

## Inside

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SAIS Professor Michael Mandelbaum and *New York Times* columnist Thomas Friedman sign copies of their best seller, *That Used to Be Us: How America Fell Behind in the World It Invented and How We Can Come Back*, before a September 27 book-launch event at the school.

### BEST-SELLER BOOK SIGNING



## Former National Leaders on Europe's Financial Crisis

**W**ith the financial crisis in Europe topping news headlines, *SAIS Reports* asked three European former heads of government who currently serve as fellows at the school to share their perspectives on the challenges and opportunities facing the continent.

In 2009, the SAIS Center for Transatlantic Relations (CTR) launched a special initiative to harness the ideas and expertise of individuals who previously headed European governments by inviting them to serve as nonresident distinguished fellows.

To date, José María Aznar, former president of the Spanish government;

Gordon Bajnai, former Hungarian prime minister; and John Bruton, former Irish prime minister, have joined CTR as distinguished fellows, dedicating a portion of their time to support SAIS's advancement of the transatlantic relationship. The fellows give periodic lectures to students and also contribute to the center's ongoing work on strengthening U.S.-European ties through NATO and the EU.



José María Aznar



Gordon Bajnai



John Bruton

**How would you characterize the state of U.S.-European relations?**

**AZNAR:** The present economic crisis has shown the degree of interdependence between Europe and America for the best and the worst. While at

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## NLDI Prepares Students for Careers With Nonprofits

**T**his fall, 15 students became the first group to complete the Nonprofit Leadership Development Initiative (NLDI), a new extracurricular program established by the Office of

Career Services to assist the more than 25 percent of SAIS graduates who enter the nonprofit arena.

The NLDI, made possible by the generosity of SAIS Advisory Council members Peter O'Hagan '87 and Sarah Brown O'Hagan '86 and Goldman Sachs Gives Charitable Fund, has three main components: a leadership development program, a summer internship with stipend at

an international nonprofit and a presentation forum of student experiences.

Up to 22 first-year students from

the Washington, D.C., and Bologna campuses are accepted into the NLDI each year based on their leadership potential and commitment to a career in the nonprofit field. Applications are taken in October, and selections are made in November. The initiative's leadership development programming begins later that month, running through students' first year at SAIS. Programming throughout the academic year consists of a leadership skills retreat and a monthly speaker series featuring alumni participants.

Speakers provide practical advice on the skills and experiences they have found to be most useful to them professionally. "In my nonprofit career, I learned a lot about partnerships and how to collaborate. There are a lot of complex 'ecosystems' out there that you have to navigate. If you don't get buy-in from everyone, there is limited success," Erin Ganju JHU'91, '92, co-founder and chief



Joshua Richardson and Prudence Buxton at NLDI's October 11 student presentation forum

executive officer of Room to Read, told the first cohort of NLDI participants. Ganju, a former Goldman Sachs executive, described her experience launching the nonprofit global literacy and gender equality education

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## African Leaders Attend SAIS Private Sector Development Course

Approximately 30 senior-level policy officials and business leaders from Sub-Saharan Africa attended the SAIS Leadership Academy for Development (LAD) inaugural program held October 24 to 27 at the University of Cape Town in South Africa. Presidential advisers, deputy ministers, consultants and other participants enrolled in an intensive four-day course on “The Role of Public Policy in Private Sector Development.”

The focus of the course, supported by the United Kingdom Foreign and Commonwealth Office, reflected four key themes in private sector development: industry promotion, investment promotion, public-private partnerships in infrastructure and access to finance.

Francis Fukuyama, a SAIS Foreign Policy Institute senior fellow, and Roger Leeds, director of the SAIS Center for International Business and Public Policy, developed and led the program. The LAD concept is an outgrowth of a conference on “New Ideas in Development After the Financial Crisis” hosted by Fukuyama, then-director of the SAIS International Development Program, in Washington, D.C., in

2009. He currently serves as the Olivier Nomellini Senior Fellow at the Freeman Spogli Institute for International Studies at Stanford University.

Fukuyama and Leeds believe the key to a developing country’s ability to foster sustainable private sector growth is well-trained individuals charged with designing and implementing policies and programs that are directed at strengthening the private sector’s performance.

“Not only must these professionals have the requisite technical knowledge and analytical skills to succeed, but also they must be capable of effectively contending with a range of other factors that influence success or failure—such as the local political, cultural and economic realities,” said Leeds. “Frank and I saw a need for programs to address this human capital constraint by taking a multidisciplinary approach to training practitioners with responsibility to enhance the private sector’s role in development. To our knowledge, there is no program like ours in existence. Many programs focus on private sector development issues, but few, if any, use our pedagogical approach.”

