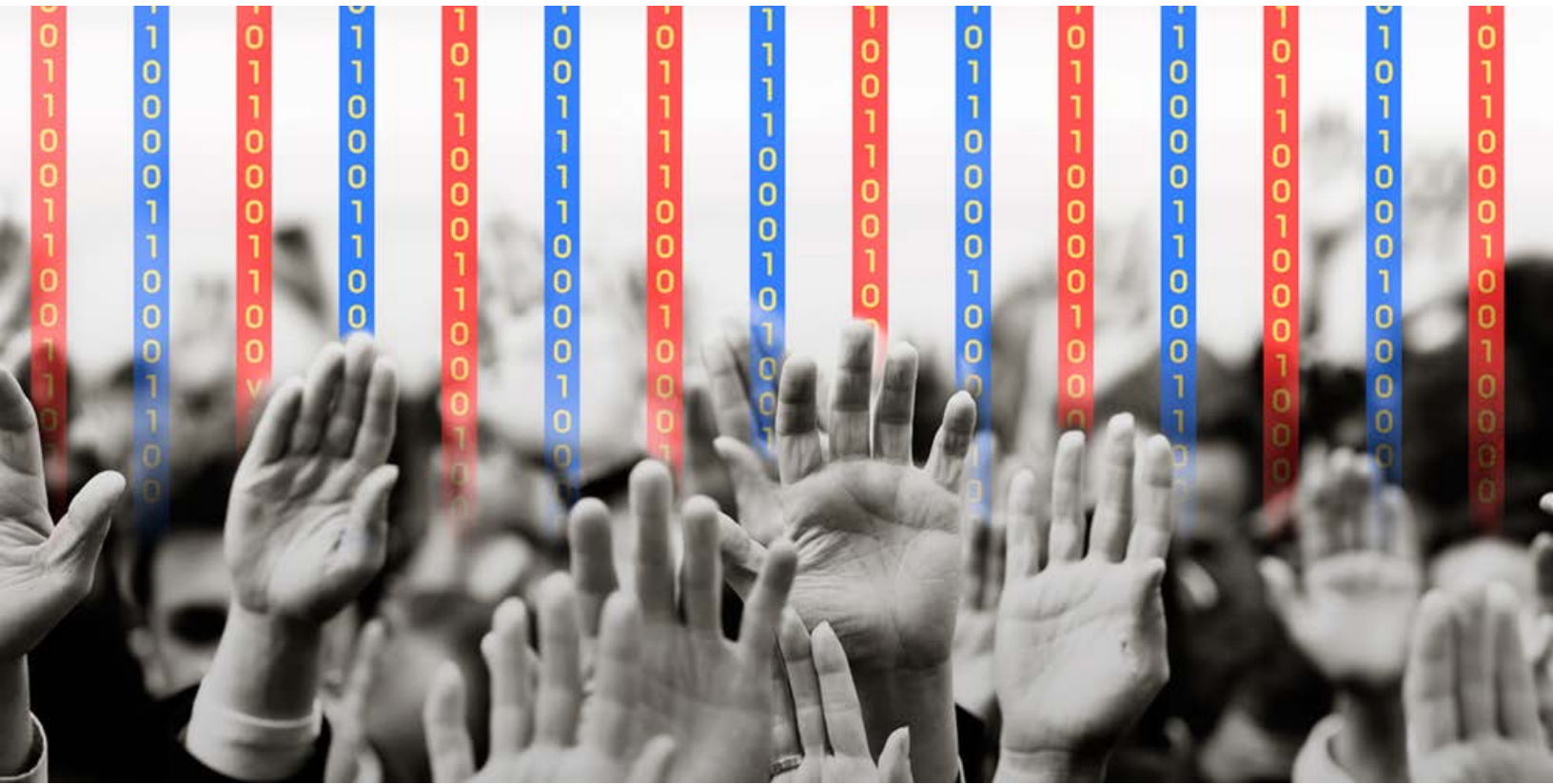
HARVARD Kennedy School
ASH CENTER
for Democratic Governance
and Innovation

TECHNOLOGY AND DEMOCRACY FELLOWSHIP

ORIENTATION PACKET
2016



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TECHNOLOGY AND DEMOCRACY FELLOWSHIP BACKGROUND

The Technology and Democracy Fellowship is part of an Ash Center and broader HKS initiative to explore technology's role in improving democratic governance—with a focus on connecting to practice and on helping Harvard Kennedy School students develop crucial technology skills.

Over the course of the fellowship, participants design, develop, or refine a substantive project that is salient to their field. This project could take the form of a new platform, service, or organization, or could entail research, reflection, and writing on issues that most interest them. Technology and Democracy Fellows form a virtual community through which they share ideas and resources, pose questions, offer feedback, and help one another solve challenges in their projects or other work.

Fellows also help students, staff, faculty, and other members of the HKS community to develop their understanding of major concepts and to build skills related to technology and governance. This knowledge sharing could come in the form of teaching workshops, consultation and mentoring, advising the Ash Center on its technology initiative, and more.

FELLOWSHIP EXPECTATIONS

WORKSHOPS

Each year, Technology and Democracy fellows design and lead a series of hands-on workshops for Harvard Kennedy School students, co-sponsored by Tech PIC. Each workshop will help participants develop their "technological intelligence" and learn skills related to understanding, managing, or creating digital technologies with the potential to improve the quality of democratic governance. During the Fellowship's first year, workshop topics included design thinking, civic tech entrepreneurship, pursuing civic projects as a hobbyist, technical tools to find and analyze data that's already available online, technology's use in legislative and legal informatics, and more.

Each workshop is held at the Ash Center, on Tuesday evenings from 4:00 - 7:00 pm. Travel and accommodations are provided for each fellow when they return to Cambridge to lead their workshop. Attendance is largely HKS students, often with a few staff, fellows, or other Ash Center community members in attendance as well. The workshops are limited to 15 participants, both due to space constraints and in an effort to allow a hands-on, one-on-one experience for students. The goal of each workshop is to provide students with direct experience with a technology, process, or other tool which they will find useful in their career, but which might not be provided to them as part of the formal HKS curriculum.

PROJECTS

At the core of the Technology and Democracy fellowship are independent projects which each fellow pursues over the course of their year with the Ash Center. Expectations for each project will vary significantly, based on the exact nature of the project. In general:

Fellows will provide monthly updates on their progress (via Slack, before each Google Hangout), and solicit feedback as needed

- On each monthly Google Hangout, one fellow will discuss his or her project in detail, outlining progress and next steps, soliciting feedback, and identifying areas in which the project could benefit from input from either the other Fellows or the faculty and staff at HKS.

