater initiative was founded in 2007 by Tufts alumnus and US Army Captain Ben Sklaver, who was deployed to the Horn of Africa. Its goal is to promote simple innovative solutions for clean water in disaster areas through technical assistance. This year, Empower has supported two students to collaborate with the project who in addition to doing outreach in local high school about the initiative, will be travelling to Uganda to collaborate directly with the initiative.

#### *Action Against Hunger in Pakistan*

In the summer of 2011, Empower will support two Tufts students who will be going to Pakistan with Action Against Hunger to contribute directly to the current humanitarian efforts in the country. The opportunity resulted from reaching out to Daniel Holmberg, who will a student in the Masters in Humanitarian Affairs program at The Fletcher School and the School of Nutrition. This is yet another example of the ways in which Empower and the IGL continue to create connections between academics, our network, and on-the ground efforts.

### **Curriculum**

Empower and the Institute for Global Leadership also supported the development of a new course through the Tufts Experimental College.

#### *Crisis Mapping: Technology, Resources and Disaster Relief*

Crisis mapping is an emerging interdisciplinary field that uses technology to aid in the response to humanitarian emergencies. Around the world, crisis mapping technologies are being applied to an increasingly wide range of scenarios, including the monitoring of elections and human rights abuses, citizen journalists mobilization, conflict tracking, and aid evaluation. This course aims to teach students about the field and equip them with the skills to use the most important crisis mapping tools. The students will additionally become a part of a growing global network of skilled 'crisis mappers'.

#### *Student Personal Development*

Empower and the Institute for Global Leadership supported students who are proactive in learning about global issues of interest, particularly with regard to social entrepreneurship and poverty alleviation. These students often go on to become leaders of IGL organizations, become Empower Fellows, and even found their own social enterprises. Below are some of the conferences that our students have attended.

#### *Unite for Sight*

Empower provided 13 Tufts students with support to attend Unite for Sight's Global Health and Innovation conference at Yale, which occurred April 16-17.

This is what one student, Daniel Schwartz, said about how the conference impacted him:

*This conference not only opened my eyes and educated me on a variety of topics ranging from social entrepreneurship to*



*public health to the market niche of global health, but it also introduced me to a topic I am seriously considering as a career path: socially-conscious design and implementation. I met many incredible people and fantastic ideas; I can't wait to apply my knowledge to better help BUILD, the Tufts community, and maybe even the world!*



#### *Youth Social Innovation Conference*

Empower supported a team of three students to attend the Youth Social Innovation Conference in Washington, DC. It is an event that features highly interactive panel/respondent sessions and built-in leadership training components. The students who attended have been deeply involved in building their own ideas for social enterprises and will greatly contribute to the culture of social entrepreneurship on campus and beyond. One of the conference organizers was EPIIC alumnus Anoop Swaminath.

#### *Special Research*

Beyond the fellowship, Empower supports the research efforts of students who have been involved in multiple IGL programs and have demonstrated sustained interest in a particular topic pertaining to identifying pressing global problems. Below are some of the research projects that Empower is proud to support this academic year.

- Ian Kelly (A14), David Alejandro Schoeller-Diaz (F11, EPIIC TA), and Victoria Alicia López (F12) will be carrying out research on resilience mechanisms in the complex urban landscape of Distrito de Aguablanca, Cali, Colombia. Kelly is the recipient of a prestigious \$2,000 grant from the Feinstein International Center.
- Sasha de Beausset (A12) will be doing fieldwork in the indigenous K'iche' community of Santa Lucia la Reforma, Totonicapán, Guatemala. She will be focusing on how the Mayan ideologies around maize are negotiated in the face of food insecurity.

#### **Looking Ahead**

Empower finds itself at an exciting stage where there are some wonderful opportunities to collaborate with world-renowned organizations in the field of social entrepreneurship, poverty alleviation, contributing innovative solutions in response to humanitarian crises, and others. Whether this be through opening internship opportunities to IGL students or collaborating on organizing an event, the development of opportunities with the organizations below are certainly an exciting next step for Empower.



#### *Reut*

We have an exciting opportunity to collaborate with the Reut Institute, which focuses on approaching the unique contribution of Israel and the Jewish world to global humanitarian causes from a policy perspective. It focuses on

providing long-term strategic support to Israeli leaders and decision makers.

#### *D-Lab*

D-Lab is a program at the Massachusetts Institute of Technology that fosters the development of sustainable solutions through technologies that contribute to global development. The range of projects that D-Lab carries out serve as an educational, participatory vehicle for fostering participatory development and alleviating poverty.

#### *FOCAL POINT GLOBAL*

FOCAL POINT GLOBAL is a youth educational organization founded by Tufts alumnae Hussainatu and Hassanatu Blake. It strives to fill the gap in access to education and technology by linking disadvantaged youth in the US with disadvantaged youth globally.

#### *Acumen Fund*

The Acumen Fund aims to support entrepreneurial approaches to alleviating global poverty. After the promising collaboration on Music for Life International, the Acumen Fund and the Institute for Global Leadership are in conversation to see how together we can collaboratively make a powerful, long-term impact to create innovative solutions to help alleviate global poverty.

### **Conclusion**

The 2010-2011 Academic year has presented itself with some incredibly exciting opportunities for Empower. Moving forward, Empower still has yet to reach its full potential but it is well on its way. The sheer diversity of projects and programs that Empower supports is a reflection of the effectiveness of Empower as a model for engaging students in the world at large and creating solutions where none seem to exist.

## RESPE

RESPE: Ayiti had a turbulent year as the first year without any of the founding members. While it experienced growing pains, it also gained much knowledge and insight and now has a clearer vision of what RESPE will need to be sustainable at Tufts.

RESPE: Ayiti started off the fall semester on the heels of a summer project in which it was in the process of implementing its summer Davis Foundation One Hundred Projects for Peace project of creating a maternal health clinic. The project encountered some roadblocks, which set the tone for the school year.

Fall semester was mainly spent deciding how to proceed with the work that still needed to be done in finishing the clinic project. Several revelations were made from conversations with community members in Balan and the outlook on the project changed from one that could be completed by the end of the semester to a project that was more long term. RESPE was able to identify key changes that needed to be made in future project trips to ensure that everyone has a clearer picture of the timeline and outcomes from the start.

On the positive side, the challenges presented the group with opportunities to strengthen the organization. At the end of the semester, RESPE hosted a Mentor Dinner, which allowed the group to reconnect with old mentors and meet new professors and professionals that could be of great help. The event was a success, attended by professors and some former RESPE members. A number of ideas resulted from the dinner, specifically the need for a basic census of the community. RESPE also plans return to the strong research component that RESPE was founded on.

### **Sustainable Energy Access for Haiti**

An outgrowth of RESPE's 2008 trip to Balan with the members from the Tufts Chapter of Engineers Without Borders is SEAH (Sustainable Energy Access for Haiti). The project objective is for the electrification of a community school built by World Vision. By powering lights, fans and laptops, the energy system will provide over 300 students with access to an improved learning environment. The lights will allow certain classrooms to be transformed into study/meeting rooms. Also, by engaging a pro-bono professional from Solar Energy International, SEAH aims to leave RESPE: Ayiti with the know-how to properly manage this project.



SEAH is an Institute for Global Leadership (IGL) International development and engineering group that emerged in 2009 to create a replicable model for developing small-scale energy projects. In collaboration with its partners, RESPE: Ayiti, SEAH's focus is to spearhead the installation of a 2.1 kW solar energy system in the northern Haitian community of Balan.

Comprised of 12 students from the engineering and liberal arts schools, the group brings both a technical and strategic approach to development. In August 2010, three team members undertook an IGL-funded community assessment. The trip was intended to build consensus around a viable community-identified project. Over the last year, SEAH has divided itself into three sub-teams, each with the responsibility to manage a specific component of the project procurement chain. In addition to the IGL's support, SEAH has received materials donations from BP Solar, RDK Engineers, Wholesale Solar and Alt E store.

## Discourse

With joint funding from the Tufts Community Union Senate and the IGL, the fourth edition of *Discourse: The Tufts Interdisciplinary Journal Dedicated to the Power of Reason and the Exchange of Ideas* was published. The issue explores the themes of revolution and social upheaval in the rapidly changing world. It features a range of content submitted by students and alumni, including articles, original research and photo essays from around the world.

Below is the table of contents:

- The Political Legacy of a Revolutionary Generation:
  - Interview with Matt Bai A'90  
Cody Valdes
- Transnational Politics of Human Rights Reporting and Advocacy in Syria  
Duncan Pickard
- Political Dimensions of 9/11 Narratives in Secondary School History Textbooks in South Asia  
Elizabeth Herman
- Moving Towards Peace in Nepal: The Role of the United Nations
  - Interview with Ian Martin  
Cody Valdes and Joshua Gross
- Do Revolutions Destroy or Generate Social Capital?  
Chloé Rousseau
- Infusing a Moral Imagination In U.S. Policies  
Amb. Jonathan Moore
- Export Agriculture And Its Role in the Escalating Nutrition Crisis of Guatemala  
Nithyaa Venkataramani
- Between Western and I-94, Cermak and 16th  
Josephine Herman
- Houston, Texas -- Photo Essay  
Nicholas Dynan
- An Analysis of Education Based Immigration to Zhengzhou, China Under Hukou Reform  
Xuhui Wang, Jun Zhou, Xueyi Yang
- Ein Mann -- Poem  
George Kolev
- Prayer -- Poem  
Jimmy Pianka



## PPRI

The Poverty and Power Research Initiative spent the 2010-2011 academic year focusing on two projects: a basic understanding of the different faces of corruption in countries in crisis and a research group on the complex racial, linguistic and class barriers prevalent in Haitian society, particularly Port-au-Prince.

The first project was inspired by the work done by Global Financial Integrity, whose mission is to expose, conduct research, and actively fight the global nexus of corruption. They “estimate that \$1 trillion in funds illegally earned, transferred or utilized is spirited across borders annually. Of this, \$500 billion a year comes out of developing and transitional economies into western accounts, constituting the most damaging economic condition hurting the poor. Illicit capital flows enable drug cartels, terrorist organizations and tax evaders to move cash around the globe, undermines the goals of the World Bank and other lending institutions, strips developing nations of critical resources, and contributes to failed states.”

PPRI explored the issue of corruption through a speaker series and documentary film screenings. This approach allowed the group to reach a greater segment of the Tufts undergraduate and graduate community. The yearlong weekly discussion groups mirrored the format of the EPIIC colloquium by narrowing PPRI’s focus to a single issue of global importance and immense complexity, Corruption and Crisis.

PPRI’s first speaker was Pervez Amirali Hoodbhoy, an INSPIRE fellow for 2010-2011 at the IGL, and a professor of nuclear and high energy physics, as well as chairman of the department of physics at Quaid-e-Azam University, Islamabad. In the wake of the devastating floods in Pakistan, PPRI had an engaging discussion about how corruption in the Pakistani government system impaired the distribution of aid and supplies. The students learned that in the face of an ineffectual government, terrorist groups were able to provide better support and aid to the people, and thus not only gained support among the people, but further weakened the belief of the people in the existing systems of governance. This discussion focused on how corruption creates vicious cycles of mistrust and inefficiency.

PPRI was privileged to have Lawrence Lessig, Director of the Harvard Safra Foundation for Ethics, join the group for a discussion on his research project on institutional corruption. He defined institutional corruption not as a violation of rules but as a certain kind of influence within an economy that weakens the effectiveness of an institution, especially by weakening public trust of an institution. The paradigmatic case he presented was the economy that has blossomed around lobbying in the US Congress. Lobbyists benefit members, members benefit special interests and special interests benefit lobbyists. As each “pays” the other, each becomes “dependent upon” each other and in that sense creates an economy, an economy that is now worth about nine to twelve billion dollars. Lessig talked about why this kind of corruption is not only more prevalent than it ever was before, but also how it is more damaging than traditional forms of corruption such as bribery. To watch the whole talk: <http://blip.tv/lessig/institutional-corruption-4851161>.

PPRI’s third speaker was Elizabeth McClintock, a Founder and Managing Partner of CMPartners and a Board Member and Treasurer of The Bridgeway Group. She offers consulting services to and designs and implements training programs for public sector organizations in the United States, Europe, Canada, Asia, Australia, and Africa. She is the manager of a leadership-training program in Timor-Leste. Prior to this, she acted as the lead facilitator and program designer for the Burundi Leadership Training Program. In addition to this work, she has trained and managed a cadre of Burundian conflict management facilitators in their work with local leaders in Burundi under the auspices of the Community-based Peace and Reconciliation Initiative. She talked to PPRI about how the world’s eagerness to push democracy in all countries often overlooks the fact that it is rooted in an adversarial paradigm wherein competition is seen as one of the defining characteristics. The principal challenges to establishing democracy are often assumed to

be structural and rational, i.e. if the institutions are gotten right, there will be stability and security. Therefore, moral and political pressures, combined with legal sanctions, are seen as the means of deterring “bad behavior”. However, the basics of democracy, i.e., the underlying set of agreements, the definition of the national community, rules of the game, styles of communication, etc. need to be in place before political competition can be introduced. Therefore, CMPartners, and other groups Ms. McClintock has worked with, work with leaders to transform the war-induced, zero-sum paradigm; restore trust and rebuild fractured relationships; build a new consensus on “rules of the games”; and strengthen communication and negotiation skills.

**NOVEMBER 30<sup>TH</sup>**

**THE POVERTY AND POWER RESEARCH INITIATIVE**

THE INSTITUTE FOR GLOBAL LEADERSHIP

PRESENTS



**EX-PRIME MINISTER OF HAITI**

**MICHELE PIERRE-LOUIS**

**The Challenges of “Building Back Better”**

**ASEAN AUDITORIUM, 6PM**

Cabot, 160 Packard Ave, Fletcher School, Tufts University

Join us to discuss the international community’s impact on the strength of the Haitian state post-earthquake.

Reception with FREE HAITIAN FOOD after!

