

Ash Institute for Democratic Governance and Innovation ■ Spring 2009 Volume 4

Communiqué

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Professor Archon Fung speaks at "Democracy in the 21st Century" event

Institute Announces Research Agenda Exploring Challenges to Democracy in the 21st Century

"This is one of the defining moments of the school," Dean David Ellwood announced at the February 4th Ash Institute inaugural panel "Democracy in the 21st Century: Global Challenges and Opportunities". Calling the event "a celebration of the next generation of the Ash Institute in which we are exposing you to the best thinking going on at Harvard Kennedy School," Ellwood introduced Director Anthony Saich, who will spearhead the Institute's initiative to become the world's leading center for thinking about and providing solutions to problems of democratic governance. HKS scholars and practitioners concentrating on the study of democratic institutions and politics Stephen Goldsmith, Alex Keyssar, Archon Fung, and Jane Mansbridge served as panelists.

Setting the context for the discussion to follow, Director Saich elaborated on the

Institute's new direction: to study how democratic institutions and practices can rise to the occasion of the world's most urgent social problems including inequality, immigration, and corruption.

According to Saich, we lack new models and frameworks for understanding democratic governance and its relevance to the challenges the world currently faces. He explained that the Institute would undergo a deep exploration of the very nature of democracy itself, studying why this form of government can work so well in some countries and adapt less well in others. How can democracy work for ordinary people in both the developed and developing world? The potential tradeoff between human rights and economic development and the types of institutions that can succeed in protecting

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



Jane Mansbridge, Archon Fung, Alex Keyssar, Stephen Goldsmith, Anthony Saich, and Dean David Ellwood

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and growing both capital areas will be reviewed and explored.

Saich noted that research will go beyond current theory on the empirical evidence of democracy's value, to look at the structural relationships in democratic practices that sustain its principles. Other areas of focus include democratic experimentations in illiberal or pseudo-democracies. Do such experiments amount to true democratic learning and can populist information remain suppressed despite a flourishing open market economy? He concluded by noting that the challenge for democrats is to find those structural relationships that will sustain democratic principles and internalize them in appropriate conduct, the self-discipline and restraint necessary to make choice work instead of producing plunder.

In keeping with Saich's discussion of citizen interests, Stephen Goldsmith, director of the Innovations in American Government Program and Daniel Paul professor of gov-

ernment, discussed networked government as a model for government to improve delivery of goods and services to citizens through the use of private and public partners. He warned, however, that such networks risk obstructing democratic governance unless they safeguard accountability and value to the citizen. In which areas should government retain control? If there is insufficient accountability, do such networks become a cartel?

Alex Keyssar, Matthew W. Stirling, Jr. professor of history and social policy and director of Democratic Institutions and Politics, offered a historical assessment of the 2008 US election. He predicted that public financing as we know it is dead—after Obama's phenomenal success in raising money, no politician of either party will ever again agree to limit themselves to public financing alone. He stressed the importance of money in US politics, pointing out how Obama was able to raise significantly more funds than his opponent during the crucial

final weeks of the campaign. Professor Keyssar also foresaw challenges to photo ID voter requirements and problems with implementing costly new voting technology. He was hopeful that the current plans to set up permanent voter registration will do much to correct voter class disparities.

Archon Fung, Ford Foundation professor of democracy and citizenship, who holds the initiative's first endowed professorship, argued that democratic governance's complex involvement with private and transnational entities encourages new ideas and theories. According to Fung, the principle of affected interest, channels for direct civic participation, and the culture of democratic governance provide a blueprint for a new area of study.

Expanding on Fung's discussion of the culture of democratic governance, Adams professor of political leadership and democratic values Jane Mansbridge discussed the American resistance tradition in government, in which institutions that hinder, rather than help, government from acting are favored and prized. As countries around the world explore democracy, she suggested the US model, founded in a spirit of resistance to government authority, might not be appropriate for post-Soviet, Islamic, or Chinese populations steeped in a tradition of strong central government.