- At the end of the Fellowship year, Fellows will submit a report on the progress or final product of their project, to be discussed in person at a (tentative) final retreat or virtually.

- The Ash Center will be happy to help promote Fellow's final project, especially if it is public-facing in some way.

Fellows develop their projects and seek input from the rest of the cohort through Slack, in-person meetings, monthly Google Hangouts, and more.

COMMUNITY

Technology and Democracy Fellows form a virtual cohort in addition to the in-person retreat at the beginning of the fellowship. The Fellows communicate in several ways:

- Initial retreat: Fellows meet in Cambridge at the beginning of the Fellowship for a 2-day, in-person retreat aimed at building community, momentum, and relationships, to discuss projects, and to meet with HKS faculty, staff, and students.

- Slack: most day-to-day communication is done via Slack. There are channels specifically for the current cohort, for all past and present fellows, for workshop planning, and for other topics (news, meetups, etc.). Fellows are expected to post a brief project update on Slack prior to each month's Google Hangout, regardless of whether it is their month to present.

- Google Hangouts: Each month, usually on the last Friday of the month (exceptions in November and December - see calendar document for details) at 2:00 pm Eastern. The purpose of the hangouts is to take an in-depth look at each fellow's project, allowing them to catch the cohort up on their progress, workshop ideas and problems, solicit feedback and advice, and more. Prior to each Hangout, Ash Center staff will distribute relevant written materials for each project, so that fellows can be prepared to discuss the scheduled workshop.

THOUGHT LEADERSHIP: WRITING AND PUBLISHING OPPORTUNITIES

This fellowship provides a unique opportunity to engage in thought leadership, tackle big questions in the field, and connect with new audiences in academia, policy, and beyond. One way to do this is through writing and publication--either independently or in collaboration with peers and faculty. Fellows are encouraged to highlight their projects, comment on the importance of the skills they plan to teach in their workshops, and reflect on abstract topics such as data ethics and privacy, technology and equity, trends in online participation and engagement, and other ideas at the cutting edge of innovations in technology and democracy. Below are a few outlets through which fellows can write and publish at Ash. For more information about any of these opportunities, please reach out to Hannah Hilligoss.

Blogging at Ash:
The Ash Center has a number of blogs and would welcome posts from fellows. These posts could address a component of the fellow's project, an aspect of his or her professional work, a promising technological solution or interesting innovation, thoughts on a bigger question in the field of technology and democracy, or any other topic discussed with Hannah, Will, or Tim. Challenges to Democracy explores promising efforts to advance the reach, depth, and quality of democratic governance. The Government Innovators Network posts government innovations both in the United States and globally. And Data-Smart City Solutions focuses on the intersection of government and data, ranging from open data and predictive analytics to civic engagement technology. Fellows can pitch ideas for posts to Hannah, Will, and Tim.

Working Paper/Policy Brief Series:
Fellows are invited to submit proposals for longer, more formal papers as part of the Ash Center's working paper and policy brief series. These papers can vary in length from 2000-4000 words (approximately) and are aimed at an informed practitioner or policymaker audience. They have a more formal tone than a blog post and generally seek to advance a unique argument or policy proposal. Most papers contain citations. Working Papers/Policy Briefs are required to have a faculty sponsor who can review a draft to ensure that it meets the Center's academic standards.
For more information on this option, please see Hannah, Tim, and Associate Director for Communications and Government Liaison Dan Harsha.

Occasional Paper Series
The Center also publishes a formal academic paper series, which is edited by the Center's director Tony Saich. The Occasional Paper Series is an academic-focused publication featuring journal length articles which may also be submitted to peer reviewed scholarly journals.

Q&A Series:
Fellows have also participated in a Q&A series with the Ash communications team. If you are interested in this option, Communications Coordinator Maisie O'Brian and Hannah Hilligoss can set up individual interviews. See last year's Q&As with Tiana Epps-Johnson, Dhrumil Mehta, Kirsten Gullickson, and Solomon Kahn.

3rd Party Platforms:
Our communications director Dan Harsha would be more than happy to work with fellows to pitch op-eds and other commentary to our media connections and third party platforms.

Dan Harsha
Associate Director for Communications and Government Liaison
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RETREAT AGENDA

September 28-29, 2016

WEDNESDAY, 9/28

	Arrival and hotel check-in	*Charles Hotel* *1 Bennett St.* *Cambridge, MA 02138*
12:00-4:00pm	**HUBweek events (optional)**	
3:30pm	**Arrive at Ash Center**	*Ash Foyer* *124 Mount Auburn St.* *Cambridge, MA 02138*
4:10 – 6:00pm	**HUBweek Panel** Rey Faustino, One Degree Seth Flaxman, TurboVote Denise Linn, Smart Chicago Tiana Epps-Johnson, Center for Technology and Civic Life Moderated by Archon Fung, HKS	*Ash Foyer* *124 Mount Auburn St.* *Cambridge, MA 02138*
6:00pm	**Dinner** Harvard Faculty HKS Students Fellows	*Harvard Faculty Club* *20 Quincy St.* *Cambridge, MA 02138*

THURSDAY, 9/29

8:30 – 9:30am	**Breakfast** Fellows Archon Fung	*Henrietta's Table at the Charles Hotel*
9:30 – 10:00am	**Fellowship Intro** Will, Hannah, and Tim	*Large Conference Room 226 Ash Center*
10:00 – 11:30am	**Leading a Workshop** Hollie Russon Gilman Tiana Epps-Johnson	
11:30 – 12:00pm	**Break**	*Suite 230, room 2000*
12:00 – 1:00pm	**Lunch** Jim Waldo	*Suite 230, room 2000*
1:00 – 3:00pm	**Presentations & Project Workshopping** Dhrumil Mehta, fivethirtyeight Hila Mehr, IBM Trevor Davis, ToSomeone	*Suite 230, room 2000*
3:00 – 3:30pm	**Break**	
3:30 – 5:30pm	**Presentations & Project Workshopping** Harlo Holmes, Freedom of the Press Foundation Noel Hidalgo, BetaNYC Leah Bannon, 18F	
6:00pm	**Dinner**	*Charlies*

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TECHNOLOGY AND DEMOCRACY FELLOWSHIP KEY DATES:

Fall 2016

September 28-29, 2016
Technology and Democracy Fellow Retreat

October 25, 2016
Workshop: Leah Bannon

October 28, 2016
Google Hangout

November 1, 2016
Workshop: Hila Mehr

November 15, 2016
Workshop: Harlo Holmes

November 18, 2016
Google Hangout

Spring 2017

January 27, 2017
Google Hangout

February 7, 2017
Workshop: Noel Hidalgo

February 24, 2017
Google Hangout

February 28, 2017
Workshop: Dhrumil Mehta

March 21, 2017
Workshop: Trevor Davis

March 31, 2017
Google Hangout

April 28, 2017
Google Hangout

May 26, 2017
Google Hangout

June 30, 2017
Google Hangout

Fellows' Farewell Luncheon: 1st week of May

July 31st, 2017
Official end of fellowship appointment

TECHNOLOGY AND DEMOCRACY FELLOWS

TECHNOLOGY AND DEMOCRACY FELLOWS AY2016-17

LEAH BANNON

Organizer, Tech Lady Hackathons and Product Lead, 18F

Leah Bannon organizes the Tech Lady Hackathons, and is a civil servant and product lead at 18F. At 18F, she leads the betaFEC project, which is building simple tools for exploring campaign finance data, the FEC's first APIs, legal resources, and political registration and reporting guides. Leah recently wrote about her work on this project on the 18F blog: Building better by building together with the Federal Election Commission.

Leah also currently serves as an agile coach for other projects, consults with agencies to build APIs with their high-value data sets, supports the 18F diversity working group, and manages an Agile BPA contract. Previously at 18F, Leah worked on FBOpen, the 18F Dashboard, immigration, and the USA Analytics Dashboard.

Follow Leah on Twitter: @leahbannon

TREVOR DAVIS

CTO, National People's Action and CEO/Founder, ToSomeone

Trevor Davis is currently the Chief Technical Officer of People's Action and founder and CEO of ToSomeone, a New Media Ventures portfolio company. Trevor has almost twenty years experience at the cutting edge of digital organizing and online media. As CTO of Campaign for America's Future, he built dozens of websites and tools and led several major campaigns. In 2005 he founded Crisis Pictures which, according to The Washington Post, shows "how the might of the entire U.S. military can be taken on by a single blogger working part time." He has had plays produced in three countries, most recently at West Beth theatre in New York City. He is the editor and co-author of the book "Photographing Freedom" with civil rights legend Mary Elizabeth King. He is a graduate of the London School of Economics.

Follow Trevor on Twitter: @trevorhughdavis

NOEL HIDALGO

Executive Director, BetaNYC

Noel A. Hidalgo, is the Executive Director ofBetaNYC (@betanyc) and is working to improve the collective understanding of how technology, data, and design can be used within government and community based organizations. His fellowship will explore empowering community-based organizations, New York City's community boards, and City Council staff to use open-sourced data and

understand its biases. This research will be used to expand an open source library of practices and tools that make data accessible to all.
Follow Noel on Twitter: @noneck

HARLO HOLMES

Director of Newsroom Digital Security, Freedom of the Press Foundation
Harlo Holmes is the Director of Newsroom Digital Security at Freedom of the Press Foundation. She strives to help individual journalists in various media organizations become confident and effective in securing their communications within their newsrooms, with their sources, and with the public at large. She is a media scholar, software programmer, and activist; and contributes to the open source mobile security collective The Guardian Project. She helps journalists worldwide use tools to preserve their privacy and do their jobs better; is a founding member of Deep Lab, a collaborative group of cyberfeminist researchers, artists, writers, engineers, and more addressing issues such as privacy, surveillance, code and art; and was a Knight-Mozilla OpenNews Fellow in 2014.
Follow Harlo on Twitter: @harlo

HILA MEHR

Senior Analyst, Market Developments and Insights, IBM
Hila Mehr is a Senior Analyst for Market Development and Insights at IBM, focusing on emerging technology market opportunities. Prior to joining IBM, Hila was a Research Assistant on civic innovation for the President of Living Cities. She was also a Graduate Intern in the Office of Leadership and Organizational Development in the Department of Defense. Previously, she served as the Director of Operations for MFA Design for Social Innovation at the School of Visual Arts, and is currently an Advisor for the program.

She holds an MPA in Management and Urban Policy from Columbia SIPA, and a BA with General Honors in Political Science from the University of Chicago. She is a StartingBloc Fellow in Social Innovation and holds a Certificate in Social Enterprise from the Monterey Institute of International Studies. Hila was born and raised in Santa Cruz, CA.
Follow Hila on Twitter: @hilamehr

DHRUMIL MEHTA

Database Journalist, FiveThirtyEight
Dhrumil Mehta is a Database Journalist at FiveThirtyEight with a focus on data and reporting about US Politics. He holds an Undergraduate degree in Philosophy and a Masters degree in Computer Science from Northwestern University where he was a student fellow at the Knight Lab for Media Innovation. His research focused on understanding political environments by computationally studying political rhetoric.

He was previously a Software Engineer at Amazon and an intern with the Media Cloud project at the Berkman Center for Internet and Society at Harvard.
Follow Dhrumil on Twitter: @DataDhrumil

HOLLIE RUSSON GILMAN

Democracy Visiting/Non-Resident Fellow, AY 2011 - 2017
Hollie Russon Gilman, PhD, serves as an advisor and mentor for the Technology and Democracy Fellowship. An expert on civic tech, citizen engagement, and democratic innovations, Russon Gilman is a long-time friend and affiliate of the Ash Center and a Postdoctoral Research Scholar at Columbia University School of International and Public Affairs.

Hollie Russon Gilman holds a Ph.D. from the Department of Government at Harvard University. She holds an A.B. from the University of Chicago with highest honors in political science. Her research interests include the impact of technology on government transparency and accountability, citizen engagement, and implementing democratic innovations. Her dissertation, "The Participatory Budgeting: Participatory Budgeting Comes to America," examines the largest implementation of Participatory Budgeting in the United States during the pilot project year in New York City. In this dissertation, she outlines the promise and perils of bringing Participatory Budgeting, a United Nations and World Bank "best practice" for development, from the Global South to the Democratic North.