PPRI’s final speaker was Former Prime Minister of Haiti Michele Pierre-Louis. She gave a talk titled, “The Challenges of Building Back Better.” She focused on the international community’s impact on the strength of the Haitian state post-earthquake. The Economist named her a World Figure of 2010, saying “Long known as the poorest country in the Western hemisphere, Haiti has stumbled from one crisis to another since the Duvalier years. But under its prime minister, Michèle Pierre-Louis, the country has an opportunity to make substantial and sustainable gains in both economics and politics. Her domestic achievements are already considerable, holding together a diverse coalition and quelling a determined opposition. Abroad, she has worked well with international leaders and won some influential friends, including Bill Clinton, a former US president.” It was an open event attended by 70 people from the Haitian and Haiti-interested community in Boston, encompassing

students and professionals. The discussion on the current state of the Haitian state lasted two hours and covered everything from reconstruction efforts to the perception of Haiti in the world.

The first documentary PPRI screened was Black Money. It investigates the shadowy side of international business, shedding light on multinational companies that have routinely made secret payments -- often referred to as “black money” -- to win billions in business. It focuses on one of the biggest and most complicated cases currently under investigation -- a story involving a British aerospace giant, the Saudi royal family, and an \$80 billion international arms deal known as Al Yamamah, or “The Dove” in Arabic. In 1985, when US Ambassador Prince Bandar was put in charge of acquiring new fighter jets for the Saudi Arabian air force, he approached a willing Prime Minister Margaret Thatcher, and they sealed the massive deal between the United Kingdom, BAE Systems (formerly British Aerospace) and the Royal Saudi Air Force. The U.S. Department of Justice began its own investigation into BAE’s worldwide net-

work of suspicious payments. The case is now being watched closely by countries around the world interested in seeing whether the United States is willing, in a depressed economy, to press forward with an investigation and possible legal case against a company like BAE Systems. BAE's major client is the Pentagon, and it currently employs some 40,000 American workers. For its part, BAE says that it is cooperating with the investigations. (<http://www.pbs.org/wgbh/pages/frontline/blackmoney/view/#morelink>)

The second documentary was *Inside Job* that provided a comprehensive analysis of the global financial crisis of 2008, which at a cost over \$20 trillion, caused millions of people to lose their jobs and homes in the worst recession since the Great Depression, and nearly resulted in a global financial collapse. Through exhaustive research and extensive interviews with key financial insiders, politicians, journalists, and academics, the film traces the rise of a rogue industry that has corrupted politics, regulation, and academia.

PPRI also did a two-part series on *The Corporation*. In the mid-1800s, the corporation emerged as a legal "person." Imbued with a "personality" of pure self-interest, the next 100 years saw the corporation's rise to dominance. The corporation created unprecedented wealth, but at what cost? The remorseless rationale of "externalities" (as Milton Friedman explains, the unintended consequences of a transaction between two parties on a third) is responsible for countless cases of illness, death, poverty, pollution, exploitation and lies. To assess the "personality" of the corporate "person," a checklist is employed, using diagnostic criteria of the World Health Organization and the standard diagnostic tool of psychiatrists and psychologists. The operational principles of the corporation give it a highly anti-social "personality": it is self-interested, inherently amoral, callous and deceitful; it breaches social and legal standards to get its way; it does not suffer from guilt, yet it can mimic the human qualities of empathy, caring and altruism. Four case studies, drawn from a universe of corporate activity, clearly demonstrate harm to workers, human health, animals and the biosphere. Concluding this point-by-point analysis, a disturbing diagnosis is delivered: the institutional embodiment of *laissez-faire* capitalism fully meets the diagnostic criteria of a "psychopath."

The final documentary PPRI screened was *Africa: Living with Corruption*. African journalist Sorious Samura reveals how corruption has become normal and accepted in Africa. "Living with corruption", his latest documentary shown on CNN, describes the shocking reality of how corruption is spread across society both in Sierra Leone and Kenya, affecting mostly the poor. At the end of this series, students said that they now looked at corruption in many more ways and felt they had a better grasp of its extent and evils than they could have imagined before.

The Haiti Research Project is being carried out by five undergraduate students in close partnership with the Former Prime Minister of Haiti, Michele Pierre-Louis. Alisha Sett, Chad Gordon, Madeline Gardner, Rachel Figaro and Rachel Baras attended Ms. Pierre-Louis' Seminar at the Institute of Politics at the Harvard Kennedy School, titled "Prime Minister in a Fragile State: Facing a Necessary of Paradigm." Through the seminar, the students interacted with local Haitians, Haitian entrepreneurs, and other politically active Haitians. They spent the year constructing their hypothesis and creating a template for impact-oriented research in Port-au-Prince. Apart from Ms. Pierre-Louis, Patrick Sylvain (Professor at Columbia) and Alix Cantave (Professor at UMass/Boston) have also served as mentors.

PPRI-Haiti's goal is to create a model forum that allows youth from diverse backgrounds in Port-au-Prince to come together and discuss: How has and does the class/racial/linguistic divides impact their lives? How clearly do they understand it? What have their interactions (if any at all) with the other side been like? How do darker skinned Haitians view lighter skinned Haitians, and vice versa? What do they see as the power structure in Haiti? How do they view the wealth distribution? How does their perception of obtaining wealth influence their view of Haiti and its future?

The model forum would be a common and safe way to access this conversation for the youth. In the students' prelimi-

nary discussions with a wide spectrum of Haitians and people deeply involved in Haiti, the complex linguistic, class and racial barriers prevalent in Haiti are consistently brought forward as perhaps the largest obstacle to true Haitian unity and success. The existing system in Haiti seems to have become an inherent part of the culture that no one likes but also that no one knows how to change. However, this is a taboo subject that few willingly bring up or discuss.

The forum would take the form of both group discussions and activities that create a feeling of trust and possibility. This is essential, so that their views, opinions and stories can be shared openly. PPRI wants to focus on the youth because they are the group that is most likely to bring about social change in the future.

PPRI's work will start with the hosting of forums in the Boston area for its diverse Haitian community. The purpose of this is to get a sense of the obstacles the group might face in trying to get Haitians to discuss these sensitive questions. The forum would then move to Port-au-Prince, where the research team will conduct these forums with varied groups in the city. Their primary contact in Haiti will be Ms. Pierre-Louis, who founded FOKAL, a program dedicated to educating youths in Haiti in a variety of disciplines. FOKAL provides an ideal space to host these forums as they work principally with youth and their mission goals ring true with our vision.

The uniqueness of this project is that PPRI is providing youth with an opportunity to interact with fellow Haitians from different social, racial and economic backgrounds; such interactions are extremely rare in Haiti. By studying the perspectives, experiences, and views of the youth of Haiti, the students would be able to publish research on the questions posed above. Considering the research team consists of a myriad of nationalities, including Haitian, it would provide non-partisan, detailed accounts of what Haitian youth are thinking of themselves and their country. Second, if the students can create an atmosphere that allows the youth to see these barriers as something they have the power to break down, the forums may sow a seed of hope for change in their futures.

As the students' research focuses on the social condition of Haitian youth, success of the project will be measured in two different ways: published academic research and discussion forums. In the discussion forums with Haitian youth, PPRI is aiming for socio-economic diversity and a candid dialogue. If PPRI can develop methods that facilitate a model for open discussion that can be replicated in both urban and rural settings in the country, it will go a long way towards accomplishing the organization's goal. Due to the social nature of the research, the success of the project will be determined by the sustainability of the discussions. Sustainability can be measured by the number of organizations who will use it as a means for youth empowerment.

PPRI's commitment requires the involvement of the Haitian-American student population concentrated in Massachusetts. PPRI will be collaborating with the many Haitian students that organized after the earthquake, as well as Haitian youth organizations that have been active for a long time. FOKAL is a key partner because it has been involved in successful youth empowerment in Port-au-Prince. PPRI will be able to use their experience and advice to avoid elementary pitfalls. Professor Alix Cantave at UMass Boston, founder of the Haitian Studies Association and the group's mentor, will help in the outreach to different schools. He has helped university students conduct research in Haiti for many years.

The most complicated challenge PPRI-Haiti anticipates is creating an environment that will be conducive to integrating Haitians from different backgrounds. A major hurdle will be having optimal representation of the different classes in Haiti. This also includes overcoming the inherent physical and practical barriers present in Haitian communities. PPRI will have to take into consideration the differences in landscape, language and culture spanning the nation, when discussing such sensitive issues.



## Collaborations

### School of Engineering

Initiated by the Institute for Global Leadership, the School of Engineering renamed its top award, the Dean's Medal, to honor distinguished alumnus, Vannevar Bush. The inaugural recipient was Richard Meserve, the current president of the Carnegie Institution for Science. Dr. Meserve lectured on "The Fukushima Nuclear Accident and Its Implications."

American engineer and inventor Vannevar Bush (Tufts'13) studied under Arthur E. Kennelly and conducted submarine-detection research for the US Navy during World War I. In 1922, he was one of three co-founders of the American Appliance Company (now Raytheon), an electronics parts supplier. In 1935, he invented one of the earliest devices modern users might recognize as a computer, the differential analyzer, a huge machine capable of solving complex mathematical equations with up to eighteen independent variables. In 1938, he developed the first personal information processor, a device called the rapid selector, capable of high-speed retrieval of information stored on microfilm.

He was a scientific advisor to President Franklin D. Roosevelt during World War II, and a key player in the Manhattan Project, the top-secret effort to design and build the atomic bomb. His work was seen as proving that science and the military must work together, and he was an adamant advocate for such cooperation, which later came to be called the military-industrial complex. He was named the first Director of the Office of Scientific Research and Development in 1941, and in a 1945 report to Roosevelt, "Science, the Endless Frontier", Bush outlined the need for government support for scientific research, which led to establishment of the National Science Foundation in 1950. He later wrote that he envisioned "a technologically advanced America governed by the masters of science and technology."

His 1945 article titled "As We May Think", published in Atlantic Monthly, proposed what he called "the Memex" -- a mechanized, instantaneous system for storage and retrieval of huge volumes and variety of information, similar to what was later called hypertext.

Tufts President Lawrence Bacow has called Vannevar Bush "our most distinguished graduate of the School of Engineering and one of the three or four most distinguished graduates of the entire university."

Richard Meserve became the ninth president of the Carnegie Institution for Science in April 2003, after stepping down as chairman of the U.S. Nuclear Regulatory Commission (NRC). As Chairman, Meserve served as the principal executive officer of the federal agency with responsibility for ensuring the public health and safety in the operation of nuclear power plants and in the usage of nuclear materials. He served as chairman under Presidents Clinton and Bush and led the NRC in responding to the terrorism threat that came to the fore after the 9/11 attacks. Before joining the NRC, Meserve was a partner in the Washington, D.C., law firm of Covington & Burling, and he now serves as Senior Counsel to the firm. He has devoted his legal practice to technical issues arising at the intersection of science, law and public policy. This work involved nuclear licensing, environmental and toxic tort litigation and counseling scientific societies and high-tech companies. Early in his career, he served as legal counsel to the President's science advisor and was a law clerk to Justice Harry A. Blackmun of the United States Supreme Court and to Judge Benjamin Kaplan of the Massachusetts Supreme Judicial Court. He was a participant in the 2011 EPIIC symposium and a co-convenor of the accompanying professional workshop on nuclear proliferation.



### **Project on Justice in Times of Transition**

This was the fifth year of PJTT's ongoing strategic partnership with the Institute. The purpose of the relationship is to support mutual work and to create opportunities for direct and practical learning by Tufts students associated with the IGL. The collaboration continues to be an exiting and unique effort that generates positive outcomes for both organizations.

The Project on Justice in Times of Transition helped contribute to the academic discussion and curriculum at Tufts in the following manner:

During the 2010-11 academic year, PJTT and the IGL co-sponsored and organized – as part of the ACCESS initiative – Zach Iscol as an INSPIRE Fellow. A combat decorated US Marine Officer, Zach Iscol served two tours in Iraq and on other assignments throughout Africa, the Middle East, and into Central Asia. During the winter break in Jan 2011, he co-led eleven undergraduate students on a research trip to Iraqi Kurdistan as part of the Institute for Global Leadership's New Initiative for Middle East Peace (NIMEP).

In addition, Ambassador William Luers, PJTT advisor and long time friend, participated in the 2010-11 EPIIC colloquium and spoke about his many years of work on improving US-Iran relations.



The Project on Justice in Times of Transition facilitated the participation of Belle Abaya, our partner in our Philippine Truth Commission initiative, in one of Cheyanne Church's winter semester Fletcher classes on corruption, conflict and peace-building in post-conflict societies.

Ms Abaya shared stories on how she experienced and addressed corruption as the President's Advisor to the Peace Process. These experiences led her to become involved in the unique 2010 effort to create a truth commission in the Philippines to address corruption through truth telling.

The Project on Justice in Times of Transition's own work was primarily focused this year on Kosovo and Cuba, as well as on developing programming in response to the many fundamental changes taking place in the Middle East and North Africa. As in previous years, PJTT has involved IGL students in each of these efforts as researchers and in providing administrative support. Their creative energy and enthusiasm also helps PJTT develop and shape the initiatives.

In Kosovo, the Project focused its energies this year on Northern Kosovo. This effort, which was developed and led with the help of Bruce Hitchner, a faculty member at Tufts and a member of PJTT's Executive Committee. The initiative, entitled, *Moving Forward on Northern Kosovo*, sought to evaluate the various current proposals for the North, to develop policy recommendations for a more inclusive negotiation and implementation process, and to consider successful regional models for resolving similar challenges. Two Tufts/IGL students (Katherine Hitchner and Britt Sloan) provided invaluable support by providing background research on the region, helping PJTT organize the event in Washington DC at the Center for American Progress, and by taking notes during the event.

PJTT's Cuba programming – which seeks to create a viable track two dialogue between the US and Cuba, learning from similar experiences elsewhere – has made significant progress this year and is poised to become a major focus of its work in the next academic year. This program is led by PJTT Program Officer Adam Levy (EPIIC'07).

In the Middle East and North Africa, the Project was asked by the National Democratic Institute to collaborate on a mediation effort in Bahrain that would begin to facilitate a dialogue between the government and the opposition in an increasingly violent and destabilizing situation. PJTT has traveled to Manama twice thus far – both times bringing two of its core South African Network members with them (Roelf Meyer and Mohammed Bhabba) to share stories from the South African transition and thereby create some vision of how a dialogue process could begin. IGL alumnus, Ben Harburg (EPIIC'03), has accompanied PJTT to Bahrain to staff these efforts both times.