Director Anthony Saich



Kenneth Winston and Mary Jo Bane



Dean Ellwood



Goldsmith, Saich, and Ellwood



Joseph Nye

Innovations in American Government Award Winners Selected for Cabinet Positions

President Obama has named three winners of the Innovations in American Government Awards as members of his cabinet. His picks include Shaun Donovan (MPA 1995) New York City Commissioner of Housing Preservation and Development, as secretary of Housing and Urban Development; Janet Napolitano, Arizona governor, as secretary of Homeland Security; and Thomas Vilsack, former governor of Iowa, as secretary of Agriculture.

“The Innovations in American Government Awards Program celebrates the recent cabinet appointments of Secretaries Donovan, Napolitano, and Vilsack,” said Stephen Goldsmith, director of the Innovations in American Government Program. “As 2008 and 2005 Innovations Award winners, these public leaders demonstrated to their constituents and to other officials inspired by their successes that innovative practices can in fact solve major social challenges.”

The Innovations in American Government Awards is an annual awards competition administered by the Ash Institute for Democratic Governance and Innovation recognizing and promoting excellence in the public sector. Since its inception, over 400 government programs across all jurisdiction levels have been recognized and have collectively received more than \$20 million in grants to support dissemination efforts. Such government innovations inform research and academic study around government innovation and influence policy reform and legislation improvements.

Napolitano oversaw the successful implementation of Getting Ready: Keeping Communities Safe, an award-winning prison pre-reentry initiative of Arizona’s Department of Corrections. Getting Ready encourages inmates to earn high school equivalency diplomas, achieve and maintain sobriety, and participate in victim-focused volunteer activities. The program reports a \$1.6 million reduction in spending that directly benefits Arizona taxpayers along with plummeting rates of institutional violence and recidivism despite an overall increase in the state’s prison population.

Donovan spearheaded the New York City



Anthony Saich, Secretary Donovan, Stephen Goldsmith, and New York City Acquisition Fund Team

Acquisition Fund. As a key element of Mayor Bloomberg’s New Housing Marketplace plan, the Fund is a \$230 million partnership which finances the purchase of land and buildings for affordable housing. The Fund will build and preserve 30,000 housing units in the City over the next 10 years with 75 percent of units reserved for low income tenants.

Through the State of Iowa’s Department of Management, Vilsack led the successful Charter Agency Program, a unique model aimed at encouraging entrepreneurial innovation and efficiency in state government. In exchange for exemptions from many bureaucratic state requirements, agencies now agree to new standards of accountability in the areas of customer benefits, revenue, and savings contributions. The flexibility has allowed Iowa to cut costs and create over \$1.3 million in additional revenue.

Donovan and Napolitano, along with representatives from all six 2008 Innovations in American Government Award-winning programs, were honored at a gala in Washington, D.C., in September 2008. At the event,

Governor Napolitano delivered the keynote address on how, as a leader, she created an environment conducive to innovation. In 2005 Vilsack’s program was honored at a similar gala.

What Chinese People Think of their Government

By Anthony Saich, Ash Institute

Since 2002, Anthony Saich, director of the Ash Institute, has conducted detailed surveys of Chinese satisfaction with different levels of government.

An annual survey of some 4,000 citizens drawn from across China reveals that general satisfaction with government has improved since the new leadership took over the reins of power in 2002. However, serious problems remain. While satisfaction with the national government remained very high (just over 90 percent), satisfaction at the lowest levels of township, village, and street committees rose to 61 percent in 2007 from a low of 44 percent when the surveys began in 2003. Yet only 11 percent stated that they were extremely satisfied with their most local level of government.

In addition, unlike in the US, the level of satisfaction declined the closer government got to the people. While 38 percent were extremely satisfied with the national government, just 16 percent were so with the county level. This is important because in China it is the local level of government, the county, and even below, which provides most public services. In rural China, those with lower incomes tend to be more satisfied with the national government, perhaps attesting to their support of the State Council's policies to help rural China in general and the rural poor in particular. However, in terms of the village and township government, it is the higher income earners who are most satisfied, perhaps attesting to the close relationship between wealth and power in local China.