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TECHNOLOGY AND DEMOCRACY FELLOWS AY2015-16

Anjelika Deogirikar, ORGANIZE Innovator in Residence, U.S. Department of Health and Human Services
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Tiana Epps-Johnson, Founder and Executive Director, Center for Technology and Civic Life
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Marci Harris, Co-founder and CEO, POPVOX
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Solomon Kahn, Director of Analytics, Paperless Post
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Seamus Kraft, Executive Director, The OpenGov Foundation
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Dhrumil Mehta, Database Journalist, FiveThirtyEight
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Hollie Russon Gilman, Ash Center Democracy Fellow; Civic Innovation Fellow, New America Foundation
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Kirsten Gullickson, Senior Systems Analyst, US House of Representatives (Special Guest)
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RESOURCES AT THE ASH CENTER AND HKS

HARVARD FACULTY WORKING ON TECHNOLOGY AND GOVERNANCE

WILLIAM CLARK: *Harvey Brooks Professor of International Science, Public Policy, and Human Development; Co-director, Sustainability Science Program; Faculty Chair, ENRP*
Belfer Center for Science and International Affairs, HKS
Bill Clark is interested in the interactions of environment, development, and security concerns in international affairs, with special emphasis on the role of science and technology. Trained as an ecologist, his research focuses on sustainability science: understanding the interactions of human and environmental systems with a view toward advancing the goals of sustainable development. He is particularly interested in how institutional arrangements affect the linkage between knowledge and action in the sustainability arena.
http://belfercenter.ksg.harvard.edu/experts/130/william_c_clark.html
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LAURA DIAZ ANADON: *Assistant Professor of Public Policy*
Belfer Center for Science and International Affairs, HKS
Laura Diaz Anadon's research focuses on energy and environment-oriented technological progress and seeks to identify and quantify the diverse benefits that derive from policies designed to promote it; map the complex factors—including but not limited to policies—that contribute to it; and create tools for policymakers and analysts to manage the systemic uncertainties that accompany it.
http://belfercenter.ksg.harvard.edu/experts/1441/laura_diaz_anadon.html
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DAVID EAVES: *Adjunct Lecturer in Public Policy; STPP Fellow*
Belfer Center for Science and International Affairs, HKS
A public policy entrepreneur, open government activist and negotiation expert, David is retained by several governments to advise on open government and open data, and advises businesses and nonprofits on open source strategies and community management. His research at Belfer looks at issues surrounding the politics of data, as well as how negotiation theory can help improve online community management.
https://eaves.ca/about-david/

ARCHON FUNG: *Academic Dean; Ford Foundation Professor of Democracy and Citizenship*
Ash Center for Democratic Governance and Innovation, HKS
Archon Fung's research and teaching aim to understand how participation, deliberation and transparency can make contemporary public governance more fair and effective. He focuses upon public participation, deliberation, and transparency. He co-directs the Transparency Policy Project and leads democratic governance programs of the Ash Center.
http://www.archonfung.net/index.html
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STEPHEN GOLDSMITH: *Daniel Paul Professor of the Practice of Government*
Ash Center for Democratic Governance and Innovation, HKS
Steve Goldsmith currently directs Data-Smart City Solutions, a project to highlight local government efforts to use new technologies that connect breakthroughs in the use of big data analytics with community input to reshape the relationship between government and citizen. He previously served as Deputy Mayor of New York and Mayor of Indianapolis, where he earned a reputation as one of the country's leaders in public-private partnerships, competition, and privatization. Stephen was also the chief domestic policy advisor to the George W. Bush campaign in 2000, the Chair of the Corporation for National and Community Service, and the district attorney for Marion County, Indiana from 1979 to 1990.
stephen_goldsmith@harvard.edu

MELISSA HATHAWAY: *Senior Advisor, Cyber Security Project*
Belfer Center for Science and International Affairs, HKS
Melissa Hathaway is participating and contributing to the joint MIT–Harvard Project on Technology, Security, and Conflict in the Cyber Age (Project Minerva). The primary objective of this project is to generate theoretical, policy, and strategy frameworks to assess threats and identify opportunities in cyberspace for national security, welfare, and influence for international relations in the 21st Century.
http://belfercenter.ksg.harvard.edu/experts/2132/melissa_hathaway.html
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SHEILA JASANOFF: *Pforzheimer Professor of Science and Technology Studies Director, Program on Science, Technology and Society*
Belfer Center for Science and International Affairs, HKS
A pioneer in her field, she has authored more than 100 articles and chapters and is author or editor of a dozen books, including Controlling Chemicals, The Fifth Branch, Science at the Bar, and Designs on Nature. Her work explores the role of science and technology in the law, politics, and policy of modern democracies, with particular attention to the nature of public reason.
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JORRIT DE JONG
Ash Center for Democratic Governance and Innovation, HKS
Jorrit de Jong's research and teaching focus on the challenges of making the public sector more responsive and more resilient through innovation. Jorrit is the Faculty Director of the Bloomberg Harvard City Leadership Initiative, a joint program of Harvard Business School and Harvard Kennedy School, funded by and executed in collaboration with Bloomberg Philanthropies. It is the world's most comprehensive effort to advance effective problem-solving and innovation through executive education, research, curriculum development and field work. Dr. De Jong is also Academic Director of the Innovations in Government Program at the Kennedy School's Ash Center for Democratic Governance and Innovation. A specialist in experiential learning, Jorrit has taught strategic management and public problem solving in degree and executive education programs at HKS and around the world.
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ELAINE KAMARCK: *Adjunct Lecturer in Public Policy*
HKS
Elaine Kamarck conducts research on 21st century government, the role of the Internet in political campaigns, homeland defense, intelligence reorganization, and governmental reform and innovation.
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DAVID KEITH: *Gordon McKay Professor of Applied Physics; Professor of Public Policy*
HKS; Harvard School of Engineering and Applied Sciences (SEAS)
David Keith has worked near the interface between climate science, energy technology and public policy for twenty years. Much of David's current academic work is focused on solar geoengineering — from scientific analysis of its risks and efficacy to policy work on public perception and governance. David has also worked in the CCS, wind energy, and expert elicitation fields.
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JESSE LITTLEWOOD: *Adjunct Lecturer in Public Policy; Director of Digital, Common Cause*
Shorenstein Center on Media, Politics, and Public Policy, HKS
Jesse Littlewood leads efforts to increase the size, political power and influence of Common Cause members and supporters through online channels, including web, social media and email. Common Cause works to create open, honest, and accountable government that serves the public interest; promote equal rights, opportunity, and representation for all; and empower all people to make their voices heard in the political process.
http://www.commoncause.org/about/staff-directory/jesse-littlewood.html
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NICCO MELE: *Lecturer in Public Policy; Director, Shorenstein Center*
Shorenstein Center on Media, Politics, and Public Policy, HKS
Nicco Mele is an entrepreneur and consultant who, above all else, has his finger on the pulse of what is happening in our rapidly-evolving digital age. As webmaster for Governor Howard Dean's 2004 presidential bid, Nicco helped popularize the use of technology and social media that revolutionized political fundraising and reshaped American politics.
http://nicco.org/
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TOM PATTERSON: *Bradlee Professor of Government and the Press*
Shorenstein Center on Media, Politics, and Public Policy, HKS
Tom Patterson is interested in media, elections, citizen participation, and American politics. He is author of the book Informing the News: The Need for Knowledge-Based Journalism, published in October 2013. His earlier book, The Vanishing Voter, looks at the causes and consequences of electoral participation, and his book on the media's political role.
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CHRIS ROBICHAUD: *Lecturer in Ethics and Public Policy*
HKS
His work focuses on areas in ethics, political philosophy, and social epistemology. Currently, his research interests include exploring what a "post-truth" age of politics might be, and what, if anything, can be said for or against such an age. He is also interested in examining what kind of intellectual virtue is captured by the idea of healthy skepticism, and what place such a virtue has within a democratic society. Dr. Robichaud is also dedicated to bringing philosophical ideas to a wider audience, and pursues this goal by looking at issues in moral and political philosophy that arise in pop culture stories, especially superhero narratives. He recently contributed online content to the EdX Smithsonian course, "The Rise of Superheroes and Their Impact on Pop Culture."
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BRUCE SCHNEIER: *Adjunct Lecturer in Public Policy*
Belfer Center for Science and International Affairs, HKS; Berkman Klein Center for Internet & Society
Bruce Schneier is an internationally renowned security technologist, called a "security guru" by The Economist. He is the author of 13 books—including Data and Goliath: The Hidden Battles to Collect Your Data and Control Your World—as well as hundreds of articles, essays, and academic papers. His influential newsletter "Crypto-Gram" and his blog "Schneier on Security" are read by over 250,000 people. He has testified before Congress, is a frequent guest on television and radio, has served on several government committees, and is regularly quoted in the press. Schneier is a fellow at the Berkman Klein Center for Internet & Society at Harvard University, a Lecturer in Public Policy at the Harvard Kennedy School, a board member of the Electronic Frontier Foundation, an Advisory Board Member of the Electronic Privacy Information Center, and the Chief Technology Officer at Resilient, an IBM Company.
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DAN SCHRAG: *Director of the Science, Technology, and Public Policy Program; Sturgis Hooper Professor of Geology, Professor of Environmental Science and Engineering at Harvard University*
HKS; Harvard School of Engineering and Applied Sciences (SEAS)
Dan Schrag's interests include climate change, energy technology, and energy policy. He has studied climate change over the broadest range of Earth's history, including how climate change and the chemical evolution of the atmosphere influenced the evolution of life in the past, and what steps might be taken to prepare for impacts of climate change in the future.
http://environment.harvard.edu/about/faculty/daniel-p-schrag
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MARGO I. SELTZER: *Herchel Smith Professor of Computer Science; Director, Center for Research on Computation and Society*
Harvard School of Engineering and Applied Sciences (SEAS)
Professor Seltzer's research focuses on how to make computer systems better for users. Better can mean faster, more reliable, or easier to use. It can also mean that the pieces of a system, its storage, operating system and applications, work together more gracefully. Her research activities range from