The LAD’s inaugural course

sought to illustrate how government can encourage and enable the private sector to play a larger role in economic growth and development through six case studies that looked at difficult tasks such as increasing venture capital for innovative small and medium-sized enterprises in Brazil, creating a credit information system in China and structuring a public-private partnership to build a toll road in Nigeria. The cases were designed to demonstrate how effective public officials—regardless of the country—think and act strategically about how to move their societies forward, carefully considering political, cultural and social constraints as well as obvious obstacles. Few case studies exploring these issues existed, so LAD commissioned a group of SAIS students to write these cases, training the students in the case-writing method, paying for their international travel and providing editorial guidance.

The course curriculum included classroom-style lectures, speeches by high-level African government officials and business leaders, and a final group presentation. “Rather than espouse best practices, the LAD curriculum is designed to increase the capacity of talented

public individuals from the developing world,” said Seth Colby ’07, executive director of the academy. “LAD provides an analytical framework that helps our participants overcome the political and economic challenges found at the intersection of the public and private. We help developing leaders become more effective problem solvers.”

Participating leaders were chosen from a field of applicants who are playing a prominent role in the formulation and implementation of policies that affect economic development in their countries. Twelve fully sponsored slots were available to African applicants outside of South Africa, while 18 fully sponsored slots were open to applicants based in South Africa.

Prior to the Cape Town launch of the Leadership Academy for Development, a number of private and public sector professionals participated in a shorter pilot course in Costa Rica in July. Based on the success of the Costa Rica and South Africa programs, Colby and his colleagues will seek additional funding for the project with the goal of offering more courses for policy and business professionals throughout the developing world. ●



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## NLDI

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program for children in Nepal 10 years ago with former Microsoft executive John Wood, and how she helped grow the organizations’ network of libraries—to 10,000 worldwide today. Ganju said she brought a number of leadership lessons from the private sector to a nonprofit career in social entrepreneurship, among them, taking reasonable risks, investing in people and building capacity, measuring results and creating partnerships.

In addition to completing the leadership development component during their first year at SAIS, NLDI participants embarked on securing their summer internships. International Development student Julia Perri traveled to Haiti to lead a qualitative research project for Fonkoze, a large local nonprofit microfinance organization. “Prior to

finding my internship, I attended a job fair at the Haitian Embassy here in Washington, D.C.,” she said. “It was extremely helpful to be able to talk to potential summer employers about the NLDI. It set me apart from the crowd because not only did I come with my own funding [for the summer], but also I had been selected by Career Services to be part of a special effort to develop nonprofit leadership.” Fonkoze assigned Perri to the nonprofit’s Chemen Lavi Miyò, a development program that assists the poorest women throughout the country’s Central Plateau. “It was a fantastic experience,” she added. “It was tough to be out there in a small town in rural Haiti. But my project went well, and now my director has started to implement my recommendations from the research project.”

Joshua Richardson, a Strategic Studies concentrator and a major in the U.S. Army, spent his summer

with the Washington, D.C.-based National Democratic Institute for International Affairs’ Togo field office. Partnered with a three-person team of local citizens, he worked on democracy initiatives ranging from a code of good conduct for elections to enabling civil society organizations to strengthening leadership among Togo’s 17 major political parties. “The NLDI allowed me to richly explore a sector in which I had no previous background,” said Richardson. “As a military officer, I had shared space in foreign countries with nonprofits without fully understanding how these organizations function. Having spent two months in the field with a leader in the sector, I now have a valuable appreciation that I can draw upon in future leadership positions. The NLDI is the professional highlight of my SAIS experience.”

Prudence Buxton, who studied

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## Leaders

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the economic level the area is totally integrated, at the political level there has been a kind of drifting apart lately that must be tackled directly and urgently in order to face jointly the many problems in the world—from the debt crisis to the threat of [nuclear] proliferation.

**BAJNAI:** The United States has many allies based on common interests, but only a few based on shared values. Interests keep changing—values do not.

I believe the transatlantic alliance's relevance is no less than it was seven decades ago at its inception. Despite the financial malaise, ours are still by far the largest economies and most affluent societies. We are the strongest military alliance in the history of mankind—able and willing to step up to defend shared values, like the humanitarian intervention in Libya showed.

The untapped potential in our relationship is still huge. Creating a truly common transatlantic market could boost growth and create jobs. Pooling and sharing military resources would make us stronger for less money—of great importance in times of austerity.

**BRUTON:** Taking Europe to mean the EU here, the relationship is facing some strains because we each have different expectations. We tend to expect the other to be like we are more than is realistic, in view of our different historical experiences. We are, however, more like one another than we are like anywhere else, and we both are having to cope with new competition. We can deal with that competition better if we reduce barriers between us and establish an agreed-upon North Atlantic democratic legal order that increases predictability—and reduces costs—in our business and human relations.