In June, the Project is conducting an assessment trip to Egypt with the goal of gaining a better understanding how PJTT can be supportive to citizens and leaders who seek to establish a new government, constitution, and civil society. Given that the elections are only a few months away, PJTT is focusing on initiating relationships and gaining a better understanding of how PJTT might be able to help with long term issues such as policing and corruption. From the IGL, Mike Niconchuk, who just graduated in May and is one of the co-founders of BUILD, accompanied the trip in order to provide general administrative support and assistance to the assessment team.

This year, PJTT also had the invaluable support of Ariel Berney, a Fletcher student who helped launch a newsletter for PJTT. This newsletter features interviews with members of PJTT's network on current issues and Ariel interviewed Konstany Gelbert of Poland, Albie Sachs of South Africa and Naomi Chazan of Israel. In addition, Chelsea Brown (EPIIC'09 and '11) helped PJTT organize and hold a public relations event on Martha's Vineyard and Kelsi Stine (EPIIC'08, Synaptic Scholar'10), a recent Fletcher graduate, is also working for PJTT during the summer of 2011 – primarily providing support to the Kosovo programming and helping to shape an initiative focused on corruption in the Middle East.

In addition, as is the case every year, PJTT has advised numerous students on internships and career paths. PJTT makes great effort to help students secure internships and research opportunities with practitioners in its network and these connections often create relationships that are invaluable to their future careers.

Recently PJTT has moved to new offices off campus, but will continue to engage IGL students in every aspect of its work and look forward to continuing our collaboration through ACCESS and other related efforts.

### **GlobalPost**

The IGL-GlobalPost partnership has developed as a serious outlet for student research. In the fall, GlobalPost revamped its Study Abroad site and kicked it off by publishing seven stories from the students who participated in the Exposure Workshop in Hue, Vietnam last summer.

In their press release announcing the series on "The New Vietnam," GlobalPost stated, "The reported vignettes these

## Out of its heartland, a definition of today's Vietnam

Tufts Students take their cameras and keyboards to Hue.

Mort Rosenblum September 23, 2010 06:44 Updated September 26, 2010 16:45

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students bring to GlobalPost offer a vivid and enlightening portrait of a country and a people looking past the wreckage of the Vietnam War and toward a new future.”

IGL students have published reports from Bangladesh, Brazil, Cambodia, Chile, China, Dominican Republic, India, Kenya, Nepal, Pakistan, Sri Lanka, and Syria.

Below are their stories:

- Bangladesh education worthless without tutoring?  
Anika Huq (A'12), EPIIC'10, Bangladesh
- Uganda farmers will need plows ... and smart phones  
Stewart Kelly (A'11), Uganda
- Pakistan crafts: Bangles a boon for the economy?  
Asad Badruddin (A'12), EPIIC'10 and '11, Pakistan

- All politicians are not bastards, say activist Indian youth  
Tomo Takaki (A'11), EPIIC'10, India
- Floods bring hundreds knocking on her door  
Kelly Holz (A'10), EPIIC '10, Pakistan
- Explosive peace: Sri Lanka can't heal war wounds  
Leslie Ogden (A'12), EPIIC'10, Sri Lanka
- Bangladesh's forgotten students: The Biharis struggle  
Mark Rafferty (A'13), EPIIC'10, and Anna Gilmer (A'13), EPIIC'10, Bangladesh
- Nepalese town takes historic step ... backwards  
Syed Asad Badruddin (A'12), EPIIC'10, Nepal
- Brazil Olympics may send poor families packing  
Alison Coffey (A'11), Synaptic Scholar, EPIIC'09, Brazil
- Valparaiso: Fear of tsunami sends us racing to the hills  
Zoe Schlag, BUILD, Chile
- How does water every third day sound?  
Jacqui Deelstra, (F'11), Tanzania
- Fishermen drowning under threats to livelihood  
Nicholas Dynan (A'11), Exposure, Cambodia
- China grows thirstier  
Daniel Enking (A'10), Tufts Energy Forum, EPIIC'08, China
- Next door in DR, they feel oceans apart  
Ashley Allison (A'11), RESPE, Dominican Republic
- Composed in exile  
Duncan Pickard (A'10), Synaptic Scholar, Syria

- Once a palace, now a crime scene  
Joshua Gross (F'10), Empower, Nepal
- Dark side of democracy  
Joshua Gross (F'10), Empower, Nepal
- Chinese contemporary art under the influence  
Kyle Chayka (A'11), Exposure, China
- Justice, one tap at a time  
Ian MacLellan (E'12), Exposure, EWB, Kenya
- With a little help from a clinic, faiths coexist peacefully  
Shannon Carroll (A'12), Exposure, India

The screenshot shows the GlobalPost website interface. At the top, there is a yellow banner with the Shell logo and the text "See how we're helping to improve energy efficiency." Below this is a navigation menu with categories like HOME, VIDEO, GLOBALPOST BLOGS, SPECIAL REPORTS, MISSION, RESEARCH, MEMBERS, and BECOME A MEMBER. The main article is titled "Bangladesh education worthless without tutoring?" by Anika Huq, dated November 27, 2010. The article features a photograph of children in a courtyard. To the right, there is a sidebar with "NEW ARTICLES BY HowLIFEWORKS" and "DON'T MISS" sections, each containing several article thumbnails and titles.

## Alumni Programs

Seeing itself as a lifelong, learning community, the Institute maintains contact with the majority of its alumni after graduation. In certain instances, as alumni develop their own organizations, new collaborations develop. Below are two organizations – Sisi ni Amani and Collaborative Transitions Africa – that grew out of students' work at the Institute. These organizations continue to receive some support from the IGL and are offering internships for current students.

### **Sisi ni Amani, Kenya**

Sisi ni Amani [We are Peace in Swahili] aims to prevent future violence in Kenya by strengthening the efforts of existing networks of peace leaders. Sisi ni Amani equips its local chapters with mobile phone-based technologies to facilitate rapid SMS (text message) communication between groups and with the overall community, and provides facilitation for its local chapters to plan appropriate usage of these technologies for peace promotion and monitoring of conflict in their local areas. (The organization was one of 30 winners of the World Bank Innovations competition.)



While Sisi ni Amani began as a peace-mapping project, its work in the community and initial launch in Baba Dogo slum showed that while there was a need to enhance the connectivity and communication between local peace leaders and their communities, mapping was not an effective way to do so. After careful review of its programming as well as local dynamics, Sisi ni Amani has created new programming and a new methodology.

Now, Sisi ni Amani enables its local chapters, comprised of local networks of peace leaders, to communicate with the broader community through an SMS-based platform. Community members subscribe to each chapter's phone number by texting keywords, and, once subscribed, receive updates about upcoming peace and community events. Through this system, peace groups take advantage of the prevalence of mobile phones by communicating rapidly with a broad community network via SMS. Sisi ni Amani also works with its local chapters to understand local dynamics of violence and facilitate planning of additional uses of the platform, such as civic education and conflict monitor-

ing and response. Sisi ni Amani is currently contracting a Kenyan firm to build a new SMS system that will include additional functionalities that are needed based on the uses of the platform that community groups have identified.

### *Pilot Programs*

#### *Kasarani Chapter: Baba Dogo & Korogocho Slums*

Sisi ni Amani had its first launch in Baba Dogo slum in Nairobi. The launch took place after a community leader mobilized ten community groups to participate, and they decided that the best way to advertise Sisi ni Amani's number (at this point for mapping peace projects) was through a procession with singing, dancing, and mass participation. The procession was a success as an event, with approximately 100 individuals from ten community groups marching. It ended in a peace concert that was attended by over 400 individuals. At the same time, the launch gave the organization an opportunity to re-evaluate its approach with its local partners and develop the new SMS-based programming.

Sisi ni Amani worked with the Baba Dogo groups to identify a local leadership team to carry out this programming, and the leadership team decided that in order to prevent negative community relations and involve the relevant geographical area, it would need to expand to the neighboring and highly interconnected Korogocho slum. The Korogocho launch advertised the new SMS programming and also brought together ten groups and consisted of



a procession (this time with two camels and a life-sized puppet as well as an announcer with a loudspeaker riding on top of the camel and explaining the number) followed by a concert.

In December, Sisi ni Amani identified the need for long-term planning and brought the group leaders together for a three-day strategic planning retreat with a professional facilitator. The groups made a yearlong strategic plan that included community mobilization and outreach, civic education, political debate, polling of community priorities, and the creation of a conflict monitoring and response system near the end of the year. The groups have already begun with the outreach portion of their plan, conducting door-to-door outreach in seven of the eighteen villages in Baba Dogo and Korogocho.

The teams have now started sending messages, beginning with peace proverbs and some civic education messages, to build trust within their network. Sisi ni Amani is currently planning a workshop with a lawyer specialized in the new Kenyan Constitution to develop an SMS-based civic education curriculum.

Looking forward, the groups plan to organize for community-level political debates and SMS-based polling of community members to identify the highest priority community issues to present to politicians. They will also plan a conflict early warning monitoring and response platform, specifically focused on countering malicious or fear mongering propaganda and rumors that often lead to violence.

#### *Narok County Chapter: South Rift Valley*

In Narok County, Sisi ni Amani has taken lessons learned in Kasarani – about organizational structure and local leadership as well programming content – and applied them with great success. There is increased local ownership in Narok, with the local leaders already taking their own initiatives and coming up with new ideas without any guidance.

In Narok, Sisi ni Amani first identified a community leader who brought on board a small, initial leadership team. The leadership team identified nine community organizations working in Narok County and organized them to come together for a series of focus groups. These focus groups were facilitated by the Narok Leadership Team and by Sisi ni Amani's Director, who was introduced as having been asked to come assist in implementation of the technology. This ensured that local groups perceived the initiative to be locally owned by the Narok Leadership Team, and created a much higher level of local ownership of the project.

The focus groups identified existing communications flows for communication between groups, for community mobilization, and surrounding conflict, and was used to identify initial uses of the system. The Leadership Team decided that the system would initially be used to advertise peace events, to send peace messages, to develop civic education, and to de-escalate rumors and hate speech. In addition, they decided that the participat-



ing local groups would be able to use the system to communicate with their own networks. From there, contracts were signed by all nine local groups, who agreed on a peaceful code of conduct and a level of participation in Sisi ni Amani activities – including leading outreach for the phone number in their areas.

Next, the groups began their outreach. Outreach in four key areas – the local University, two bordering rural areas that are hot spots for violence, especially on their border (Mulot and Ololulunga), and Narok Town – has been extremely successful. The community groups took responsibility for their areas and used door-to-door strategies as well as involving key institutions such as churches. In the first three weeks of outreach at the University and two rural areas, the groups managed to bring in over 2,400 subscribers. As they continue outreach in Narok Town this week, the groups are seeing high levels of subscriptions and volunteer participation – from the local groups as well as the University.

Website: To learn more about our progress: [www.sisiniamani.org](http://www.sisiniamani.org). You can also see videos of outreach in Baba Dogo and Korogocho at [www.youtube.com/sisiniamani](http://www.youtube.com/sisiniamani).

### **Collaborative Transitions Africa, Uganda**

Collaborative Transitions Africa addresses the crucial participation gap and the resulting lack of efficacy of many transitional initiatives by supporting innovative, local efforts and ideas.

After many wars and violent conflicts, the past is not adequately addressed. At the same time, perpetrators might return home to live alongside their former victims or victims' surviving family members. A mother might face her daughter's murderer everyday when she collects water, and an orphaned boy might go to school with a classmate who, as a child soldier, massacred his parents. New conflicts emerge and daily life is filled with traumatic experiences.

In such situations, even though guns and bullets may no longer be a daily experience, anger, insecurity, and violence may continue, often for far longer than the war itself lasted. The absence of war is not peace.

CTA has made great strides with its Northern Uganda Remembrance Program (NURP) in 2011. This program uses research and multimedia to support and expand the impact of local leaders that are helping their communities cope and heal after conflict. Through the NURP, CTA and its partner, African Youth Initiative Network (AYINET), are now collaborating with community peace leaders in Alito and Barlonyo, Uganda. They are implementing multimedia-based peace building initiatives based on the needs and vision of local leaders.

The two communities have developed different approaches to peace building: Barlonyo focuses on building skills and holding debates on reintegration and peace building. This includes building multimedia skills, supporting the community drama group, and using radio as a means of expression. Alito focuses on promoting better attitudes, hosting dialogues on key community challenges and receiving guidance from local leaders on how to move forward. This includes radio, newsletters and posters to support a dialogue series in the community.

#### *CTA Projects*

The Mato Oput Project contributed to building sustainable peace following 22 years of civil war in Northern Uganda by filling crucial information and outreach gaps in the local initiatives of survivors to achieve justice and reconciliation in their own communities. The Project was a joint initiative between Collaborative Transitions Africa (CTA) and the Institute of Peace and Strategic Studies (IPSS) at Gulu University in Northern Uganda.

Despite the wealth of knowledge and strong, diverse opinions held by the Northern Ugandan community about the role of Mato Oput in the aftermath of the war, there has been little widely accessible documentation of the practice,



and there were no complete surveys of peoples' opinions about it. The Mato Oput Project sought to fill this information gap by carrying out a wide, comprehensive documentation of Mato Oput. Since its completion in the fall of 2009, the documentation has been used to better understand community opinions about the role of the practice in war-related peace building. Community Perspectives on the Mato Oput Process has been distributed and briefed to academic, local government, and civil society actors. The report is available on the Internal Displacement Monitoring Centre's website.

The Barlonyo Project was an initiative focused on individual, family and community remembrance of one of the largest and most "forgotten" massacres of the Civil War in Northern Uganda. CTA, in collaboration with local cultural leaders and the Justice and Reconciliation Project (JRP), created a photo memory book that tells the story of the Barlonyo community, commemorates survivors' and victims' experiences, and contributes to collective memory and truth-building in a community in which truth is highly contentious and uncertain.