designing and building new storage systems to building new operating systems (e.g., VINO) to developing systems for collecting and tracking provenance of digital data.
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AFREEN SIDDIQI: *Visiting Scholar, Science, Technology, and Public Policy Program*
Belfer Center for Science and International Affairs, HKS
Afreen Siddiqi's research expertise is at the intersection of technology, policy, and international development. She combines quantitative tools and qualitative methods for complex socio-technical systems analysis. Her current work is in natural resources planning and scientific capacity and industrial development in emerging countries.
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NICK SINAI: *Adjunct Lecturer in Public Policy*
Shorenstein Center on Media, Politics, and Public Policy, HKS
Nick Sinai joined Harvard in 2014 from the White House, where he was U.S. Deputy Chief Technology Officer. At the White House, Nick led President Obama's Open Data Initiatives to liberate data to fuel innovation and economic growth, and worked to advance innovation in health, energy, education, and finance sectors. Nick also led the Open Government Initiative to ensure the Federal Government is more transparent, participatory, and collaborative.
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MICHAEL SULMEYER: *Cyber Security Project Director*
Belfer Center for Science and International Affairs, HKS
He recently concluded several years in the Office of the Secretary of Defense, serving most recently as the Director for Plans and Operations for Cyber Policy. He was also Senior Policy Advisor to the Deputy Assistant Secretary of Defense for Cyber Policy. In these jobs, he worked closely with the Joint Staff and Cyber Command on a variety of efforts to counter malicious cyber activity against U.S. and DoD interests. Previously, he worked on arms control and the maintenance of strategic stability between the United States, Russia, and China.
http://belfercenter.ksg.harvard.edu/experts/3279/michael_sulmeyer.html
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LATANYA SWEENEY: *Professor of Government and Technology in Residence*
Department of Government, Harvard University
Professor Sweeney creates and uses technology to assess and solve societal, political and governance problems, and teaches others how to do the same. One focus area is data privacy, and she is the Director of the Data Privacy Lab in IQSS at Harvard. Professor Sweeney is an elected fellow of the American College of Medical Informatics, with almost 100 academic publications, 3 patents, explicit citations in 2 government regulations, and 3 company spin-offs.

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JIM WALDO: *CTO, Harvard; Gordon McKay Professor of the Practice of Computer Science*
HKS; Harvard School of Engineering and Applied Sciences (SEAS)
Jim Waldo is the Chief Technology Officer for Harvard University, where he is responsible for for the architecture and implementation of the technology environment. He teaches courses in distributed systems and privacy at SEAS and courses on technology and policy at HKS
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DOROTHY SHORE ZINBERG: *Lecturer in Public Policy; Founding member of the Belfer Center*
Belfer Center for Science and International Affairs, HKS; Berkman Klein Center for Internet & Society
Her research focuses on several aspects of international science and technology: industry, university, and government arrangements as a function of the increasing commercialization of science; the changes in universities and industry brought about by the Information Technologies; and Human Resources--the education and career development of scientists and engineers. She has carried out extensive research on the training and employment of foreign scientists and engineers internationally.
She has served in advisory positions on the Board of International Scientific Exchanges at the National Academy of Sciences (NAS), on the American Association for the Advancement of Science (AAAS) Committee on Science and Social Responsibility, and on the National Science Foundation (NSF) Program on Ethical and Human Value Implications of Science (EVIST). In addition, Dr. Zinberg has been chairperson of the Advisory Committee to the International Division of the NSF and a member of the NAS Commission for International Relations.
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ASH CENTER STAFF WORKING ON TECHNOLOGY AND GOVERNANCE