This concern is reflected in views about the work attitude of local officials, where 37 percent of respondents thought that officials used public funds to wine and dine; 27 percent thought they only had a superficial understanding of the problems people faced; and 30 percent felt officials should have more contact with ordinary people. Again there has been improvement. Sixty-two percent felt that local officials were cordial (47 percent in 2005), 70 percent thought they were knowledgeable (60 percent in 2005), but still only 46 percent of respondents thought local officials cared about ordinary people (up from 38 percent in 2005). In fact, in terms of whose interests local officials were seen to serve, respondents were almost equally divided between thinking their work benefited ordinary folk and those who thought that they just looked after their own interests (44 to 42 percent). Across the range of questions, rural dwellers had a lower evaluation of their officials than their counterparts in urban China. In major cities, only 11 percent thought that their local officials were ignorant, but 20 percent of villagers thought this to be the case.

Respondents were clear about what they wanted their governments to work on. Those areas of work that citizens place high importance on but experience low satisfaction with government performance relate most closely to the social and economic problems faced by households during the transition. They are relatively satisfied with the services that the old planning system was good at providing such as road and bridge construction, and electricity and

Annual Survey of Chinese Citizens

The annual survey of some 4,000 citizens from across China has been conducted since 2002–2003, when new leadership took over the reins of power.

Levels of satisfaction with National Government

satisfied **90%**
extremely Satisfied **38%**

Levels of satisfaction with County Government

satisfied **75%**
extremely Satisfied **16%**

Levels of satisfaction with Local Government

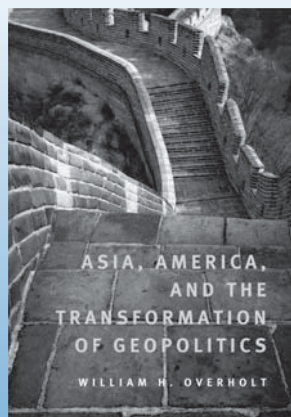
satisfied **61%**
extremely Satisfied **11%**

Local Officials

are cordial **62%**
are knowledgeable **70%**
care about ordinary people **46%**
work to benefit ordinary people **44%**
work to benefit themselves **42%**
use public funds to wine and dine **37%**
only have a specific understanding of the problems people face **27%**
should have more contact with ordinary people **30%**
are ignorant (major cities) **11%**
are ignorant (vilages) **20%**

water supply. Citizens really wish that government would concentrate on job creation and providing basic guarantees to protect against the shock of the transition to a market economy. Labor and medical insurance are high priorities for all residents. Punishing corruption was a major concern for all citizens.

On the Bookshelf



Asia, America, and the Transformation of Geopolitics

William H. Overholt, Cambridge University Press, 2008

William H. Overholt offers an analysis of developments in each major Asian country, Asian international relations, and US foreign policy to suggest new ways of thinking about the US relationship with Asia. Drawing on decades of political and business experience, he argues that obsolete Cold War structures have tied the US increasingly to an otherwise isolated Japan and obscure the reality that a US-Chinese condominium now manages most Asian issues. He argues that analogies from the past experiences of rising powers confuse rather than enlighten us because contemporary Pacific Asian powers have learned to become important powers quickly by emphasizing economic growth at the expense of military and territorial ambitions—a lesson China learned from Japan, South Korea, and Indonesia. According to Overholt, military priorities under the Bush administration risked polarizing the region unnecessarily, weakening the economic relationships that engendered American preeminence, and ironically enhancing Chinese influence. As a result, despite its Cold War victory, Overholt explains that US influence in Asia has been declining. Overholt also disputes that democracy promotion will lead to superior development and peace. He forecasts a new era in which Asian geopolitics could take an entirely different shape.



Power and Restraint: A Shared Vision for the US-China Relationship

Richard Rosecrance and Gu Guoliang, editors, PublicAffairs, 2009

Does the rise of China necessarily threaten the United States? Can two great nations coexist peacefully? Over several years, a group of distinguished Chinese and American scholars have engaged in a major research project, sponsored by the China-US Exchange Foundation (CUSEF), to address the large bilateral and global issues the two countries face. Historically, the ascension of a great power has resulted in armed conflict. This group of scholars—experts in politics, economics, international security, and environmental studies—set out to establish consensus on potentially contentious issues and elaborate on areas where the two nations can work together to achieve common goals. Featuring essays on global warming, trade relations, Taiwan, democratization, WMDs, and bilateral humanitarian intervention, *Power and Restraint* argues that China and the United States can exist side by side and establish mutual understanding to better cope with the common challenges they face. HKS Professors Graham Allison, Joseph Nye, and Anthony Saich offer contributing chapters. The book is edited by Richard Rosecrance, Harvard Kennedy School professor in public policy, and Gu Guoliang, Institute of the Chinese Academy of Social Sciences senior research fellow and deputy director.