**What is the most critical challenge facing your country?**

**AZNAR:** We need to overcome the political impasse created by a lame-duck government. And we urgently need to attack the economic crisis with an austerity plan that addresses simultaneously the financial liabilities in our system, the public debt problem and the alarming unemployment rate. It can be done with the right policies. Spain is a great

country, with the energy and spirit to solve its problems.

**BAJNAI:** Twenty-two years after the fall of the Berlin Wall, Hungary—similar to its peers in the Visegrad Four [Czech Republic, Hungary, Poland and Slovakia]—is on a long journey to stabilize itself as a member of the alliance of Western democracies, to close the economic and social gap with older members of the EU, and to keep the cohesion of its society.

Although we have covered a lot of that ground in the last two decades, the process has not been linear—but one of moving from crisis to crisis. The country is facing its biggest challenges to date in all three areas, and internal factors play a decisive role in that.

**BRUTON:** Ireland's most critical challenge today is reducing its budget deficit and achieving a primary surplus so that it regains some measure of control over its economic destiny.

**How can the eurozone countries emerge from the crisis, and what might be the impact on the United States?**

**AZNAR:** We need to rethink the tools and institutions at hand to solve the sovereign debt crisis if we want to preserve the euro as we know it. One possibility is the establishment of a true European Deposit Insurance and Resolution Fund, one capable of intervening and restructuring banks in all eurozone countries.

In the medium term, we must put in place measures to recover growth because, without it, the negative impact will affect not only Europe but also the Atlantic area and the whole world. Depressed economies tend to call for protectionist policies, and that will inevitably sink the global market, causing us to lose all prospects of short-term recovery.

**BAJNAI:** Because it is in everyone's fundamental interest to save the eurozone, I am optimistic that we can do the right thing. European leaders need quick action to stabilize the financial system, build out the missing elements of joint economic governance, establish structural guarantees that old mistakes cannot happen again and show solidarity with those who, without help, have no chance of coping with the crisis. The alternative to saving and strengthening the European project is collapse, with incalculable

economic, social and political consequences stretching beyond the borders of the European continent.

**BRUTON:** Countries of the euro-zone need to put in place a system of mutual support robust and rigorous enough that markets regain full confidence in the creditworthiness of all eurozone member countries and their banks. I believe a euro bond—if accompanied by sufficiently demanding conditions—could help in this process and provide a valuable resource for restoring confidence in the global economy.

**Why were you attracted to joining our Center for Transatlantic Relations as a distinguished fellow?**

**AZNAR:** I can define myself as an Atlanticist. I do believe in the force for good in the world that is the Atlantic community. It has proved to be so in the past and must recover the confidence in itself to be so in the future. I had the privilege of being one of CTR's first public speakers, and I cannot but recognize the good work of the center since its creation in 2001. The right issues have been addressed at the right time and with the right ideas. It is a real pleasure and a challenge being

at the center in a moment where the ties across the Atlantic need to be strengthened and revitalized.

**BAJNAI:** When I was a student in the late '80s at the Karl Marx University of Economics in Budapest, our professors told us the Johns Hopkins University was the eminent place in the world to learn international relations. Many things have changed since then—the least of them that my alma mater has altered its name—but the reputation of JHU and SAIS is unchanged. Today, the center is a veritable hot spot of innovative transatlantic ideas, active policy discussions and visionary leadership by [Executive Director] Dan Hamilton and [Managing Director and Senior Fellow] Kurt Volker, which I am honored to be a part of.

**BRUTON:** During my five years as EU ambassador in Washington, D.C., I came to greatly respect the center for its thorough and original work in bringing to light the deep interconnectedness of the EU and U.S. economies—particularly the extent of our mutual investments in one another. CTR also highlights the hidden costs we impose on each other when we restrict such investments. ●

### DEVELOPMENT AND ALUMNI RELATIONS NEWS

#### Alumni Support at Record High

Alumni giving at SAIS has never been at a higher level. Last year, 16.1 percent of alumni made a financial contribution to the school—an 18 percent increase over the previous year. We appreciate all our graduates do through their philanthropy to support the next generation of SAIS scholars and future alumni. Every gift strengthens the SAIS spirit!

#### With Bequest Intention, Arbon Lang Joins Legacy Circle

Arbon Lang of Albuquerque, N.M., who attended executive education classes at SAIS as a U.S. Agency for International Development officer in 1967, has joined the SAIS Legacy Circle through a bequest intention to create the Ruth Baker Lang Endowed Fellowship. The new fellowship will be for students who plan careers in public service. For more information on establishing a living legacy through a bequest or other planned gift, contact Spencer Abuzzese at [spencera@jhu.edu](mailto:spencera@jhu.edu).