Executive

Anthony Saich
Daewoo Professor of International Affairs; Director, Ash Center
Anthony Saich is the director of the Ash Center for Democratic Governance and Innovation and Daewoo Professor of International Affairs, teaching courses on comparative political institutions, democratic governance, and transitional economies with a focus on China. In his capacity as Ash Center Director, Saich also serves as the director of the Rajawali Foundation Institute for Asia and the faculty chair of the China Programs, the Asia Energy Leaders Program and the Leadership Transformation in Indonesia Program, which provide training programs for national and local Chinese and Indonesian officials. His current research focuses on politics and governance in post-Mao China, China's urbanization and rural-urban inequality in China; and the interplay between state and society in Asia and the respective roles they play in the provision of public goods and services at the local level.

Marty Mauzy
Executive Director, Ash Center
Marty Mauzy is the executive director of the Ash Center for Democratic Governance and Innovation at Harvard Kennedy School. Prior to joining the Institute, she worked at the Radcliffe Institute for Advanced Study at Harvard University. During her tenure at Radcliffe, she served as executive director of the Henry A. Murray Research Center for the Study of Lives and as assistant dean to Radcliffe's Dean Drew Faust

Innovations Team

Eric Bosco
Research Assistant and Writer, Civic Analytics Network
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Eric Bosco is a Research Assistant and Writer for the Ash Center's Civic Analytics Network. Prior to joining the Ash Center, Eric worked as a journalist and research assistant with the Boston Globe Spotlight Team and as a staff writer at a regional newspaper in southern Massachusetts. As an undergraduate journalism student at the University of Massachusetts Amherst, his investigative reporting for the Globe on the university's controversial confidential informant program earned him appearances on national television and radio.

Kaitlin Burroughs
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Kaitlin Burroughs is a Program Coordinator for the Innovations in American Government Award Program. Prior to joining the Ash Center, Kaitlin worked for three years as a Faculty Assistant at Harvard Law School where she assisted three full-time faculty. She served as a Community Health Education Volunteer in Morocco for the United States Peace Corps, and holds a Bachelor of Arts in International Relations from Saint Anselm College in Manchester, NH.

Wyatt Cmar
Research Assistant and Writer, Project on Municipal Innovation Advisory Group
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Wyatt Cmar is a Research Assistant and Writer for the Project on Municipal Innovation Advisory Group. He investigates best practices in urban policy innovation, informing a bi-annual convening of Chiefs of Staff and policy advisors from major US cities. Before joining the Ash Center, Wyatt worked as Business Development and Research Manager at Diller Scofidio + Renfro, a New York City-based art and architecture studio. Prior to that, he was Program Administrator at the Neighborhood Preservation Center, a nonprofit incubator and resource center located in New York City. He holds a Bachelor of Arts in Economics and Metropolitan Studies from New York University.

Jessica Engelman
Editor, Government Innovators Network
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Jessica Engelman is editor of the Government Innovators Network, responsible for writing and updating features and publications. She is also editor of the Management Insights column, moderated by Stephen Goldsmith and published by Governing.com. Engelman previously managed the website for the Leadership for a Networked World Program at Harvard Kennedy School, and provided research for its online and print publications. Prior to working at HKS, Engelman was based in Seattle, where she was an editorial researcher for the Microsoft Encarta Reference products.

Monika Glowacki
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Monika Glowacki is as a Program Assistant/Faculty Assistant for the Innovations in American Government Program. She holds a B.A. in Social Studies with a focus on human rights from Harvard University and studied abroad in Argentina. She is passionate about social justice advocacy, Latin America, education and civic technology. She enjoys speaking Spanish and Polish, and is learning computer programming.

Katherine Hillenbrand
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Katherine Hillenbrand is the Project Manager for Data-Smart City Solutions (DSCS). DSCS is working to research and write about the best uses of data in city government in order to catalyze replication and the growth of the civic data field. The Data-Smart City Solutions website features regular articles and publications about key themes, news, resources, and cases about the use of city data across all policy areas.

Christina Marchand
Associate Director for the Government Innovators Network and Innovations
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Christina Marchand is Associate Director for the Government Innovators Network and Innovations at the Ash Center. Marchand is responsible for overseeing the Innovations in American Government Program, the nation's preeminent program devoted to recognizing and promoting excellence and creativity in the

public sector, where she manages the recruitment of innovative initiatives and works with winning programs on replication and dissemination strategies. The Innovations in American Government Awards database contains thousands of applications across all policy areas, including many technology innovations. Marchand also provides strategic management of the Government Innovators Network, an online marketplace of ideas and examples of government innovations for policymakers and practitioners around the world. The Government Innovators Network platform includes innovations, research, news, a biweekly newsletter, online events, and the Innovators Insights blog.

Zachary Markin
Manager, Civic Analytics Network
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Zach manages the Civic Analytics Network. Thinking with data lets us ask and answer questions about complex systems in ways that we cannot with anecdotal evidence. Zach believes that data can be the foundation of narratives which create fundamental policy changes. Data can be pragmatic too in everyday reporting and decision making. Previously, Zach worked as a data and infrastructure engineer. He seeks to use his background to advance the use of data in municipal governance through the Civic Analytics Network at Ash.

Devin Romanul
Associate Director for the Project on Municipal Innovation– Advisory Group
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As the Associate Director for the Ash Center's Project on Municipal Innovation – Advisory Group, Devin Romanul serves a network of the Chiefs of Staff of the 45 largest cities in the country. Prior to joining the Ash Center, Devin worked on Beacon Hill as the Director of Government Relations for the National Association of Social Workers – MA Chapter.

Communications Team

Dan Harsha
Associate Director for Communications and Government Liaison
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Daniel Harsha is the Associate Director for Communications and Government Relations at the Ash Center. Previously, Harsha served as Communications Director and Senior Professional Staff Member for the Democratic staff of the House Foreign Affairs Committee and Senior Legislative Assistant to Congressman Howard Berman (D-CA). He is an expert on international organization affairs -- having overseen the Foreign Affairs Committee's United Nations portfolio and has worked extensively on U.S. foreign assistance policy in the Middle East.