Ongoing Research Projects

Executive Session on Transforming Cities through Civic Entrepreneurship

Stephen Goldsmith, director of the Innovations in American Government Program and Mark Moore, Hauser Professor of Non-profit Organizations, are convening a high-level group of mayors, social entrepreneurs, philanthropists, and national thought leaders to explore how communities can better solve social problems by encouraging more social sector innovation. Through the support of the John S. and James Knight Foundation, the group will examine a range of topics including the role of capital in catalyzing social innovation; the tools of government to effect disruptive social change; stumbling blocks to effective social problem solving, from rigid activity-based procurement to the “politics” of innovation; and lessons for today’s social entrepreneurs from past examples of innovation. In parallel, Goldsmith is writing a book exploring how all sectors must think more boldly and collaboratively to catalyze transformative social change.

Achieving Results and Protecting Public Values in a System of Networked Governance

The Ash Institute recently received funding from the Smith Richardson Foundation for a new project called “Achieving Results and Protecting Public Values in a System of Networked Governance.” Directed by Professor Mark Moore with leadership support from Professors Jack Donahue and Stephen Goldsmith, the funding allows the Institute to increase the intellectual capital of Harvard Kennedy School faculty working in the field of networked governance. Governments increasingly rely on a vast network of nongovernmental partners in order to deliver socially desired outcomes to citizens. By developing, assessing, and codifying the concepts and practices of successful networked government, the project will build a host of research and curriculum materials to best support leaders of the next generation.

Fellows Focus

In January 2009, the Ash Institute announced 11 new fellows for the spring 2009 term. As representatives from academic, government, and business sectors in Asia, fellows will pursue independent research while residing at Ash Institute's Asia Programs. For over eight years, the Asia Programs fellows program has leveraged the considerable talent of academics and practitioners from countries throughout the world and encourages the generation and dissemination of research in the fields of governance, innovation, and important policy areas focused on Asia.

"It is our hope that in welcoming such an esteemed group of Asia Programs fellows for the spring term, the Institute can build upon its culture of collaboration, while driving substantial policy research within Asia and the US," said Anthony Saich, director of the Ash Institute for Democratic Governance and Innovation. "These scholars and practitioners promise to enhance our strategic dialogue in a range of areas including Chinese administrative reform, urban governance, emergency management, public goods provisions, climate change, capital formation, and US-China relations."

With the assistance of Asia Programs, fellows will expand upon existing research or launch new research projects during their February to June term. Fellows have the opportunity to audit classes with instructor approval and access libraries, office space, and resources to further their research.

Throughout their tenure, fellows benefit from collaboration and networking with peers and the Harvard community through informal events and more formal research seminars with Harvard faculty. Fellows meet bi-weekly for lunch seminars on their colleagues' scholarly work. Such presentations have addressed the Obama administration's policy towards China; construction contracting in the global market; rural poverty; mergers and acquisitions in the mineral industry; and rural financial services along with a host of other pertinent topics. Fellows produce a final paper summarizing their research at the term's end.

The Institute welcomes the following fellows for the spring 2009 term:

Amy Cheng

Amy Cheng holds positions as managing director and head of the Metal & Mining Team at the Bank of China International Holdings, Limited. She is also the deputy director of China Democratic League Committee for Economic Development. Cheng has led numerous initial public offerings, private placements, and mergers and acquisitions in Asian capital markets. Cheng holds an EMBA degree from Guanghua School of Management, Peking University in China. During her Asia Programs fellowship, Cheng will study mergers and acquisitions in the minerals industry.