Traditional leaders in Barlonyo distributed the remembrance books after reconciliation or truth-telling activities, and psychosocial counselors used the books during sessions as a storytelling tool. The creative ways in which the remembrance book was used by the Barlonyo community ultimately led to CTA's current Northern Uganda Remembrance Program.

Collaborative Transitions Africa partnered with the African Youth Initiative Network (AYINET) in mid-2010 to begin the Northern Uganda Remembrance Program (NURP). This program builds on CTA's initial success with the Barlonyo memorial book and its long-standing relationship with AYINET.

The Northern Uganda Remembrance Program will strengthen the ongoing peace efforts of community changemakers throughout the war-affected areas of northern Uganda. The program will draw on community information integration, an approach developed by CTA to help community changemakers integrate relevant research and information into their peace efforts, and to adjust existing efforts based on community needs.

This approach grew out of the realization that the groups and individuals in a position to promote survivors' agency following Uganda's war seldom have access to the information and resources they need to translate the community's experience into remembrance and healing efforts. When information is available, it often is not in a meaningful format that relates to the assets and needs of survivors. Finally, survivors and community changemakers may not have the resources they need to integrate information into the community-wide initiatives they want.

CTA is building on the assets of the changemakers by helping them to:

- 1) gain access to research and information on facts of the war, community peace needs and assets, and community narratives;
- 2) ensure their efforts and messages are informed by an understanding of these community narratives, facts and research; and
- 3) take action by developing and integrate information and/or multimedia tools into their peace efforts.

For more information: <http://www.ctafrica.org/>

## New Initiatives

Each year, the Institute begins new initiatives that become part of its regular programming:

### **OSLO SCHOLARS PROGRAM**

The Oslo Scholars Program, an initiative of the Oslo Freedom Forum and the Institute for Global Leadership at Tufts University, seeks to offer undergraduate students who have a demonstrated interest in human rights and international political issues an opportunity to attend the Oslo Freedom Forum and work with some of the world's leading human rights defenders and activists. The Forum, now in its third year, will provide students with invaluable learning opportunities.

In 2011, the Oslo Scholars Program successfully paired three undergraduate students with three speakers of the 2011 Oslo Freedom Forum, and the Program Co-Directors worked to increase the social media presence and effectiveness of the group at the Oslo Freedom Forum.

This summer, the 2011 Oslo Scholars will travel to South India and Canada to complete their research projects and internships, and each student will be required to send in bi-weekly reports and/or blogs while they are at their internship site to reflect on their work, their continued interactions with the speakers, and their internship's broader substantive implications. Durations vary among the internships, though none is less than one month.

#### *2011 Scholars*

Seeking diversity of background, language, and intellectual interests, the Scholars Program, with the help of HRF staff, selected four students as the 2011 Scholars. Three of these students were sent to the Oslo Freedom Forum with one of the program coordinators, and one Scholar will just be participating in the internship component.

Between the four students and coordinator who accompanied the group to Oslo, the Scholars spoke seven languages and represented five countries, three class years, and five fields of study. The intra-group diversity assured that the scholars would take serious interest in the vast majority of Forum themes and speakers, and that a significant number of attendees and speakers would be exposed to IGL students, their ideas, and their contributions to the event as a whole.

#### *2011 Internships*

The Oslo Scholars Program was able to secure two different internships for three students. Details were discussed in Oslo and via email prior to the Forum. The full descriptions of the 2011 internships are here below:

#### *Vasundhara Jolly—Srinagar, Kashmir (working with Justine Hardy)*

Justine Hardy is a British journalist, author, and conflict trauma therapist specializing in South Asia, and the Kashmir region in particular. She is the author of six books, ranging from journeys through Tibet, Hindi film, her time working on an Indian newspaper, the realities of orthodox Islam, and war. Hardy has contributed to the BBC, the Financial Times, The Times, Traveler, and Vanity Fair. Her journalism extends from travel in Europe, India, the United States, and the Caribbean, to book reviews and social affairs reporting. Among other topics, she has written articles on the search for peace and the mental health crisis in Kashmir, and on female activists within Islam. She has also been deeply engaged with human rights and development aid work in the Indian subcontinent for more than a decade.

Healing Kashmir is an organization, founded by Ms. Hardy, which focuses on providing mental health treatment in Kashmir, an area that has been in almost constant conflict since 1989. As an intern with Ms. Hardy, Vasundhara

will spend one month in Srinagar learning about the complex intersection of mental health and conflict and the conditions of mentally ill patients and their access to services in the Valley. She will organize and execute outreach programs that would increase awareness about Healing Kashmir's programming and the ability of local residents to access the program's services. Given the sensitivity of the relevant issues, and the general cultural aversion to discussing mental health and trauma, Healing Kashmir's program assures patients' anonymity in all of their outreach and treatment.

Additionally, Vasundhara will use her time at Healing Kashmir to gain specific insight as to the current state and impact of the insurgency. She hopes to speak to people on a one-on-one basis to understand their experiences of the armed conflict and what kind of resources they envision would help improve their and their families' wellbeing in the face of conflict.

*Patricia Letayf and Garrett Friedman—Toronto, Canada (working with Izzeldin Abuelaish)*

Izzeldin Abuelaish, often referred to as “the Gaza Doctor” in foreign media, is a Palestinian medical doctor and infertility specialist who has dedicated his life to peace in the conflict between Israel and Palestine.

Born and raised in the Jabalia refugee camp in the Gaza Strip, Dr. Abuelaish has become one of the most outspoken, prominent and beloved researchers, educators and public speakers on peace and development in the Middle East. His personal doctrine is that hate is not a response to war; rather, that open communication, understanding and compassion are the tools to bridge the divide between Israeli and Palestinian interests. Dr. Abuelaish believes that the real enemy, in not only Palestinian and Israeli relations but all conflicts, is ignorance, a dehumanization of others, and an inability to understand and communicate with the perceived enemy. He believes the future must have to be about tolerance, dignity, respect and an embracing of universal humanity and interconnectedness.

Dr. Abuelaish has received many awards for his work and activism, including the Stavros Niarchos Prize for Survivorship (2009) and the Mahatma Gandhi Peace Award of Canada. In 2010 he was nominated for the Nobel Peace Prize. Currently, Dr. Abuelaish is an Associate Professor at the Dalla Lana School of Public Health at the University of Toronto, Canada.

This summer, Patricia and Garrett will be researching with Dr. Abuelaish at the University of Toronto and working at his foundation, Daughters for Life. This foundation, established after Dr. Abuelaish published his acclaimed memoir *I Shall Not Hate: A Gaza Doctor's Journey on the Road to Peace and Human Dignity*, provides women in the Middle East with scholarships for education and healthcare in order to offer these women the prospect of earning college degrees from Middle Eastern or Western institutions. At the Foundation, Patricia and Garrett will be setting up a general plan of action with Dr. Abuelaish, reworking the Foundation website, searching for potential schools and colleges for Palestinian and Israeli girls, finding and maintaining contact with donors, and working to establish an international advisory board. Furthermore, both students will be working with Dr. Abuelaish's study, also housed at the University of Toronto, about the meaning of hate and its effects on mental health and well being in the Middle East.

*Nithyaa Venkataramani—Chennai, India*

Vincent Manoharan is the Director of the National Campaign for Dalit Human Rights (NCDHR) based in Delhi, India. NCDHR is the leader in providing information and advocacy on behalf of India's most abused and repressed population, the Dalits. In 2007, Mr. Manoharan and the NCDHR received the Rafto Prize for their efforts in promoting the rights of Dalits and for their assertion that discrimination arising from the caste system violates international human

rights law. Mr. Manoharan is also the Founding Trustee of the Cornerstone Trust, a Dalit rights and advocacy organization based in Chennai, Tamil Nadu, India.

Nithyaa will be spending slightly more than a month in her native Chennai working with Mr. Manoharan's colleagues Rev. Richard Devadoss and Chandra Mohan on improving outreach materials and resource-raising for Cornerstone's work throughout South India. Cornerstone, while based in Chennai, operates in conjunction with other Dalit rights organizations in Kerala, Malayalam, and Andhra Pradesh states.

### *2011 OSLO Freedom Forum*

The 2011 Scholars traveled to Oslo with the Scholars Program coordinator, Mike Niconchuk, and the team spent a total of five days in the city, primarily consumed with Forum activities and/or preparation. Given the IGL's relationship with the HRF/OFF, the Scholars were allowed full access to all Forum events, as well as an invitation to attend and ask questions at the Monday morning press conference.

The OFF staff, particularly Alex Gladstein, Pedro Pizano, and Caitlin Rosengarten, graciously facilitated conversations and



interviews for the Scholars, and all three went out of their way to assure that the Scholars' intellectual and personal curiosities were satisfied throughout the conference. Students were able to spend significant time with Dr. Izzeldin Abuelaish, Vincent Manoharan, Justine Hardy, Marina Nemat, Gilbert Tuhabonye, Lina Ben Mhenni, Maryam al-Khawaja, Amir Ahmad Nasser, Amber Lyon, Fernão Lares Mezquita, George Ayittey, Emil Constantinescu, and Leymah Gbowee.

Throughout the conference, the Oslo Scholars updated their Twitter page and blog, garnering a significant following both internally at the OFF and from among those watching the Forum online internationally.

### *Scholar Bios*

#### **Garrett Friedman**

Garrett Friedman is a rising sophomore at Tufts University studying Biochemistry. The descendant of two Holocaust survivors, Garrett has devoted himself to the fields of human rights and socioeconomic development, combining it with his love for medicine. He is an IGL Synaptic Scholar, an active leader of the Tufts Institute for Global Leadership program BUILD, a collaborative rural development organization working with ex-combatants and resettled refugees in Guatemala, as well as rural communities in Tamil Nadu, India. Garrett has worked for three years in biochemistry, having conducted bronchoalveolar stem cell projects with Harvard and olfactory progenitor cell research at Tufts Medical School. As an Oslo Scholar, Garrett will spend the summer in Toronto, Canada, conducting research under the guidance of Izzeldin Abuelaish, MD, one of this year's Oslo Freedom Forum speakers.

#### **Vasundhara Jolly**

Vasundhara Jolly is a sophomore at Tufts University from New Delhi, India, majoring in international relations with a

special focus on the Middle East and South Asia. She is also a Synaptic Scholar with the Institute for Global Leadership. Synaptic Scholars is a leadership program meant to provide a forum for students to take risks, pursue passions, and challenge assumptions in an intimate, supportive and collaborative environment. It is designed to cultivate a strong sense of accountability and responsibility, while encouraging scholars to enrich the University's intellectual life and programming. With a demonstrated interest in human rights issues, conflict resolution, and peace-building operations, Vasundhara's work as an Oslo Scholar will take her to Srinagar, Kashmir over the summer to work with BBC journalist and author Justine Hardy at mental health and suicide helpline centers that cater to women in conflict zones.

#### Patricia Letayf

Patricia Letayf is a 2011 graduate of Tufts University with a degree in international relations and economics. Although she is originally from Salem, New Hampshire, most of her family resides in Lebanon and Syria. Patricia is deeply interested in issues relating to the Middle East, and at Tufts she co-leads a student think-tank called the New Initiative for Middle East Peace (NIMEP), a group dedicated to dialogue and research on salient topics in the region. Her travels with this group have taken her to Israel, the West Bank, Kuwait, the United Arab Emirates and Iraqi Kurdistan, where she researched topics including the impediments to an Israeli-Lebanese peace, Gulf military cooperation and Kurdish claims to the Kirkuk province. At Tufts Patricia also coordinates a competitive after-school reading program in two elementary schools and tutors math. This summer Patricia will be working in Toronto at Dr. Izzeldin Abuelaish's foundation Daughters for Life.

#### Nithyaa Venkataramani

Nithyaa Venkataramani is a rising junior majoring in International Relations with a focus on Global Health. She is the co-coordinator of the India project of the BUILD Program for Sustainable Development. The India project, started in 2009, works in partnership with local organization Payir and the village of Thottiapatti in Tamil Nadu, India to catalyze change in infrastructure, public health, and economic opportunity. She also currently works as a part of the pilot team of Saathi, which aims to bring a small-scale manufacturing capacity to women throughout rural parts of India to produce sanitary pads from local waste banana fiber and sell and distribute within their communities. She intends to eventually earn a degree in both public health and medicine after graduation, with a specific focus on social inequalities and unrepresented populations around the world.

### **PROGRAM ON NARRATIVE AND DOCUMENTARY PRACTICE**

The Institute for Global leadership's newest program, the Program for Narrative and Documentary Practice (PNDP), started this year with the mission to prepare students to seek out and understand important global and national issues, and communicate them in a compelling way using visual, written and oral narrative techniques. In its inaugural semester, PNDP ran three major programs out of its newly renovated studio space at 550 Boston Avenue: an Independent Study Seminar, a Lecture Series, and a documentary photography workshop in Southern Arizona.





The Program's founding director is award-winning photojournalist Gary Knight. For the past 20 years, Knight has covered many of the world's significant current affairs stories, including over 20 wars and many human rights issues, health care stories and natural disasters. He has worked in over 90 countries on every continent for the world's leading media organizations, including Newsweek magazine for which he worked for ten years as a contract photographer. His work has been widely published by magazines all over the world, exhibited globally, and is in the collections of Museums worldwide. He has been the recipient of numerous high profile international awards.

After pioneering the launch of the VII Photo Agency in September 2001, Knight followed the development of events in Iraq, Pakistan and Afghanistan. He was one of only a few non-embedded photographers covering the invasion of Iraq alongside the U.S. Marines. Within three years of its founding, VII was named the third most important entity in Photography by American Photo Magazine. Knight is very engaged in educational outreach and has initiated a broad education program with Universities and NGO's worldwide, principally focused on educating emerging photographers from developing economies. In 2009-10, Gary Knight was a Nieman Fellow at Harvard University.

He is joined by IGL alumnus Samuel James, who is PNDP's program coordinator. James holds a degree in political science from and studied photography at the School of the Museum of Fine Arts, Boston. Since 2007, he has been working on an extensive documentary engagement with Nigeria, Africa's most populous and largest oil-producing nation. He is the inaugural recipient of the Exposure Alexandra Boulat Award for Photojournalism, with which he continued exploring the realm of Area Boys in Lagos. He has worked as a Student Research Fellow of the Social and Economic Rights Action Center (SERAC) in Lagos. While at Tufts, he was selected into the inaugural group of Institute for Global Leadership Synaptic Scholars and was a member of the photojournalism and human rights group Exposure.