China Programs

David Li
Research Associate, China Programs
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David Li is a Research Associate in the China Programs. Lately his focus has been on the China Philanthropy Project, which seeks to develop quantitative and qualitative indicators of the philanthropic landscape in China, both at the grassroots and at the highest levels. A significant part of the research component uses a web crawler to scrape data from Chinese news and social media sources. This data is then analyzed using a Chinese Natural Language Processing procedure. The efforts are ongoing and in the developmental phase.

Xueshan Zhang
Research Fellow
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Xueshan Zhang is a Research Assistant in the China Philanthropy Project, specializing in web data crawling, analysis and visualization. Previously, she was a data science consultant at Microsoft. Xueshan received a M.S. in Computational Science and Engineering from the Institute for Applied Computational Science, Harvard John A. Paulson School of Engineering and Applied Sciences, and a B.S. in mathematics from Peking University in China. She would love to explore how to increase civic participation through data and technology.

Ash Information Systems

Joseph Dintino
Associate Director for Information Systems
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Joe Dintino is the Associate Director for Information Systems. He is responsible for managing the analysis, design, development, deployment, monitoring, maintenance and support of Ash Center information systems, hardware assets, and communication tools. Inherently, he encounters, reviews, and interfaces with various technology solutions. He has a particular appreciation for maximizing and enhancing existing solutions to improve Ash Center work processes.

Technology and Democracy

Tim Glynn-Burke
Associate Director of Democratic Governance and Student Programs
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As Associate Director for Democratic Governance and Student Programs, Tim oversees the Ash Center's democracy initiatives, including the Challenges to Democracy public dialogue series, Democracy Fellows program, and a number of related research projects. Tim also coordinates the Center's student programs, encouraging careers in the public sector, providing opportunities for students to explore in greater depth the questions that interest them most, and strengthening the connection between

students and its faculty. He is a contributing author with Stephen Goldsmith and Gigi Georges on The Power of Social Innovation: How Civic Entrepreneurs Ignite Community Networks for Good (2010) and co-author on a 2013 series of three occasional papers from the Ash Center titled Improving the Local Landscape for Innovation.

Hannah Hilligoss
Program and Research Assistant
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Hannah provides research and administrative support for the Democratic Governance Program and the Transparency for Development (T4D) Project—a multi-stage, mixed-methods research project that examines whether, why, and in what contexts local transparency and accountability interventions improve development outcomes. She co-coordinates the Technology and Democracy Fellowship and helps foster the community of staff, faculty, and fellows interested in technology, data, and innovations. She is particularly interested in the way biases and discrimination can be institutionalized through policies that rely on technology and analysis of aggregated personal information to make decisions—and how privacy regulations can or cannot ameliorate these potential harms.

Will Pfeffer
Program Coordinator, Challenges to Democracy and Student Programs
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Will Pfeffer is the program coordinator for Student Programs and the Challenges to Democracy Series at the Ash Center. Prior to joining the Ash Center, Will worked as the Voter File Manager of the Massachusetts Democratic Party and as a Field Organizer on the 2012 Obama campaign in New Hampshire. Will has also worked as a Sales Coordinator at Tufts Health Plan and as a deckhand aboard the Schooner Adirondack III. Will holds a B.A. in Political Science and International Affairs from the University of Colorado at Boulder.

HKS Student Groups/Professional Interest Councils

Tech PIC
Cosponsor of Technology and Democracy workshops/events. Tech PIC (previously Tech4Change) was established in 2012 to assist HKS to train tech-aware, innovative leaders and generate ideas that harness information and communication technologies to help solve our most challenging problems.

In Fall 2014, they conducted a survey to understand the demand for technology-related offerings at HKS. They found that 94% of students agreed or strongly agreed that technology was important to their future career plans. However, while a majority of students are interested in pursuing additional courses (68%) and workshops (82%) to learn about technology policy and develop technical skills, 45% were unsatisfied or extremely unsatisfied with HKS resources in this area. In response, they presented their findings to the HKS community including students, faculty, administrators, research centers, and the Academic Affairs Committee. Working with the support of more than a dozen student groups and research centers, they held an HKS Technology Summit in Spring 2015. Students, faculty, administration and staff all met together to discuss the results of the survey and come up with a plan of action.
Officers: Aaron Myran (Aaron_Myran@hks17.harvard.edu), Betsy Ribble (Elizabeth_Ribble@hks17.harvard.edu), Pete Willis (Peter_Willis@hks17.harvard.edu)

HKS Future Society:
The Future Society works to raise awareness across the HKS community regarding the consequences of the NBIC revolution by placing key policy-making questions at the center of its work. Broad-ranging fields including education, sustainable growth and development, human rights, international security, climate change, inter-generational solidarity, food security, healthcare, transport, budgetary & monetary policy, industry, unemployment, gender equality, innovation, and governance will be analyzed through the prism of technological revolutions, to help identify and discuss new challenges, disruptions, and opportunities. By taking advantage of new communications technologies, TFS will endeavor to involve citizens and leaders in this dialogue far beyond the University walls.
Officers: Jessica Cussins (Jessica_Cussins@hks17.harvard.edu), Nico Miailhe (nicolasmiailhe@gmail.com)

Cybersecurity PIC:
The Cyber Policy Interest Council is the Harvard Kennedy School's student-run organization to discuss and learn more about cyber policy, strategy, governance, and technology challenges. We keep our members informed about various events, talks, and conferences on campus and around the area that deal with these issues. We also host speaker events from leaders in industry, the technology community, and government.
Officers: Andrew McClure (Andrew_McClure@hks17.harvard.edu), Tabb McGill (Tabb_Mcgill@hks17.harvard.edu)

HKS Library Recommended Resources

Library Catalogs

HOLLIS+
Harvard-owned articles, books and more in one simple search.

Borrow Direct
Combined catalog of books that can be borrowed directly from the libraries at Princeton, Yale, MIT, and more.

WorldCat
Combined catalog of books, periodicals, scores, films, recordings, etc. owned by over 41,000 libraries in over 80 countries. Some of these materials may be available to request through Interlibrary Loan.

Multidisciplinary

Academic Search Premier
Large, multi-disciplinary database of journal & magazine articles.

Google Scholar
Google search for scholarly literature.

JSTOR
Archive of important scholarly journals. Content spans many disciplines, primarily in the humanities and social sciences.

Kanopy
On-demand streaming video service offering over 26,000 titles on a broad range of subjects including anthropology, architecture, art, gender & race, environment & sustainability, health, law, media, politics and psychology/sociology.

News

HKS Access to Popular Newspapers and Magazines
Information about access to the New York Times, the Financial Times, the Economist, and more.