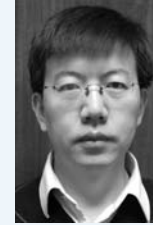
Jianxun (Jackson) Chu

Dr. Chu is currently an associate professor at the University of Science and Technology of China (USTC), and a member of the International Communication Association, and the Committee of System Dynamics in Systems Engineering Society of China. At the age of 27, Chu was the youngest principal investigator for several academic projects of the National Science Foundation of China, the National Social Science Foundation of China, and the fund of "President's Prize" of the Chinese Academy of Sciences. While at the Ash Institute, his research will focus on crisis communication policy during large disasters along with knowledge sharing in collaborative social networks, especially for organizational communication in complex systems. He holds a Ph.D. in management science and engineering from USTC in Hefei, China.



Zhixin Du

Zhixin Du is currently a senior program officer at the China Development Research Foundation. His research interests focus on human development and sustainable development in China. He is currently engaged in work on the urbanization of China. Du holds a M.A. in sociology from Peking University.



During his Asia Programs fellowship, Du will research means for promoting efficiency and equity in China urbanization policies.

Baoqiang Guo

Dr. Guo is a deputy director of the Economic Committee at Minhang District People's Government, Shanghai Municipality, China. Previously, he served as the Committee's principal staff member. During his six-year government career, he has conducted a wide variety of research projects regarding regional economic cooperation and industrial developmental planning. While at the Ash Institute, he will research urban governance and public goods provisions in the Chinese metropolitan rural-urban fringe zone. Guo holds a Ph.D. in history from East China Normal University.



Usha Haley

Dr. Usha Haley is a research associate at the Economic Policy Institute in Washington, D.C. She was a tenured professor of International Business and founding director of the Global Business Center at the University of New Haven. In addition, Dr. Haley has held full-time faculty positions at the University of Tennessee-Knoxville, New Jersey Institute of Technology, Australian National University, National University of Singapore, and ITESM-Monterrey of Mexico. Her research focuses on business-government relations, FDI, strategic decision-making, sanctions,



subsidies, and non-tariff barriers. She has authored more than 150 publications, 22 journal articles, and six books, including *Multinational Corporations in Political Environments* and *The Chinese Tao of Business*. She has testified before the Congressionally-mandated US-China Economic and Security Review Commission and the Committee on Ways and Means, and presented before the US International Trade Commission on US-China trade. Dr. Haley holds a Ph.D. in management and international business from the Stern School of Business, New York University. During her Asia Programs fellowship, Dr. Haley will research governance and strategy in Chinese Outward FDI.

Wayne Huang

Dr. Huang is a professor of Information Systems (IS) at the Department of Management of Information Systems (MIS) at Ohio University's College of Business. Dr. Huang holds a Ph.D. in Information Systems. He is currently a senior editor of the *International Journal of Data Base* and the executive editor of the *International Journal of Internet and Enterprise Management*. During his fellowship, Dr. Huang will research China's National "Thousand Hundred Ten (THT) Project and the Ambitious Plan to Globalize its Service Industry: Business Opportunities and Implications to US Corporations."

Malcolm Riddell

Malcolm Riddell is president of RIDDELLTSENG, a boutique investment bank he established in 1988. As a Mandarin speaker living in China and Taiwan for nearly 20 years, he advises leading international financial services, insurance, and real estate companies on foreign direct investment in China, and represents them directly in negotiating these deals. Before RIDDELLTSENG, Riddell was an investment banker in real estate finance at Salomon Brothers (now part of CitiGroup); a US delegate to the UN; and a CIA case officer in China Operations as well



as a CIA Special Operations Group reserve officer. During his Asia Programs fellowship, Riddell will be researching the political economy of capital formation in the Chinese real estate industry.

Mingyang Tao

Mingyang Tao is a senior financial expert at the Postal Savings Bank of China (PSBC).



His major responsibilities at the PSBC include daily management, strategic planning, and research on operations and development of the Bank. During his Asia Programs fellowship, Tao will research the enhancement of

rural financial services in China with a specific focus on the feasibility of micro-finance, bank management, and investment operations in rural areas. Tao earned a M.A. in art at China's Remin University and a M.A. in management at the School of Economics and Management, Tsinghua University.