### *Independent Study Seminar*

The Independent Study Seminar, run through the Ex-college as a full-credit course, comprised eleven Tufts undergraduate students, each pursuing his or her own independent narrative documentary project over the course of the semester under the guidance of Gary Knight. Student projects employed investigative, historical, biographical and autobiographical storytelling styles to capture and convey a variety of social, economic and political issues as well as contemporary memory, life, and culture in the greater Boston area. Student projects addressed issues such as Chinese and Puerto Rican immigrant communities in Boston's South End, the Somerville Boy Scouts, daily living in South Boston's Mary McCormack Homes, as well as race, gender and health issues on the Tufts campus and the greater Boston area. Final



projects combined photography, writing, video and audio. Gary Knight guided students on the visual aspect of the stories, and guest writers Peter Maass and Beth Macy guided the written portion of their work.

Peter Maass, writer for the *New York Times Magazine* and author of *Crude World* and *Love Thy Neighbor*, came to the seminar to discuss the craft of writing narrative journalism. He also discussed his recent *New Yorker* article, “The Toppling” which analyzed the iconic toppling of the statue of Saddam as an example the modern phenomenon of the media “creating events in the battlefield, as opposed to repackaging real ones after the fact.”

Beth Macy, writer for *The Roanoke Times* and 2010 Neiman Fellow, came at the conclusion of the Seminar to give a two-day writing workshop. In the workshop, Macy conducted a series of writing exercises and discussions aimed at teaching skills in discovering and pursuing stories. She emphasized the practice of observation, reporting and asking questions while also encouraging each student to cultivate his or her own writing voice. She also focused a portion of her workshop on writing to photographs, working with each student individually to refine the written portion of his or her semester projects. Macy, who specializes in reporting the issue of immigration, spent the second day of the workshop helping students think about how to approach the issue of immigration in words and images. This was in preparation for the Program’s ten-day documentary photographic workshop, held in Southern Arizona over the summer.

#### *Lecture Series*

In addition to the Independent Study Seminar, the Program organized a series of public lectures, discussions, and screenings for the campus and the general public. Many of the lectures were public but were also collectively organized under the Ex-college course, *The Concerned Photographer*, through which 30 students received a half-credit for attending and participating in all of the lectures.

The first lecture was given by PNDP founder Gary Knight, who presented his 20-year career as a photojournalist, specifically highlighting bodies of work from Kosovo (*Evidence*), India (“Amongst the Poor”), and the US-led invasion of Iraq (“The Bridge”).

The second lecture was given by two-time Pulitzer Prize-winning foreign correspondent and investigative reporter for *The New York Times*, David Rohde. Rohde discussed his recent book, *A Rope and a Prayer*, which details his experience being kidnapped by the Taliban. He also discussed more broadly the challenges journalists face reporting conflict in the 21st century.

VII Network photographer and filmmaker Jessica Dimmock gave the third lecture. Dimmock presented work from her book, *The Ninth Floor*—an in depth immersion into the world of heroin addicts in New York City—and discussed with students various personal and practical issues of intimacy, access and agency while working with vulnerable populations. She also showed clips from her recent film, *Without*, and discussed the practice of pursuing diverse types of narrative work in fiction and non-fiction in both film and photography.



VII Photo Agency co-founder and National Geographic contract photographer John Stanmeyer gave the fourth lecture. Stanmeyer presented work from several long-term projects completed for National Geographic magazine, including one on volcano culture in Indonesia and another on global food security. Stanmeyer detailed the process and craft of researching, planning and pursuing long-term magazine assignments about large scale, global issues.

For the fifth lecture, media entrepreneur and cameraman Vaughan Smith presented work from his career as a cameraman covering conflict in Afghanistan, Bosnia and Iraq. He also discussed his role in the founding of the Frontline Club and hosting Wikileaks' founder Julian Assange at his home. His lecture to students at the Program buttressed his talk at the IGL panel "A World of Wikileaks: Secrecy and Access in a Democratic Society."

Photographer Gary Knight delivered the sixth lecture, in which he presented and compared the work of five photographers who covered the American wars in Vietnam and Indochina: David Douglas Duncan, Horst Faas, Larry Burrows, Don McCullin and Philip Jones Griffiths. His lecture analyzed each photographer's distinct worldview and mission and examined how each of them communicated his point of view through images.

The seventh lecture was given by VII photographer Marcus Bleasdale, who presented his long-term work on the Democratic Republic of the Congo, *The Rape of A Nation*. After screening the MediaStorm production of this work, Bleasdale discussed not only the practice of crafting compelling visual narratives, but also his role as both a journalist and activist and how he navigates the blurry line between the two. He showed his work with organizations such as Human Rights Watch and ICRC and discussed his efforts to present his work to high profile Western bankers with the intention of encouraging them to divest from exploitive extractive industries in the DRC.

Boston-based and former Globe photographer Dominic Chavez gave the final lecture, discussing with students how he built a career pursuing long-term, socially concerned documentary projects outside the mainstream media.

#### *Workshop: Arizona*

From May 24-June 2, 2011, the Program brought seven students and two teaching assistants to Tucson, Arizona, to put into practice the skills they learned during the Seminar. This ten-day documentary workshop immediately followed the Independent Study Seminar and offered students the opportunity to individually pursue a story about immigration and the Arizona/Mexico border under the close guidance of Knight. The group was based in Tucson with students pursuing stories throughout Southern Arizona. The Museum of Contemporary Art, Tucson and students and faculty of the University of Arizona School of Journalism collaborated with the Program as research partners for the workshop. Each Tufts student also was paired with a journalism student from the University of Arizona to pursue his or her individual stories. Students photographed and reported stories about US border security, migrant laborers in the United States, the border fence running through the Tohono O'odham Nation reservation, Arizona ranchers, and Central American immigrants living in Mexico.



photo by Amy Connors

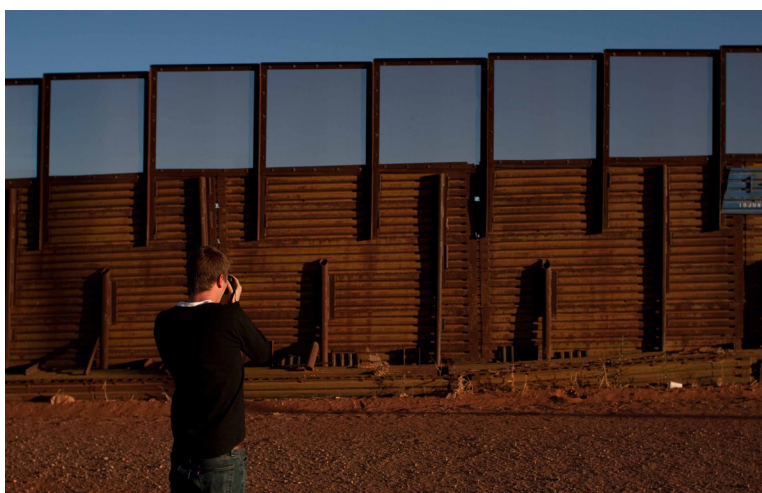


photo by Adam Levy



### *The American Survey*

The student work from both the Independent Study Seminar and the workshop is part of the Program's long-term initiative called The American Survey, which seeks to serve as a living public archive that documents American Society. The Survey emphasizes the historical context and value of the work produced at the Program. The Survey also serves as a means to explore collaborative projects that enable a direct line of communication between audiences and the people being documented, using such techniques as relying on the subjects' own voices to narrate their own stories.

### **SOLAR FOR GAZA AND SDEROT PROJECT**

Solar for Gaza and Sderot (S4GS) is a new initiative of the Arava Institute for Environmental Studies in Israel, the Institute for Global Leadership at Tufts University in Massachusetts, and the Program for Sustainable Spatial Development at the Institute of Architecture and Planning at University Liechtenstein, where the initial concept originated and substantial early academic explorations were performed under the guidance of former IGL INSPIRE Fellow Peter Droege.

The Liechtenstein graduate students presented a vision for a 100 percent renewable energy-based Gaza and wider region as a precondition for sustainable peace, security, resilience and essential wealth. S4GS was also conceived of as a project of "Climate for Peace," a call for the cessation of armed conflict to mobilize all resources to address climate change.

Through a partnership with the Institute for Global Leadership at Tufts University and the Arava Institute for Environmental Studies, S4GS evolved to its current form. At the 2009 and 2010 Engineers Without Borders-International conferences on "Sustainable Engineering in the Eastern Mediterranean," Tufts students shared the S4GS project concept, developed key professional relationships – including with AIES alumni – and refined the project objectives and strategies.

The Arava Institute, with the ideal institutional and educational framework for S4GS, as well as the social, environmental and political sensibilities, hosted the first S4GS intern – IGL alumna Hannah Flamm – and enacted the initial workshop this January.

From January 11 to 13, 2011, over fifteen energy and environment experts from the academic, non-profit and private sectors in Israel, Palestine, the United States and Europe convened at the Arava Institute for the initial workshop of the Solar for Gaza and Sderot (S4GS) project. The workshop, "Exploring the Role of Renewable Energy in Addressing Humanitarian Concerns," was distinctive for enabling residents of Gaza and the Israeli border region to meet.



The workshop facilitated discussion, networking and planning among potential partners for future research, academic programs, technical trainings and applied, small-scale projects focused on addressing the humanitarian and energy crises in the Gaza Strip and contributing to a more sustainable, peaceful cross-border region.

While the current political situation creates formidable challenges for the implementation of joint academic, research or applied projects, the workshop was a significant, first step toward understanding their potential and feasibility and toward introducing potential partners that might pursue these efforts.

The workshop was organized with the integral support of the Merrin Family Fund and the Israeli Ministry of Regional Cooperation.

The first five panels and presentations explored the current conditions in the Gaza Strip and Israeli border region; potential roles for renewable energy in achieving better living conditions in Gaza; threats of non-renewable energy and climate change to the region; the state of the Palestinian energy sector; and the value and feasibility of cross-border, civil society cooperation. The last session, facilitated by two students of the Institute for Global Leadership at Tufts University, resulted in a set of next steps, long-term objectives and potential joint projects, including: to provide a Gazan clinic with solar power; to build household solar desalination applications; and to bring Gazan students to the Arava Institute.



The workshop also included a tour of local renewable energy initiatives in the southern Arava as well as evening discussions on conditions in Gaza and the Israeli border region with Institute staff and students and members of Kibbutz Ketura.

Enacting the initial workshop was not a simple task. In fact, part of its value was in determining if it could be done – in large part because a workshop would entail finding Gazans willing to take personal and professional risks to attend and then acquiring permits for them to enter Israel.

While researching the energy and humanitarian situation in the Gaza Strip and conditions in the Israeli border region, the Flamm emailed a number of the energy, environmental and humanitarian oriented professors and leaders from non-profits and international organizations in Gaza, the West Bank and Israel. She spoke and emailed with many Palestinians and Israelis. Many were disinclined to participate in the project “until political circumstances made such work cooperative work acceptable.” But a comparable number was interested in hearing more, attending a workshop if it happened or staying abreast of the project’s developments for the future.

After meetings with the leaders of the Sderot-based organization “Other Voice” and the Israel-Palestine Center for Research and Information, it became clear that, at least under certain conditions, it was possible to acquire permits for Gazans to enter Israel for a conference, seminar or workshop. With the significant diligence, determination and patience of the Arava Institute’s staff who works on acquiring permits and visas for Institute students, staff and guests, and after a key meeting with the Brigadier General at the Erez Army Base, the Institute was granted three of the five permits requested days before the workshop was to begin.

Even after the last workshop preparations were made – guest rooms and classroom reserved, meals and refreshments arranged, PowerPoint presentations downloaded – and even as the Israeli, international and West Bank Palestinians were driving south to Ketura the day of the workshop, it remained uncertain if the Gazans would arrive. There was the question of their successfully crossing the Hamas checkpoint before reaching the Israeli one. Then Erez Crossing closed that morning – for only an hour, as it turned out.

The workshop was a preliminary step, but a critical one in exploring the feasibility and potential of engaging professionals and institutions in Gaza and internationally in cooperative renewable energy-based work today. It was a use-

ful step in building a contacts database and developing relationships with individuals interested in future work with the Arava Institute on energy, environment and peace-building initiatives related to Gaza and the Israeli border region. The workshop was a necessary first step in advancing the goals and tentative on-the-ground and academic projects of S4GS.



The objectives and nature of the S4GS project coincide with those of the Arava Institute: to bring together and to train environmental leaders in the region with a vision for easing political tensions, however indirectly in this case, and enabling or enhancing meaningful, mutually beneficial cooperation among would-be colleagues across political borders. In fact, one of the long-term hopes is that S4GS will be an avenue to bring Palestinians from Gaza to the Arava Institute as students, as they were in the 1990s.

### *Workshop Outcomes*

The initial S4GS workshop facilitated discussion, networking and planning among potential partners for future projects and trainings, joint research and academic programs focused on addressing the humanitarian and energy crises in the Gaza Strip and contributing to a more sustainable, peaceful cross-border region through the use of renewable energy. The following possible plans and next steps were explored.

#### I. Small-scale, humanitarian renewable energy-based projects and trainings

As a potential first project under the S4GS umbrella, workshop participants discussed building a modest, renewable energy installation at a humanitarian facility, such as solar panels on the roof of a medical clinic, hospital or school in the Gaza Strip. In the long term, a collection of these projects would aim to contribute to greater energy independence for Gaza while satisfying urgent, emergency needs. In the process of enacting such a project, Gazan students and graduates, as well as established professionals, could participate in technical training workshops to prepare for the project and its maintenance – simultaneously gaining knowledge and experience in the renewable energy field.

It was noted that multiple project tracks should be pursued in parallel, given the complexities, delays and political difficulties anticipated in advancing any particular effort. Another potential project discussed was installation of small-scale, solar-powered desalination units at the household level to address the significant problem of high salinity in the public water supply. If families could treat their own water, it would reduce the burden of buying potable water from vendors and would enable families that cannot afford water filters greater access to good water as well.