#### Gift Continues Support for Fisher Fellowship and Teaching Prize

The Marjorie S. Fisher Fund of the Community Foundation for Southeast Michigan has committed \$250,000 over five years to continue support of the Max M. Fisher Fellowship and Max M. Fisher Prize for Excellence in Teaching. The two-year fellowship grants full tuition to one outstanding student, and the annual teaching prize recognizes one student-selected faculty member at commencement. This gift ensures that Max Fisher's legacy as a leader in foreign relations is remembered among SAIS graduates and faculty around the world.

#### Connecting With Other Alumni Online

Did you know that SAIS alumni can now reach out to one another through JHConnect, an alumni database, career networking tool and search engine that locates fellow alumni by employer, class year and geographic region? It is up and running and available at [connect.jhu.edu](http://connect.jhu.edu).

## NLDI

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at the Bologna Center her first year, echoed Richardson's comments about the benefits of participating in the NLDI. A dual concentrator in African Studies and Conflict Management, she served as an intern with the International Rescue Committee in Ethiopia, working to develop a results-based monitoring and evaluation system for an emergency drought-response and livelihoods program for pastoralists in the Somali Region. "Taking part in the NLDI provided me with the opportunity to acquire hands-on field experience in a way that would not have been possible otherwise," said Buxton. "Seeing how humanitarian projects operate—from conception to implementation—was rewarding and enlightening."

On October 11 at SAIS, NLDI participants gave presentations to the O'Hagans and other members of the SAIS community about their summer projects. In addition to Haiti, Togo and Ethiopia, students interned in Brazil, Cameroon, China, India, Tanzania and Washington, D.C. ●

## WHAT'S HAPPENING

### NOVEMBER

**15** African Studies Program, "Populism in Africa: How the Opposition Won the 2011 Zambian Election," Nic Cheeseman, University of Oxford. 4:30-6 p.m., Rome 203, 202.663.5676.

**16** Latin American Studies Program, "Challenges and Trends in Infrastructure Investing in Emerging Markets," Benjamin Sessions, Global Environment Fund. 12:45-1:45 p.m., Nitze 517, 202.663.5734.

**17** International Development Program, "Inclusion or Exclusion? Empowering the Next Generation," Maya Ajmera, SAIS and The Global Fund for Children. 12:30-1:45 p.m., Bernstein-Offit 500, 202.870.6677.

**17** SAIS New York Alumni Club, "Conquered Into Liberty: Two Centuries of Battles Along the Great Warpath That Made the American Way of War," Eliot Cohen, SAIS, author, 6:30-8 p.m., BlackRock, Park Avenue Plaza, 55 E. 52nd St., New York City, 202.663.5636.

**18** Office of Development and Alumni Relations, "Food, Hunger and Political Instability," Jessica Adelman, Syngenta. 12:30-1:30 p.m., Kenney Auditorium, 202.663.5636.

**29** China Studies Program, "Cooperation and Conflict: The Transnational Politics of China's Environmental and Resource Needs," Carla Freeman, SAIS; Bo Kong, SAIS; and Jennifer Turner, Woodrow Wilson International Center for Scholars. 3:30-5:30 p.m., Kenney Auditorium, 202.663.5816.

**29** European Studies Program, "The Cold War," John Harper, SAIS Bologna Center. 5-7 p.m., Rome 806, 202.663.5796.

### DECEMBER

**2** European Studies Program, "Getting to Greece: Uncertainty, Misfortune and the Origins of Political Disorder in Europe," Erik Jones, SAIS Bologna Center. Noon-2 p.m., Rome 806, 202.663.5796.

**8** SAIS Boston Alumni Club, "Conquered Into Liberty: Two Centuries of Battles Along the Great Warpath That Made the American Way of War," Eliot Cohen, SAIS, author. 6-8 p.m., Union Club of Boston, 8 Park St., Boston, 202.663.5636.

**9** African Studies Program, "Recollection of a Remarkable Archaeologist," Peter Lacovara, Emory University's Michael C. Carlos Museum. 6:30-9 p.m., Rome Auditorium, 202.663.5676.

*Please note that this schedule is subject to change. For the most up-to-date calendar of events, refer to the SAIS website at [www.sais-jhu.edu](http://www.sais-jhu.edu).*

### ALUMNI TUITION DISCOUNT FOR NON-DEGREE COURSES

SAIS alumni receive a 50 percent discount on the cost of non-degree courses. Alumni can take up to two courses at the discounted rate during the upcoming spring 2012 semester. Registration opens December 1, 2011. For information on the registration process, call 202.663.5671 or email [saisnondegree@jhu.edu](mailto:saisnondegree@jhu.edu).

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