Gonglong Wang

Professor Wang is the deputy director and associate professor of the Socialism Department, Shanghai Administration



Institute. China's international strategy, Sino-American relations, and the Taiwan issue are his main research subjects. In addition to his 2006 book, *Conservatism and the US*

Foreign Policy toward China after the Cold War, Professor Wang has published more than 80 academic papers, nearly half of them published at core journals in China. He holds a Ph.D. from the International Politics Department at Fudan University. During his fellowship, Professor Wang will study the transition of the international system and the new features of Sino-US Relations.

Luozhong Wang

Professor Luozhong Wang is an associate professor of the Department of Public Administration, School of Management, Beijing Normal University. His research inter-



ests focus on public policy analysis and Chinese administrative reform. During his Asia Programs fellowship, Professor Wang will research the mechanisms for orderly civic participation in the policymaking process.

Through analysis of Chinese and American situations, he will identify lessons that China should learn from America and propose different kinds of participatory approaches for China. Professor Wang received his B.A. in political science and M.A. and doctoral degrees in public administration from the School of Government, Peking University.

Huan Zhang

Professor Zhang is an associate professor of the School of Social Development and



Public Policy, Beijing Normal University (BNU). Dr. Zhang earned his Ph.D. from the School of Public Policy and Management, Tsinghua University. His research interests focus on emergency management and policy

processes. He is a member of the editorial board of China Emergency Management. In May 2008, he founded the Wenchuan Earthquake Taskforce (WET) with the mission to promote links and synergies between, and the coordination of, Wenchuan earthquake rehabilitation, reconstruction, and redevelopment activities in the socio-economic, humanitarian, and development fields, as well as to support policy integration in all functional areas with his colleagues at BNU. WET operates as a think tank in research, training, policy and regional counsel, and international programs. At WET, Dr. Zhang worked in the Sichuan disaster area for more than four months. Dr. Zhang was also a member of State Wenchuan Earthquake Experts Council. During his Asia Programs fellowship, Dr. Zhang will research the emergency capabilities of China's township management.

Top 50 Innovations in Government Announced Innovations in American Government Programs Compete for 2009 Awards

On March 31, 2009, the Ash Institute announced the 2009 Top 50 Government Innovations competing for the Innovations in American Government Awards. Representing the work of city, county, state, federal, and tribal government agencies, the Top 50 were selected from over 600 applicants.

The Top 50 programs underwent rigorous rounds of evaluation by policy experts and practitioners from across the country. The Top 50 programs include 21 cities and towns, seven counties, one school district, 11 states, eight federal agencies, one tribal government, and one regional authority.

The Innovations in American Government Awards was created by the Ford Foundation in 1985 in response to widespread pessimism and distrust in government. The awards program acts as a significant force in restoring public trust in government by promoting public sector creativity and excellence. In addition to encouraging the adaptation of innovative practices, award winners provide models of good governance taught in government school curricula worldwide.

“In this climate of economic uncertainty, these Top 50 innovative government programs demonstrate that creativity and innovation can still survive and flourish,” said Stephen Goldsmith, director of the Innovations in American Government Program at Harvard Kennedy School.

“Twenty-two years after its creation, the Innovations in American Government Program remains central to identifying and encouraging the spread of the country’s most novel practices,” said Anthony Saich, director of the Ash Institute.

Mark Your Calendar

May 18 Finalists of the 2009 Innovations Awards Announced

May 27 Finalists Present before National Selection Committee



After School Alliance

City of Providence, RI

Auto Insurance Fraud Task Force

City of Lawrence, MA

Biosolids Injection — Terminal Island Renewable Energy Project

City of Los Angeles, CA

A Business Model for Results in Ending Chronic Homelessness

Interagency Council on Homelessness

Center for Economic Opportunity

City of New York, NY

Child Welfare Reform

State of Maine

Citywide Performance Reporting Online System

City of New York, NY

Commonwealth Health Insurance Connector Authority

Commonwealth of Massachusetts

Comprehensive Community Mental Health Services

Department of Health and Human Services

Creating Homes Initiative

State of Tennessee

Credit Crisis Relief

Cuyahoga County, OH

Crisis and Access Line

State of Georgia

Data Feeds: Democratization of Government Data

Washington, D.C.