Other projects mentioned included:

- Solar ovens to evaporate and condense water
- Ceramic filters for water purification
- Bio-digesters to produce energy and take care of waste
- Treating sludge for biogas
- Solar energy and biogas as an alternative to generators, which present risk of injury
- Rain drainage project
- Wastewater management project

#### II. Primary Coordinators and Roles

Workshop participants from Gaza intend on coordinating with potential partners in Gaza – at universities, UNRWA and other international organizations – who may be interested in working on various aspects of the possible projects.

Workshop participants from Gaza intend on coordinating with S4GS participants from outside Gaza as well, such as COMET-ME, who will cooperate on the renewable energy-based projects and trainings.

In addition to serving in this coordination role among S4GS partners and new partners in Gaza, the workshop participants from Gaza, in partnership with colleagues who are experts in this field, intend to take on the key responsibility of surveying and defining needs and determining the feasibility of project types and sites.

COMET-ME and the Arava Institute intend to be the main counterparts to the Gazan side in developing trainings for the projects and providing various types of support to enable the projects. Once the needs, site, feasibility and partner organization issues are explored, COMET-ME and the Arava Institute would help to design the project from a technical standpoint, would develop the training program and would offer support throughout the process of design to project installation.

In the meantime, COMET-ME is exploring how materials and equipment for projects and trainings may be imported to Gaza. COMET-ME is exploring funding options as well.

Applied research on renewable energy capacity in Gaza and the region

Workshop participants discussed pursuing research in Gaza and the Israeli border region on renewable energy – research that would have practical applications and would contribute to potential future S4GS projects.

A first research effort could be the University of Liechtenstein's proposed a quantitative renewable energy capacity assessment, wrapped into qualitative research on economic and social regeneration opportunities, for Gaza and the surrounding region. The purpose of this study would be first, to understand Gaza's present energy needs and expected future consumption scenarios; and second, to develop a realistic strategy for regional energy autonomy that displaces fossil fuels with locally sourced renewable energy.

III. Graduate-level, joint academic study at the Arava Institute or other university

After a presentation on the Arava Institute's academic program and interest in having Gazan students and Israeli students from the border region study at the Institute together in the future, workshop participants discussed their interest in creating or sending their students to a graduate-level program in renewable energy offered to a mixed body of students. Such a program would be intended to give students the skill set to implement renewable energy-based projects in their respective communities and, should they choose, to engage in leadership roles in future projects under the S4GS umbrella. This program would serve as an opportunity for Palestinian and Israeli students to meet one another as people and as students of the same field, as well.

The Arava Institute is considering how to develop an affiliation with a foreign university for granting degrees so that Palestinian students would not receive a degree only from an Israeli institution.

As it is currently impossible for Gazans to enter Israel for a semester of study, workshop participants discussed the idea of online courses or seminars hosted by a foreign university with Palestinian and Israeli students and students from outside the region participating. Such a class could become part of the graduate program mentioned above. In addition, the online forum might provide an appropriate way to offer trainings.

The Institute was able to send two students -- senior and Synaptic Scholar Charles Cushing and junior Adrian Dahlin -- to assist with the workshop. Cushing's reflection follows.

*Before fall 2010, my knowledge of the Arab-Israeli conflict was close to nil. I couldn't point to the Gaza strip on a map. After having spent the last five years focused on East Asia, initiating study of the Middle East felt like opening a Pandora's Box of new languages, unfamiliar cultures, and notoriously complicated historical and political issues.*

*In the fall, however, I was suddenly confronted at every turn with Middle Eastern issues—and in particular, with Israel and Palestine. Friends returning from abroad gave me my preliminary education on the history and key inflection points of the conflict. Speakers and lectures filled in more details. Then, in October, Tufts graduate and fellow Synaptic Scholar Hannah Flamm sent out a message requesting assistance with the Solar 4 Gaza and Sderot (S4GS) project.*

*The timing of Hannah's announcement could not have been more perfect. Energy had always been a focus for me at Tufts: I had spent most of my time the past year running the Tufts Energy Forum (TEF) and the Tufts Energy Conference (TEC); the past summer, I had seen the business side of energy while working at demand response company EnerNOC. Yet I was getting tired of the cerebral side of energy. I had just put down an energy-related economics thesis, and had relinquished my positions within TEF and TEC. I was looking for a project that would solve a more pressing need. I found that project in S4GS. A few emails later, and I was officially on board.*

*I spent the beginning of fall semester educating myself as much as possible about the issues of Gazan energy. The facts were startling. Ongoing Israeli military operations in Gaza since 2006 had crippled the Gazan energy infrastructure. Air strikes repeatedly targeted and disabled various parts of Gaza's only power station, such that it could only provide about 25 percent of Gaza's electrical power. (The rest of Gaza's electricity was imported from Israeli and Egyptian feed-in electricity lines.) Operation Cast Lead alone dealt about \$10.5 million in damages to the Gaza electrical network; and though organizations such as the EU and the World Bank have stepped into cover some of the repair costs, the electric infrastructure remains unstable and deplete of the parts and materials needed to repair and maintain it.*

*Supplies of cooking, automotive and generation fuel had all been interrupted by the restrictions of the Israeli blockade of Gaza, and as a result had become very expensive and difficult to obtain. Thus, electric power—while expensive, and only available intermittently in most parts of the region—had become the preferred source of energy for most domestic needs, including cooking.*

*While the available energy supply in Gaza had been severely reduced in the last half-decade, it had also been met by a drop in demand, as Gaza's industrial and agricultural sectors faltered in production. For the average Gazan civilian this lack of available energy was, and continues to be, a core part of the ongoing humanitarian crisis. Light for studying after dark, pumps for water, refrigerators for food, medical units for hospital patients, machines for businesses, stovetops for homes and restaurants—all of these things require energy that is all too scarce in the Gaza strip.*

#### *Kibbutz Ketura*

*I took the bus from Tel Aviv to Kibbutz Ketura. I slept for most of the ride, opening my eyes just in time to see signs for the Arava Institute brush past. I stepped off the bus onto the side of the desert highway.*

*The Kibbutz is a working farm: a dairy farm and ranch reside within the barbed-wire perimeter of the compound, and an expansive orchard of date trees stands across the street.*

*Here, the real work began. I met up with my fellow Tufts students Hannah Flamm and Adrian Dahlin, and Tareq Abuhamed, the director of the Center for Renewable Energy and Energy Conservation at the Arava Institute. For the next two days we literally worked around the clock to prepare for the upcoming workshop, writing documents, touching up bios and tweaking logistics.*

Finally, on Tuesday, January 11, the main event began. Our guests trickled in over the course of the morning. All but one of our Palestinian delegates was able to cross the border into Israel; another had to return home soon after arrival when his father fell ill.

The bulk of the three-day workshop was spent in topical panels on subjects ranging from the general (an overview of the climate crisis) to the specific (the finer details of the water and energy situation in Gaza). Each panel was led by the attendees with the most expertise in the field being discussed.

It quickly became clear, however, that the panels were simply a vehicle to deliver true value of the conference—connections between our gathering of workshop participants.[1]

The first interesting thing I noted was the amount of trust building that needed to take place before any sort of dialogue could begin. I had naively taken it for granted that the workshop participants would be able to put aside their national differences for the good of the workshop's humanitarian ideal; and indeed, all of the Israeli and Palestinian representatives were extraordinarily open-minded and mutually sympathetic. Nonetheless, many of the participants seemed wary of each other for the first few hours, and several prefaced their presentations with discussions of trust and trust building.

For its part, the Arava Institute has an extraordinary legacy as a place of dialogue and healing. All students at Arava are required to take a weekly seminar called PELS (Peace-Building and Environmental Leadership), during which a facilitator prompts discussion on a range of issues—many of them extremely sensitive and controversial amongst Arava's Israeli, American, European, Palestinian, Jordanian and Egyptian students. The students who have undergone this program all have the same initial reaction to it: it is difficult, and tiring, and sometimes bitter and divisive. Yet because they are also forced to eat meals, attend classes and socialize with their classmates, the costs of avoiding or ignoring the conflicts raised in PELS are simply too high. The students are forced, instead, to truly settle their differences; they are forced to understand each other.

The results of a PELS education became immediately obvious when I began talking to the Arava students. Their responses to my questions were always direct, even-handed and informed; and their questions to me and others walked the razors edge of sensitivity and incisiveness. One memorable exchange came near the end of the S4GS workshop. I had just spent two days with the workshop participants, and thought I had gotten to know several of them reasonably well. Then, in the span of a 20-minute exchange, a young American student was able to connect so profoundly with one Palestinian representative that he opened up his incredible life history to her—soldiering from the age of 16, being tortured, interrogated and imprisoned a dozen times throughout his life, and even having to engineer the mass graves for hundreds of his fallen countrymen.

After the conference, on a long bus ride to Jerusalem, I happened to sit next to the Associate Director of the Arava Institute, Miriam Sharton. In our conversation, she unfolded the origins of the program. Initially, she and the other co-founders of Arava had intended it to be agnostic to any non-environmental issues. Politics, culture and social issues were simply not discussed. This achieved part of their intended objective, as confrontations between students were indeed rare. But when conflicts did occur, they were explosive and acrimonious outpourings of pent-up tension. This came to a head at a party one night, as a dispute about whether to listen to Arab or Israeli music resulted in the stereo being smashed.

The music incident was a wake-up call for the Arava staff to change their policies. The differences between the students could not just be ignored; they needed to be addressed. PELS began as a pressure release valve for inter-student tension; today it is at the core of Arava's ideology, alongside its environmental aims. Neither piece could work without the other—PELS helps students learn and get along with one another at school; yet if it were not set within the context of Arava's residential educational program, PELS would not be effective.

*With Arava as the stage for the S4GS workshop, whatever initial tensions existed between the workshop participants seemed to dissipate quickly. The panels themselves were interesting, but the true joy came in watching everyone interact during the meals and coffee breaks. It was clear that many of participants were actually becoming friends. People began going for walks together, smoking together, including each other more in their conversations. At the beginning of the workshop, it seemed like most of the discussions I overheard were either in Arabic or Hebrew; by the end, mixed groups meant most conversations were in English. Discussions were sometimes heated, but the earnestness with which every person present wished to improve lives in Gaza was overwhelmingly apparent.*

*Even amongst those Israeli participants who had devoted their careers to understanding Gaza, there was an intense thirst for knowledge of life on the ground. Whenever they presented, Gazan participants could barely speak quickly enough to keep up with the questions being fired at them. Through these discussions, several things became clear: First, the idea of “Solar for Gaza” began to sound extremely simplistic. The extreme stricture of the blockade made any large-scale solar development highly improbable. Moreover, there were even more pressing problems: The wars of the past half-decade had crippled most of Gaza’s water-processing facilities, and sewage contaminated much of the region’s limited supply of clean water. Agriculture had faltered. “Legal” business had become nearly impossible, as almost all inflow of material came through tunnels into Egypt. Many schools and hospitals were barely functional.*

*Throughout the Gazans’ narrative, however, was a pervasive hope. Without exception, each Gazan participant exposed a bit of his image of the future: a dream for a new, carbon-neutral expansion to the University of Palestine campus; a vision of restored water architecture, and lush irrigated farmland where it had used to exist; a day when business and commerce could thrive once again.*

*The Israeli delegates were also extraordinary both in their capabilities and temperament, their outpouring of support was equally moving.*

*The conference concluded with a “Strategy Session” to examine the future of S4GS, and to attempt to establish tangible, short-term goals. We left the room with the inception of a project: a small solar installation to be put on the roof of a school or hospital in Gazan. The Gazan delegation agreed to recruit students to help the cause, and to scout out locations; the Israelis promised to procure materials, supply training, and investigate ways of importing the materials into Gaza.*

*I knew the challenges would be fierce, and acknowledged (as did most of the participants) that this particular project had a high likelihood of failure due to the utter intractability of Israel-Gaza relations. Yet I was satisfied in knowing at least by my own standards, the S4GS workshop was a success. We had brought together a group of like-minded activists who otherwise would never have met, and gave them a platform upon which to build trust and friendship. Without this initial trust, no other progress could be made.*

#### *The Susya Biogas Project*

*The day after the workshop concluded, Adrian and I boarded a bus for Be’er Sheva. We were met there by Ya’ir Teller, the head coordinator of Arava’s Biogas Projects. Ya’ir’s parents were American, but he had lived in Israel his whole life, and was fluent in English, Hebrew and Arabic. He had dreadlocks down to the middle of his back, and his charismatic van was adorned with flower stickers on the steering wheel and a Hawaiian lei hanging over the mirror.*

*We turned onto Highway 60, and passed through the Israeli checkpoint into the West Bank. “Grow your Rasta, and they don’t look twice at you,” Ya’ir advised. We skirted the Green Line, the wall of a pine forest that demarks the fringe of the*

Israeli territory. The rest of the landscape looked like the surface of the moon—dry and barren.

As we drove, Ya'ir spoke. “This land has been occupied by so many people over the centuries,” he said. “Israelis and Palestinians claiming their ancestors had been on this land are both right.” This section of Highway 60, Ya'ir explained, was part of what used to be known as the “Route of the Patriarchs,” and was the main thoroughfare for trading and transport between Syria and Egypt. Hundreds of settlers from many nations had called it home over the years.

Ya'ir continued on about the circularity of the fighting: the entire conflict was fueled by an ethos of tit-for-tat recompense that initiated with a conflict so ancient that it was impossible to verify which side transgressed first.

A unilateral act of magnanimousness might, at the right time, might have ended the conflict, he said. Israel had missed its big opportunity in 1948. Instead of relegating them to non-citizenship, proto-Israel should have issued Israeli passports to all Arabs residing in the territory, and afforded them the same services—electrification, water, irrigation—as they did their citizens. It is difficult to complain about injustice, he said, when you are well-housed and well-fed.

Whether or not this would have been a viable way of stemming the conflict, the realities of life at the fringe for one Palestinian family were evident when we arrived in Susya. Several black- and khaki-colored tents sat clustered in a dimple in the desert, beside a stand of olive trees. Although the sun was shining brightly, the air was cold, and there was a chilling wind. Goats bleated loudly from a stone pen on the cusp of the hill.