LexisNexis Academic
Comprehensive news resource.

Public Policy & Social Sciences

Proquest Social Sciences Premium Collection
Database collection covering the social sciences. Includes PAIS for public policy research.

PsycINFO
Database produced by the American Psychological Association covering behavioral science research.

CQ Press Electronic Library
U.S. politics, elections, & government research.

Econlit
Database of economics literature.

Economist Intelligence Unit (EIU)
Country, industry, and risk data and analysis.

HKS Faculty Research Connection
Resource for HKS faculty publications.

Business

Business Source Complete
Full text of articles from academic journals, magazines, and trade publications. Also contains current company, industry and region reports.

Factiva
Over 8,000 business and news publications, most in full text. Sources include trade journals, newswires (Dow Jones, Reuters, and others), media programs, and company and stock reports. Find information on over 22,000 public and private companies including description, history, current stock quote, financial data, competitors, and the latest news on business activities.

Research Guides

HKS Library Research Guides
Librarian curated guides to resources for HKS areas of research, teaching, and learning including economics, campaigns & elections, and international development.

Harvard Library Research Guides
Guides from all Harvard Libraries.

TECHNOLOGY RESOURCES AT HKS

Topic	Description
How to Request Help	The IT Service Center is the first point of contact for student, faculty, fellow and staff technology support. **Hours** Monday – Friday, 8:00 AM – 6:00 PM **Phone** 617 495-DESK (3375) **Email** ithelp@hks.harvard.edu **Walk-Up** Belfer Building, Ground Floor, Office G-6 **Self-Help** KNet ▸ Administration ▸ Information Technology ▸ Help Documents After hours emergency support is available for technology emergencies, which are outages or issues that would impact daily business in the school – for example, HKS website and network outages.
HKS Username and Password	**HKS Username and Password** Used to access systems specific to HKS. Use it to log in to your HKS computer or when you remotely access KNet and Outlook Web App (web-based email) • Must be at least 8 characters • Must contain at least 3 of the following: A lowercase letter (a-z) A capital letter (A-Z) A digit (0-9) A special character (!, @, #, …) A non-English, non-alphanumeric Unicode character • Must not be similar to your name **To change your password**, go to: **KNet** > **Administration** > **Information Technology** > **Change Your HKS Password**
HUID and PIN	**Harvard University ID (HUID) and PIN** Used to log on to University-wide systems, such as HARVIE and PeopleSoft **To choose or change your PIN**, go to: **http://pin.harvard.edu/**
Where to Save Your Work ★ **BEST PRACTICE**	Information Technology strongly recommends that you save your work in a network file folder. Your files will be accessible if you experience a computer failure and are regularly backed up, should you need to retrieve an earlier version of a file. **Note**: Files saved locally on your computer are not backed up by HKS IT and might not be retrievable in the event of a hard disk failure. **Network file locations are:** M: drive Your private network file folder K: drive Your departmental, shared file folder

Topic	Description
	H: drive — High risk confidential information (HRCI), if applicable **To save to your private folder** 1. Select **Save As** from the **File** menu of the application you are using. 2. Navigate to the **M:** drive and save your work.
Accessing KNet	**To access KNet from your HKS computer** • Click the KNet icon on the desktop **To remotely access KNet** • Type **https://knet.hks.harvard.edu** in your browser and log in **Remote connection timeouts** • 30 minutes, when on a public computer • 6 hours, when on a private computer
Remotely Accessing Your Files	If you need to work remotely and access files saved on an HKS network drive, contact the IT Service Center for Cisco AnyConnect VPN and Duo two-factor authentication software.
Email	**HKS Email** — Microsoft Outlook is the HKS supported email application. It also includes a calendar, contact manager, task manager, and note taking. **Web Access** — You can access your email remotely through Outlook Web App (OWA). Type **http://mail.hks.harvard.edu** in your web browser and log in with your HKS username and password. **Configuring Email on Your Smartphone** — Refer to IT Help Documents on KNet. **Sending Large and/or Confidential Files** — Use **Accellion** to send confidential information or files that are >15 MB when using Outlook/Exchange or are too large to be accepted by the recipient's email system. To request the Accellion Outlook add-in, contact the IT Service Center.
Technology Training	See all options and links to resources at **KNet home** > **Administration** > **Information Technology** > **IT Training** or email **it_training@hks.harvard.edu**. Watch for class announcements on KNet and in the HKS Today email.
Media Services	Contact them directly for classroom and conference room technology support. Phone: 617 495-0493 ● Email: media_services@hks.harvard.edu ● Walk-up: Littauer, Room 250

Topic	Description
Connecting to Wireless	• **Harvard Secure** – recommended for Faculty, Fellows and Staff. Students may use it as well. It requires your HUID, PIN and an initial software download and setup. • **Harvard University** – recommended for devices that do not support Harvard Secure. It requires a quick initial registration with your HUID and PIN and must be renewed annually. • **Harvard Guest** – unsecured network access for users without an HUID and PIN, such as campus visitors and cross-registered students. No initial setup or registration is required.
Tips for Safe Computing ★ **BEST PRACTICE**	• Secure your laptop and other mobile devices to protect them against theft. • Put a screen saver on your computer that requires a password after 30 minutes of inactivity. • Don't postpone software updates. • Never click a link in an email from an unknown sender. • No legitimate organization, including HKS IT, would ever ask you for your password or your personal account information through email – never provide it.
LastPass Password Manager	• Free password manager. • Premium account while at Harvard. • If you leave, keep your account and either pay the yearly subscription fee or switch to the free version. • security.harvard.edu/lastpass
Purchase Computers, Printers, Phones, Software and Peripherals	**HKS Computers, Printers, Phone, Software and Peripherals** • Contact the IT Service Center for recommendations and ordering. **Personal Devices** • Visit the HUIT Computers, Software & Phones page: **http://huit.harvard.edu/personal-purchases**
Microsoft Office Home Use Program	All HKS employees can purchase Microsoft Office for Windows or Mac for home use for the discounted price of $9.95. Microsoft Home Use Program site at: **http://www.microsofthup.com**
Personal Cell Phone Discounts	HKS employees can take advantage of Harvard's partnership with several cell phone providers for discounts on new or existing wireless accounts. Discounts for Verizon, AT&T, Sprint and T-Mobile range from 15% - 18%. **http://huit.harvard.edu/mobilephones**
The Harvard App	Download from the iTunes App Store (iOS devices) or the Android Marketplace (Android devices).