Downtown Streets Team

City of Palo Alto, CA

Early Neutral Evaluation

Hennepin County, MN

Earned Income Tax Credit Mailing

City of New York, NY

Emergency Contact Information

State of Florida

Emerging Contaminants Program

Department of Defense



ENERGY STAR Program

Environmental Protection Agency

Environmental Management System: Managing Sustainable Innovation

City of Dallas, TX

Family Homeless Prevention and Assistance Program

Hennepin County, MN

Foreclosure Prevention and Intervention

City of Boston, MA

Global Warming Solutions Act

State of California

GoArmyED

Department of the Army

Greenergy

Sacramento Municipal Utility District

GreenTools Green Building Program

King County, WA

Higher Education Initiative

City of Kingsport, TN

Homebase

City of New York, NY

Improved Outcomes for Children

City of New York, NY

Instant Ticket Program

City of Wilmington, DE

K-5 Early Intervention Program

State of Delaware

Knowledge Leadership Program

Department of State

Mapping Evapotranspiration from Satellites

State of Idaho

Neighborhood Place

City of Louisville, KY

New Leaders for New Schools

Chicago Public School District

New Markets Tax Credit Program

Department of the Treasury

Office of Financial Empowerment

City of New York, NY

Office of Financial Literacy

State of Wisconsin

Officers Management Institute

City of New York, NY

Online Inmate Information and Jail Visit Reservation

Santa Clara County, CA

PlaNYC: A Greener, Greater New York

City of New York, NY

Primary Care Access Network

Orange County, FL

Reintegration Program

Muscogee Creek Nation

Residential Abandoned Property Program

City of Chula Vista, CA

Return to Roots

Commonwealth of Virginia

Second Responder Program

City of Richmond, VA

Senior Zones

Hillsborough County, FL

UTeach Natural Sciences

State of Texas

Video Service Delivery

Social Security Administration

Wraparound Milwaukee

Milwaukee County, WI

Full program descriptions are available at www.ashinstitute.harvard.edu.

May 27: Innovations in American Government Finalist Presentations

At this Forum event, 16 finalists of the 2009 Innovations in American Government Awards present before the National Selection Committee. These finalists underwent rigorous rounds of evaluation by policy experts and practitioners at Harvard Kennedy School and institutions around the country. Such programs represent six cities/towns, three counties, one school district, four states, and two federal agencies. Visit the Ash Institute YouTube channel (www.youtube.com/ashinstitute) to learn more about this year's finalists.

April 28: The US and China – What Next?

Experts argue that the bilateral relationship between the US and China is one of the most important of the 21st century. At this conference, co-sponsored by the China-US Exchange Foundation, Harvard Kennedy School, and the Woodrow Wilson Center's Kissinger Institute, policy practitioners, scholars, and business people examined the future of US-China relations in the areas of economics, international relations, and climate change. This meeting is the result of the collaborative research work *Power and Restraint: A Shared Vision for the US-China Relationship* published in March 2009 by PublicAffairs. Edited by HKS Professor Richard Rosecrance and Gu Guoliang, Graham Allison, Joseph Nye, and Anthony Saich contribute chapters.

April 3: Taiwan Studies Conference

This year marks the 30th anniversary of the Taiwan Relations Act (TRA). Enacted on April 10, 1979, the bill continued the commercial and cultural relationship between the US and Taiwan despite the severance of formal diplomatic ties between the two sides. At this day-long conference, several panels of esteemed Taiwan scholars and practitioners discussed the potential implications on relations among the US, Taiwan, and China going forward. J. Stapleton Roy, former ambassador to the People's Republic of China from 1991 to 1995, delivered the conference keynote address.