As we pulled in, the family who lived here came up to help us unload supplies from the van. There was a husband and wife, a young child and his grandmother. A few other people had also showed up to help. Arava is extremely careful to ensure that all of its field projects are driven by the people they are supposed to be serving.

Our task for the day was to complete construction of a biodigester. The type of biodigester we would be building took graywater and manure as inputs and, through anaerobic bacterial digestion in a chamber, created flammable methane gas for cooking and light. The effluent also could be drained and used as fertilizer for trees and vegetable plants.



Ya'ir quickly put us to work. We cleaned the sharp edges off of a cement-block containment structure that would house a large PVC bag for effluent. Then, there was a colossal group effort to ram several thick pieces of PVC piping into the PVC bag. We broke for lunch a few hours later. The men ate together in one tent, sipping hot tea out of thimble-sized glass cups and swabbing freshly-baked flatbread through containers of hummus.

In the afternoon, we connected the final pipe in the biodigester, and it was time to give it a test-run. A massive black drum, six feet wide and perhaps 10 feet tall, needed to be mostly filled with water. Adrian and I spent the next few hours taking turns drawing buckets of water out of a deep well and pouring it into a siphon that we connected to the biodigester's graywater input.

Just as the sun was setting, disaster struck. With hundreds of pounds of water behind it, one of the PVC pipes we had wrestled with all morning had popped out of place, and manure-saturated water began flooding the cement contain-



ment structure. All of us—including grandma—dived into the muck to try to stanch the flow. After a 20-minute struggle, we were coated with sweat and stinking water, but the leak had been plugged. With light slipping away, we had to stop for the day.

The frustration of this setback was compounded by a single glance to the horizon—running not 200 feet past this family’s encampment was an above-ground electrical line. Beyond this was its destination—the fully electrified city of Yata, just a few miles away. This family was literally bypassed by the electricity that could give them light for reading, heat for cooking, a pump for their well, and refrigeration for their food. It all seemed infuriatingly unjust.

On the bus back to Arava, Adrian and I reflected on the day. I found it difficult to read my own feelings, and difficult to trust them. On one hand, I felt unsatisfied. One day of work was not enough to really learn anything—about the technicalities of biodigesters, about the history of the area, and about the people with whom I was working. The language barrier between the family and myself was particularly frustrating—for the first time in my life, I truly wished I knew Arabic. I enjoyed the experience of working hard, out in the open—but I knew I might feel differently if that day was my every day, and if I didn’t have a hot shower and warm bed to return to.

On the other hand, I did find one thought that I could put some faith in—this was a new way for me to engage my love of energy. Throughout the day, I found myself wishing I knew more about how to improve biodigester design, hoping I could stay to collect data, wondering what other cheap and innovative energy solutions might exist out there. The work of organizations like Arava and COMET-ME is needed all over the world; and I have a feeling that one day, this type of work might be my calling.

On the plane ride home, I had time to reflect. The first startling realization in my mind was that this trip had become about something other than energy; that is, whatever I had learned about energy had been completely engulfed by my other experiences. I felt like I had peeled back the corner of the page of a thick book, and was trying to make sense of the fragments of text that I could see. I knew I could not simply write a report of the workshop, as I had originally planned. I decided to wait, and let my thoughts gestate.

I was glad that I did. The first weekend after my return, I ended up sitting next to two American Jews on a plane flight to Florida. The most talkative of the pair had lived and worked on a Kibbutz for many years, and learned Hebrew from working in an Israeli restaurant in the United States. Most of my encounters in Israel had been with liberals, or maybe moderates; these were the first people I had met who professed a belief that Palestine did not deserve statehood. They made some very compelling arguments, and by the end of the flight, my mind was churning once again.

This conversation set the precedent for an entire semester of intimate discussions, chance encounters and thought-provoking presentations that would continue to shape and re-shape my interpretation of my Israel experience. Even having acknowledged the complexity of what I had seen and learned during my brief time in Israel, it was these experiences back home that inoculated me against my own tendency to streamline and oversimplify my memories. These were the experiences that kept the paradoxes alive in my mind.

As of now, I am still processing what I saw, learned and experienced that week in Israel. One day, after many more conversations, more readings, more travels, perhaps I will be able to peel back that corner of the book even further. After that, I may be able to read a whole page, and after that, maybe several pages, or a chapter. I will never understand the whole book—I don’t think anyone can.

### **GERALD R. GILL ORAL HISTORY PRIZE**

This year, the Institute began a new research prize to honor the legacy and memory of Gerald Gill, a longtime friend of the Institute and a professor of American history at Tufts University. The Gerald R. Gill Oral History Prize is a competitive prize focusing on incorporating oral histories into their research projects.

Professor of History Jeanne Penvenne wrote of Gerald: “A scholar of twentieth century African-American history, Gerald Gill was Tufts University’s most honored and distinguished teacher. In both 1995 and 1999, the Carnegie Foundation for the Advancement of Teaching and the Council for Advancement and Support of Education named Gill Massachusetts College Professor of the Year. He swept all of Tufts University’s teaching and service awards. He was the inaugural recipient of many such awards and because his standard was so high, his colleagues joked that he simply should have held all the awards ‘in perpetuity.’ Among his many teaching and advising honors, he was the inaugural winner of Tufts Community Senate’s Professor of the Year Award (1999), the Lerman-Neubauer Prize for Outstanding Teaching and Advising (1998), and the Distinguished Service Award (2000).

Since joining the Tufts History Department in 1980, Gill taught and mentored thousands of students. He was Associate Professor of History and a founding and core faculty member in American Studies and Peace and Justice Studies. His courses in African-American history, the Civil Rights Movement, and most recently Sports in American History always filled to capacity. Students were always impressed by the breadth of his knowledge, the creativity of his assignments, and his capacity to make the past come alive for them. Gill cared for his students as individuals. Never forgetting his students’ names, he would, over the years, also learn the names of his students’ partners and children. Students and colleagues quickly realized that he asked how they were doing, because he really wanted to know.

Professor Gill’s generosity and accessibility as a teacher and scholar carried beyond his classroom and into the Tufts and greater Boston community. He was a frequent speaker and interpreter of African American history and culture in the greater Boston area, appearing frequently on Boston area public radio and television. Since 1988, Gill served as a consultant for many WGBH and Blackside Inc. productions, including ‘The American Experience,’ ‘Africans in America,’ ‘This Far by Faith,’ ‘I’ll Make me a World’ and ‘Eyes on the Prize.’ He was strongly committed to helping teachers in elementary and secondary schools improve their curriculum and teaching of African-American and twentieth century America history topics. Despite a heavy teaching and advising load he unfailingly led workshops and seminars with public school teachers.”

IGL Director Sherman Teichman had co-taught an Experimental College course with Gill on “1968.”

Senior Michael Kremer received the first Gill Oral History Prize in the fall for his senior thesis research on “The Diversity Visa Lottery: A Study Linking Immigration Politics to Immigrant Characteristics and Experiences.”

His abstract of his research states: “Every year, 50,000 immigrants obtain Legal Permanent Residency (LPR) in the United States through a program called the Diversity Visa (DV) Lottery. The sole eligibility requirement is that applicants hold a high school degree or have a job that requires at least two years of training, and the lottery is only open to natives of countries that have sent fewer than 50,000 migrants to the U.S. in the past five years. This thesis seeks to contextualize the DV Lottery in the overall scope of U.S. immigration policy and inform the political debate in Congress over the program. Analysis of data from Princeton University’s “New Immigrant Survey” shows that, relative to other legal immigrants, DV migrants are younger, more educated, and more likely to speak English well. Six to eighteen months after obtaining LPR, however, they are slightly less likely to be employed than other legal immigrants. That discrepancy between DV migrants’ educational backgrounds and likelihood of employment is primarily due to their relative lack of experience in the U.S. Whereas approximately half of all legal immigrants spend time in the U.S.

on nonimmigrant visas before obtaining LPR, less than ten percent of DV migrants had any experience in the U.S. prior to winning the lottery. In Congress, the debate over the program has revolved primarily around the assumption that the lottery encourages increased diversity in the U.S. immigration system at the cost of attracting primarily low-skilled immigrants. The data show, however, that this perceived tradeoff does not actually exist.”

Of the Gill Prize, Kremer wrote, “The Tufts Institute for Global Leadership (IGL) provided key assistance for my research. I am proud to be a recipient of the IGL’s inaugural Gerald R. Gill Oral History Prize, which enabled me to find and interview DV migrants about their decisions to come to the U.S. and their experiences after arrival.”

As part of the formal announcement, the Institute hosted Rubin Carter for a talk entitled “Going the Distance” and a book signing in early February. Benjamin Cohen’11 was awarded a Gill Prize to work with Carter on his autobiography.

Onetime seemingly unstoppable boxing champion, victim of a false conviction for a triple homicide, and spokesperson for the wrongfully incarcerated, Carter is a controversial twentieth century icon. A former middleweight prizefighter whose 1967 imprisonment for a triple homicide at a Paterson, New Jersey, bar became a cause célèbre in the 1970s for individuals like Bob Dylan and Muhammad Ali, Carter was released from prison in 1985 by a federal judge who cited a conviction predicated on “an appeal to racism rather than reason.”

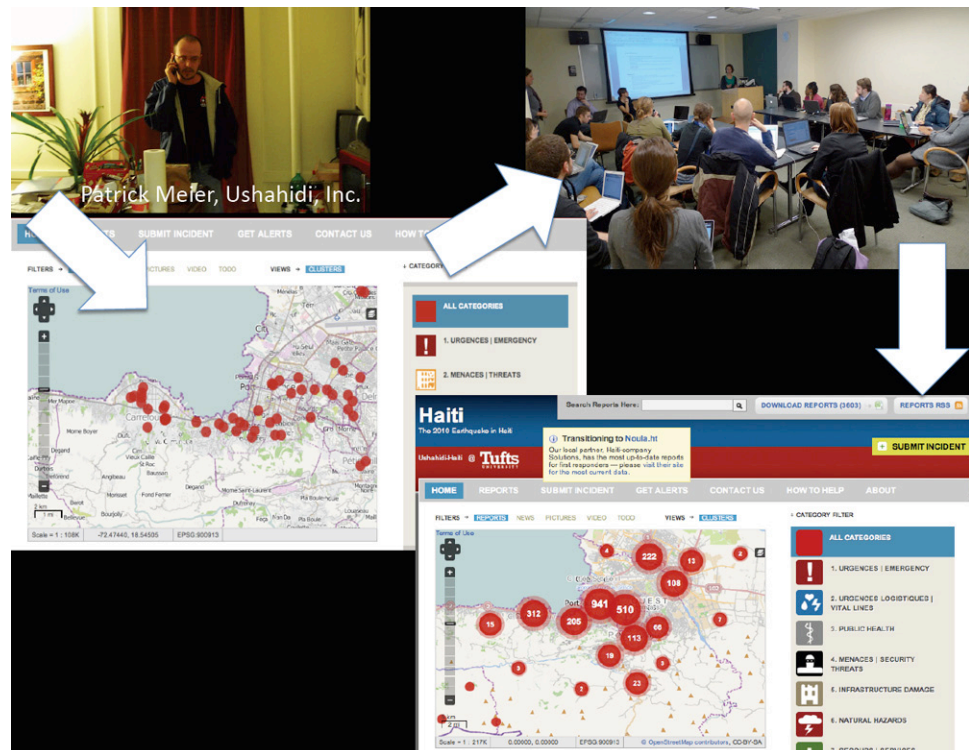
Carter says that his true freedom was actually achieved within prison walls after he chose to focus not on his release but rather on personal transformation through the study of religious and philosophical texts, a process conveyed in his new book *Eye of the Hurricane: My Path from Darkness to Freedom*. The IGL is developing a partnership with The Innocence Project.

## CURRICULUM DEVELOPMENT

The Institute sponsored two new courses through the Experimental College in the spring, one on Crisis Mapping, which grew out of the IGL’s collaboration with Ushahidi, and one on the role of technology in development, taught by the co-founders of GroupShot, one of who is IGL alumnus Adam White (EPIIC’08 and ’09).

### *Crisis Mapping*

Crisis mapping is an emerging interdisciplinary field that uses technology to aid in the



response to humanitarian emergencies. After the January 12, 2010 earthquake in Haiti, the crisis mapping community and a network of students at Tufts University led the largest and most successful deployment of a crisis map to date.

Around the world, crisis mapping technologies are being applied to an increasingly wide range of scenarios, including the monitoring of elections and human rights abuses, citizen journalists mobilization, conflict tracking, and aid evaluation.

As the world takes notice of the dramatic new possibilities opened up by these tools, there is a rapidly growing need for skilled professionals who understand both how to implement crisis mapping platforms in their work, and the broader implications of applying mapping technologies within various contexts of international social change. This course taught students about the field and equipped them with the skills to use the most important crisis mapping tools. The students became a part of a growing global network of skilled 'crisis mappers'.



#### *GROUPSHOT's 'Technology for Informality' Research*

Development T4I is a new research program and partnership between the Tufts University's Institute for Global Leadership, their Empower Program, and the Cambridge Based Groupshot Development and Design Group. Technology for Informality™ (T4I) is Groupshot's unique approach to developing scalable and sensitive technology projects for international development. Drawing from experiences working with cutting edge technology projects, design thinking, social entrepreneurship, and community development Development T4I launched a research program and international summer internship program for Tufts Students in Spring 2011. Technology-centered solutions are becoming central to international development and humanitarian projects. From the stories of Ushahidi based on the Tufts Campus, which allowed Haitians to report damage via social media and text messages after the earthquake, to services like M-PESA which bring banking services to Kenyans via a mobile phone, technology is reshaping the face of international development projects and global social entrepreneurship. While a number of these projects are positively constructive, many can be unintentionally destructive when efforts to develop and scale projects come at the cost of sensitive implementation. T4I is a new approach to design that integrates social, cultural and contextual sensitivity with the scalability necessary to achieve the greatest potential impact. The focus of this new approach is the social, organizational and economic capacity inherent in informal systems. T4I not only works with novel applications of technology to develop services and products that can improve the quality of life for the poorest, but does so by celebrating, scaling, and fostering local networks, innovations, and resources for maximum efficiency and sustainability.