March 16: Democracy, Equity, and Public Services

Archon Fung and Anthony Saich as well as contributors to *The State of Access: Success and Failure of Democracies to Create Equal Opportunities* elaborated on the potential and performance in democratic governance at this public seminar. *The State of Access* is the third volume in the Innovative Governance in the 21st Century book series published by Brookings Institution Press and the Ash Institute. Featuring contributing chapters from Professor Guy Stuart along with Institute Fellow Jorrit de Jong and former Institute Director Gowher Rizvi, the book offers a comparative, cross-disciplinary exploration of the ways in which democratic institutions fail or succeed in creating equal opportunities for the people they serve.



Jorrit de Jong, Maaïke de Langen, and Archon Fung



Arnold Howitt, Mark Moore, and Geoff Mulgan



William Overholt speaks on Asia's role in the global financial crisis

March 12-13: Housing Cities Symposium

As 2009 brings a new administration to Washington, the US faces a financial crisis on Wall Street and Main Street, rising energy costs, and cities across the country struggling to do more with fewer resources. Many experts argue that housing sits at the center of all of these struggles, both as a cause of current problems and as a crucial area for innovation and action. The Housing Cities Symposium 2009 sought to open a dialogue on housing as a broad national issue affecting metropolitan areas around the country. The conference addressed the many spheres that impact and are impacted by the quantity, quality, location, and affordability of housing. Dan Kildee, 2007 Innovations winner for the Urban Land Reform Initiative in Genessee County, participated in the panel “Local Responses to the Housing Crisis.”

March 12: Social Innovation — Perspectives from England

Sponsored by the Hauser Center for Nonprofit Organizations and the Ash Institute for Democratic Governance and Innovation, this seminar featured Geoff Mulgan. Mulgan is the director of the UK’s Young Foundation and served as the former director of policy under Prime Minister Tony Blair. He is also the co-founder of the Demos think tank. Mulgan discussed the broad field of social innovation in Europe and its future areas of advancement. He also elaborated on the Youth Foundation’s projects run with a consortia of municipal authorities to solve problems in local communities as well as its grants and loans to support new social ventures.

March 9: Equality, Disinterested Governments, and Economic Growth: The Case of China

In this comprehensive discussion, Professor Yang Yao explained China’s economic success in the last 30 years using the concept of disinterested governments. He also discussed the importance of social equality as crucial element for disinterested governments to emerge in a country. Professor Yang Yao is a professor at the China Center for Economic Research and the National School of Development at Peking University.

March 2: Innovations without Borders: Justice and Social Innovation in Global Context

Sponsored by the Ash Institute and the Program in Criminal Justice Policy and Management, this interactive brownbag session featured Carol Shapiro, founder and president of Family Justice. Since its founding in 1996, Family Justice has emerged as a leading national nonprofit institution dedicated to developing innovative, cost-effective solutions that benefit people at greatest risk of cycling in and out of the justice system. Family Justice’s original storefront center for families, La Bodega de la Familia, was a 2003 Innovations in American Government Award winner.

February 13: Corporate Governance with Chinese Characteristics

Jeffrey Williams addressed corporate governance issues in China on February 13. Williams is the independent director and risk management committee chair of China Universal Asset Management Company. He has over 25 years of experience working on issues in mainland China, Hong Kong, and Taiwan and served as the former foreign president of the Chinese commercial bank Shenzhen Development. The event was sponsored by the Harvard Kennedy School China Caucus and the Ash Institute.

February 10: China, Asia, & the Global Crisis

“Liquidity from Asia, and America’s misuse of it, are at the core of the current global financial crisis,” stated William Overholt, Asia Programs senior research fellow. According to Overholt, despite these challenges, China is in Asia’s best position to weather the financial storm if its leaders have the political courage to make critical changes. At this public seminar, Overholt discussed his recommendations for regulatory and transformational changes in corporate governance and global liquidity management.

January 28: Japanese Perspectives on the Asian and World Economies

Dr. Fujita, president of the Research Institute of Economy, Trade, and Industry (RIETI) and Director Nezu recently shared their perspectives on the Asian and world economies. RIETI is a renowned think tank in Japan. President Fujita discussed means for reshaping East Asia and the world economy in the wake of the present financial crisis. Director Nezu argued for US support of the Comprehensive Economic Partnerships for East Asia (CEPEA) Initiative.



Dr. Fujita and Director Nezu of RIETI

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