In the spring, Groupshot taught a non-credit seminar to 20 Tufts undergraduates. The course focused on critical approaches to technology and development and discussion of the opportunity and application of design skills into the challenges of development. By preparing the students with a broad background of case studies and workshops based on a range of different technologies, from ICT and Appropriate Technology, to Open Hardware and Business Model Innovation, the class has been taught design skills which relate to the complexity of international development, particularly with the opportunity and processes of new technology in the field. Many students have already begun to apply the lessons and case studies in a range of student-led development projects and many are embarking on a series of new projects in collaboration with Groupshot and other organizations.

The Nairobi Workshop will be placing each student with a respected organization working on a unique or complex problem relating to technology in Nairobi. Through a r+d internship model, each student will be embedded with an external organization working on a specific project as an external researcher and designer. All of the participating organizations have coordinated with Groupshot to identify key projects or evaluations that will strengthen their impact and effectiveness in Kenya and abroad.

Working in Nairobi, Development T4I intends to organize a comprehensive program on the ground to network the students and their organizations with Kenyan students, entrepreneurs, technologists, and development practitioners. The students will also be collaborating and critiquing one another in a shared workspace in the city when not participating in field work. Over the course of the workshop each student will be completing and sharing a design project and case study of their organization and project. The students will work in collaboration with students and experts in Nairobi to explore the key aspects of the local context that pertain and shape their project, while also building the relationships and connections to unravel the complexity of the different design topics. Some students will be working on evaluations and assessments of existing technology projects, while others will be assessing the opportunity for a new project and beginning its design and development. All of the students, who have completed the course at Tufts together, will consult on and workshop each other's efforts to develop the most creative and critical understanding and designs.

Students will be working with experts, students and practitioners from a number of organizations in and around Nairobi including multiple universities, the iHub, Sisi Ni Amani (founded by Tufts and IGL alums), Ushahidi, Nairobiits, Mocality and many others. At present, Groupshot has confirmed projects with five renowned organizations working on the ground in Nairobi:

FrontlineSMS - FrontlineSMS, and its creator Ken Banks, has received countless awards and fellowships for social entrepreneurship, technology and development. FrontlineSMS is an organization that develops software to enable SMS based development projects for a range of NGOs. From recently becoming an Ashoka fellow to recognition from National Geographic, Ars Electronica, and Silicon Valley Tech Awards -- FrontlineSMS is one of the trendsetters in the ICT4D (Information and Communication Technology for Development) since its inception in 2005. Groupshot, and the students of Development t4i, will be working with FrontlineSMS to design and carry out an enhanced evaluation of the impact and expansion of the platform.

M-survey - M-survey is a data collection and surveying platform via mobile phones. M-survey was developed by Kenfield Griffith, a PhD in the Design and Computation Group at MIT who is a Legatum Fellow. Groupshot is in talks with M-survey and the World Bank about the future of data collection and mobile devices from developing communities around the world. Development t4i students will begin this investigation to understand the value and interfaces of community data for communities themselves.

Sanergy - Sanergy is a new startup sanitation and energy project in the slums of Nairobi. As winners and current finalists in multiple fellowships and awards, from Echoing Green to the MIT Global Challenge, Sanergy is in the process of developing and testing new models to improve the health and livability for slum dwellers. Development t4i students will be working with Sanergy to identify distribution models and social systems that interface with project expansion and design.

Map Kibera – Map Kibera is an organization that works with the residents of Kibera to map slums in Nairobi and enhance citizen journalism and news. Having worked in Kibera, Kenya and Africa's largest slum for one and a half years, Map Kibera has received global attention from development groups including the World Bank and UNICEF to

multiple news sources. Development t4i will be collaborating with Map Kibera to understand how the Map Kibera Map and community can be helpful in improving NGO efficiency and communication in the slum with the highest NGO per capita rate in Africa.

Center for Sustainable Urban Development - CSUD at Columbia University's Earth Institute focuses on the development of socially and physically sustainable cities. CSUD was founded in 2004 and began working in communities at the fringe of Nairobi, dealing with complex patterns of urbanization, transportation, governance and space in and around the city. The center is the recipient of multiple grants and commendations for a variety of engaged research and development projects effecting contemporary cities. Groupshot, and Development t4i students, will be working with CSUD on a new project understanding and enhancing the connection between informal and existing transportation systems with citywide transportation plan and infrastructure investment.

Five Tufts students will be traveling with the Groupshot team to Nairobi this summer:

Roy Loewenstein is a rising Sophomore at Tufts who is currently considering a major in Political Science, Environmental Science, or Psychology. He went to a performing arts high school in his hometown of Baltimore, Maryland where he first studied 35mm photography and drawing before switching into the acting program. At Tufts he is a member of the club soccer team, Tufts TURBO breakdancing crew, and the Tufts Energy Forum. He is a member of the Institute for Global Leadership's 2010-2011 Education for Public Inquiry and International Citizenship (EPIIC) colloquium, Our Nuclear Age: Peril and Promise, which focuses on nuclear issues. He is very concerned about environmental degradation and the complexity of problem solving from the local level up.

David Meyers is a rising Junior majoring in International Relations and Community Health. His interests primarily lie in global public health, and the spread and control of infectious diseases. At Tufts he has served as the Vice-President of Engineers Without Borders with which he traveled to Uganda in the summer of 2010 to perform an assessment trip for a water access project. In January 2011 he traveled to the Dominican Republic to carry out a community mapping project. David is also the Director of the Boston District of the Millennium Campus Network, a national non-profit whose goal is to encourage cooperation and networking between student groups that are working in the field of international development.

Emily Wyner is a rising junior majoring in Anthropology with a minor in Computer Science. She is on the Tufts Climbing Team and is an active member of the Tufts Mountain Club. Emily has a variety of experience working for political campaigns, youth organizations, and education-based non-profits. Furthermore, over the past couple of years, she has developed a profound interest in all things food; that is, food security, the changing history of agriculture, how people make the food choices they do, etc. Learning with Groupshot this semester has been very exciting and thought provoking in encouraging Emily to apply a development lens to some of these food issues. It is her hope that, as a Synaptic Scholar through the Institute for Global Leadership, she will be able to fuse these realms of "development" and "food" into an independent research project.

Minh Leu is a rising sophomore majoring in Spanish and Economics. While in high school, Minh interned for several different political organizations, including Love Makes a Family, the organization that fought for gay marriage in Connecticut, and the Ned Lamont Campaign for Governor. Currently Minh is a member of the Tufts Engineers without Borders: El Salvador. He also serves as mentor and teacher for Generation Citizen, an organization which sends college mentors to urban schools to help teach about the government, and to encourage civic engagement.

Matt Parsons is a rising Junior at Tufts majoring in International Relations and Arabic. He has devoted much of his college career thus far to Tufts Dance Collective and Tufts Varsity Crew. In high school, he took part in a semi-inde-

pendent study on terrorism that quickly transformed into a study of development. He is now an active member of the Tufts chapter of the Timmy Foundation and traveled with the organization to Guatemala for a week. In country, he worked as a medical translator, shadowed medical professionals, and worked in a triage unit. He has found that his specific interests lie in food security and informal health care systems. He has been energized by the discussions that have taken place in Development t4i and he hopes to translate these discussions into independent research while on his semester abroad next Fall in Alexandria, Egypt.

Development T4I is being led by two of the co-founders and directors of Groupshot. Groupshot is a Cambridge based global design and development group which designs and consults on technology projects for international development and informal systems. Since its initial inception over a year ago, Groupshot has worked on projects in half a dozen countries, lectured at renowned universities, developed projects and tools for a wide sector of the development field, and been recognized as a top innovator in international development by the World Bank. Groupshot, co-founded by a Tufts School of Engineering and twice EPIIC Alum, has partnered with the Institute for Global Leadership and a variety of organizations in the field to deliver new and relevant research, case studies, and innovation into international development.

#### Program Leaders

The Development T4I program is being led by two of the founders of the Groupshot team. External advisors, academics and practitioners will supplement both on campus and international work in the program. The two leaders are Gwendolyn Floyd and Adam White.

#### Gwendolyn Floyd (Groupshot, Director of Design)

Gwendolyn Floyd has been principal at Regional, office for design and development, for five years, where she develops systems and strategies for social change and strategic technology implementation. Over the last three years she has focused on the developmental promise of technology, innovation, and entrepreneurship in emerging societies. In addition to advising and consulting development initiatives and organizations around the world, she has lectured at Harvard, Stanford, University of California San Diego, Hong Kong Polytechnic, the Institute for the Future and the Southern California Institute of Architecture. She co-founded Groupshot to bridge her interest and expertise in development, technology, and education.

#### Adam White (Groupshot, Director of Development)

Adam White recently completed his master's degree with honors in City Design and Social Science at the London School of Economics and Political Science. While in London he coordinated the LSE Ushahidi Haiti team and did research on urban space and community assessments on the London 2012 Olympic Site. He completed his Master's thesis on the use of mobile phones in the rebuilding of post-earthquake Port au Prince while working with the Core team of FrontlineSMS. He completed his undergraduate degree with honors at Tufts University in Engineering and Development, and was a participant in multiple IGL programs including EPIIC for both the Poverty and Cities years. Adam has worked on development and research projects in Haiti, Kenya, China and Turkey. He has presented his work and lectured at Columbia University, Engineers Without Borders Boston, the Nairobi Technology School in Nairobi, and has taught a full class on engineering community partnerships while at Tufts.

## Academic Awards

Students involved in the Institute's programs were recipients of a number of awards and scholarships this year, including: the Presidential Award for Citizenship and Public Service (2), Anne E Borghesani Memorial Prize (2), the Joseph and Sara Stone Prize, the Donald A Cowdery Memorial Scholarship (2), Marion Ricker Houston Prize Scholarship in Economics, the Art and Art History Prize, the John Gibson Award for Best International Relations Thesis, the Resumed Education for Adult Learners Prize Scholarship, the Marshall Hochhauser Prize, the Benjamin G Brown Scholarship, the James D Hume Field Geology Scholarship Prize, the Robert L Nichols Scholarship Prize, the Inaugural International Relations Director's Leadership Council Research Paper and Policy Contest, and four students were inducted into the Phi Beta Kappa Society.

Several seniors also wrote senior theses:

Alison Coffey -- "The Unidades de Policia Pacificadora of Rio de Janeiro: Authoritarian Tendencies and New Democratic Potentials" -- Highest Honors

Michael Kremer -- "The Diversity Visa Lottery: A Study Linking Immigration Politics to Immigrant Characteristics and Experiences" -- Highest Honors, Gibson Prize for Best Thesis in International Relations

Katrina Pennington -- "Building Escuelas Sin Fronteras: One Organization's Commitment to Schools Without Borders and Intercultural Education in Santiago, Chile" -- Highest Honors

Brittany Sloan -- "Taking Responsibility': Conflict Transformation and the Loyalist Paramilitaries of Northern Ireland" -- High Honors

Lumay Wang -- "The Politics of Visual Culture: 2010 Shanghai World Expo" -- Highest Honors, Madeline Caviness Prize (from art history for an undergraduate thesis)

### **Davis Foundation 100 Projects for Peace**

This year, Tufts University's two nominations for the Davis Foundation's Projects for Peace competition both came from the Institute for Global Leadership, BUILD India and the Collateral Repair Project. This is the fourth year that Tufts University has participated in the Davis Foundation's Projects for Peace competition and its the fourth year that an IGL project has been selected as the university's top entry.

BUILD India was discussed above (page ).

The second project, Collateral Repair Project, submitted by Lucy Perkins (EPIIC'09), focuses on Iraqi refugees in Jordan. The UNHCR estimates that nearly 500,000 Iraqi refugees have settled in Jordan, where they wait indefinitely for resettlement or peace at home. Iraqis in Jordan are not legally permitted to work and that, combined with the dim prospects of resettlement, leaves them in an impossible situation of poverty, inertia, and powerlessness. The U.N. and various NGOs do their best to aid the families, but there are still many needs to be met.

This project ensures that the needs of every member of the refugee family are being addressed in some capacity by supporting and augmenting the work of the Collateral Repair Project (CRP). CRP is a small, U.S. based organization that has served Iraqi refugees in the impoverished Hashmi Shemali neighborhood of Amman since 2007.



The first prong of this project involves empowering the women by allowing them to earn an income. CRP is in the first year of forming a craft co-op for the women that was born of their desire to take control of their situation and achieve their oft-mentioned desire of stability for their families. When the co-op was formed, one of the women exclaimed, “all we have left is our hope,” leading to the name ‘Hope Workshop.’ In the last few months, Hope Workshop has sold tote bags and purses both in the U.S. and to ex-pats in Jordan. The Davis Foundation grant will establish a shared sewing station by adding three sewing machines to the community center (that currently has none) to greatly increase both productivity and the range of items made.

The second component of this project involves providing a currently under-served demographic, the Iraqi teens and young adults, with skills, an outlet, and an empathetic group. This includes the creation of CRP’s first youth group that will consist of 15 members (ages 15-24) for who will participate combined computer literacy/ESL classes. Computer will be installed in the CRP center, and the group will learn basic computer skills with a focus on word processing and internet applications, and will learn to use online dictionaries and ESL software so that they may continue to practice these skills after the conclusion of the class. This portion of the project addresses an angle of need highlighted by the Sept. 2010 report on social capital and refugees from Jordan’s UNHCR Senior Community Services Officer. The report lists the internet as an inexpensive information source and recommends that organizations train refugees in online networking and information sharing. Additionally, the internet allows refugees a means by which to remain in contact with relatives and friends, providing a source of comfort during a chaotic time. The community has consistently asked CRP for such classes.

The third segment of this effort to target the needs of specific groups in the community is a healthy living class for young women. Many deal with PTSD, depression, and weight issues, and furthermore, the UNHCR report finds that “female youth have less social capital than adult women or male youth”. This group will meet regularly to discuss nutrition, strength exercises that can be done in the home, and stress management, providing them with a private group in which to discuss these issues.

## Benefactors

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