



EPIIC Explores Russia in the Twenty-First Century in 2014-15

Russia will decide for itself how to ensure that the principles of freedom and democracy are implemented, taking into account its historical, geographical and other characteristics. – Vladimir Putin

What is Russia's future, from its domestic challenges to its role on the global stage?

For more than 500 years, Russia has been a formidable power, waxing and waning in its projection of influence, yet never taken lightly. At its greatest, it has covered one sixth of the globe, from the northern Barents Sea to the southern Central Asian steppe, from St. Petersburg and the Carpathians in the west to the Pacific Ocean in the east.

It has been invaded, conquered, buffeted by revolutions and rebellions, suffered human and natural catastrophes, and inflicted the same on its near abroad. Its people have survived under the rule of tsars, communism, authoritarian governments and oligarchies.

Throughout the remainder of the fall semester and the spring, EPIIC will be attempting to carefully understand Russian society, its culture, its sense of national identity, its economic and political structure, and its strategic imperatives, outlook and foreign policy, as well as the future of its

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Institute for Global Leadership Receives Two-Year Grant from the Carnegie Corporation of New York

In September 2013, the Carnegie Corporation of New York recognized the Institute for Global Leadership at Tufts University as “grooming the next generation of foreign policy leaders.” They went on to say that “[o]ne of the best examples is the annual conference organized by undergraduates as part of a year-long program called EPIIC (Education for Public Inquiry and International Citizenship).” Patricia Nicholas, project manager in Carnegie Corporation’s International Program, sent the below statement to be read at the 2014 EPIIC symposium on “The Future of the Middle East and North Africa.”

“On behalf of Vartan Gregorian, president of Carnegie Corporation, and with greetings to my Corporation colleagues in attendance: Media Relations Manager Celeste Ford and Program Assistant Laurie Mincieli, I send my best wishes for the symposium.

“For those less familiar with Carnegie Corporation of New York, it is the century-old philanthropic legacy of Scottish-American industrialist Andrew Carnegie. Carnegie the man was passionate about education and peace. Carnegie the foundation uses those passions as the strategic pillars upon which it has built one hundred years of grant making that contributes to social change through scholarship.

“One year ago, Sherman, you introduced me to the EPIIC experience. I was assessing the merits of your institute to determine its potential for Corporation funding. We both realized full well that tomorrow’s global challenges demand a generation of international security experts who can deal with complexity, bridge cultural and political differences, and engage as responsible global citizens. IGL fills that gap. Only a few endeavors I know of in my decades in philanthropy incubate in your innovative and inter-generational ways. Only a handful of Corporation-funded projects work at the under-graduate level.”

The grant from the Carnegie Corporation supports the 2013-14 and 2014-15 years, including the annual EPIIC symposium, INSPIRE Fellows, the annual professional workshop, the Voices from the Field program, student research and internships, and the Program for Narrative and Documentary Practice workshop in St. Petersburg, Russia. For more Carnegie coverage, please see: <http://carnegie.org/tufts-epiic/>.

PNDP Takes Workshop to Russia

The Program for Narrative and Documentary Practice (PNDP), with the support of the Carnegie Corporation of New York, held its annual, culminating workshop in St. Petersburg, Russia in spring 2014.

Eleven students explored “Russia Today,” with their stories focusing on the cultural – the resurgence of iconographers, the role of chess and the evolution of modern dance; the social – the current punk scene, living with HIV, homelessness, and access for the physically disabled; and the study of place – Nevsky Prospekt and the ring neighborhoods of Soviet housing.

The workshop was led by award-winning photojournalist Samuel James, an alumnus of the Institute for Global Leadership and an instructor at PNDP.

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photo by Zara Zuneja '14

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Mission Statement

Tufts' Institute for Global Leadership is an incubator of innovative ways to educate learners at all levels in understanding difficult and compelling global issues.

We develop new generations of critical thinkers for effective and ethical leadership who are able to comprehend and deal with complexity, to bridge cultural and political differences and to engage as responsible global citizens in anticipating and confronting the world's most pressing problems.

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New IGL Staff Member

Please join the Institute for Global Leadership in welcoming



Michael Peznola, in the new position of Executive Director at the IGL.

We are very pleased to welcome Mike to our community and to our leadership team. He will assume responsibility for all administrative and financial matters for the Institute. We have long needed and hoped for such a person and position to buttress our efforts as we grow and mature as an Institute.

Mike's presence and extraordinary background will enable us to more effectively pursue our intellectual and academic mission and responsibilities. Such an IGL "addition to force," will certainly enhance our efforts, and free us to further to pursue our strategic objectives as an innovative incubator and as a crucible for transformative, immersive, multidisciplinary education.

Sherman Teichman, Founding Director

Heather Barry, Associate Director

Mike comes to the Institute having just retired from a three-decade career with the U.S. Marine Corps. With an extensive resume, some of the highlights include

- Chief of Staff, Special Operations Task Force, Bagram, Afghanistan
- Assistant to Chief of Staff, U.S. European Command, Stuttgart, Germany
- Director, Ops-Intel Fusion Cell NATO Special Operations Command, Afghanistan
- Commander, Marine Special Operations Advisor Group, Camp Lejeune, NC
- Ground Colonels Assignment Monitor, HQMC, Quantico, VA
- Inspector-Instructor, 1st Battalion, 25th Marines, Devens, MA
- Chief Plans Officer, III Marine Expeditionary Force, Okinawa, JA

Regarding his interest in education, his experience includes

- Certified instructor for the United States Marine Corps University, College of Continuing Education Distance learning
- Conceptualized, organized and managed first Marine Corps Special Operations schoolhouse which developed a yearlong special operations specific skills course of instruction including incorporation of a language training section providing instructional services in eight different languages
- Served three years as a principle instructor at the Basic School which educates and trains newly commissioned officers following their undergraduate education.
- Developed and implemented comprehensive joint military education program at US European Command to educate and train new arrivals to the command on the European peculiar aspects of Joint and Combined operations to include imparting an understanding of NATO
- Implemented comprehensive professional military education seminars at each and every command or staff position. Seminars included bringing notable authors to speak with the goal of imparting a deep appreciation of learning for all.

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relationship with the U.S. In Russia, the U.S. finds its former enemy and ally a crucial, yet complex partner. With 95 percent of the world's nuclear weapons between them, and shared concerns about international terrorism, nuclear proliferation, the Arctic, South and Central Asia, the Middle East, and a rising China, Washington and Moscow are still unable to reset their relationship more than two decades after the end of the Cold War. This has only been exacerbated by recent events, from Ukraine to Syria.

Can the US build a constructive relationship with Russia to address mutual concerns or is the world in the beginning stages of a "New Cold War?"

Sovereignty, irredentism, revanchism, and self-determination have renewed salience and global implications with Russia's seizure of Crimea and the threatening expansion of civil war in Ukraine. How are Russia's movements viewed by its former republics and its near abroad? Will long-simmering conflicts, from Nagorno-Karabakh to South Ossetia to the Transdneister, erupt?

Other issues the course is considering are: Will Russia's dependence on oil and natural gas revenue stall its economy, increasing internal demands for a new political system and exacerbating domestic cleavages? What are the challenges to establishing the rule of law in Russia? What impact will corruption ultimately have on Russia's modernization? As both the US and Russia pivot toward Asia, what role will China play?

Throughout, EPIIC will be examining issues through a Russian lens, gaining insight into the perspectives of Russia's leaders and people. Special attention will be paid to the sources and imperatives of Russian power, including its energy, nuclear arms, cyber capabilities, presidential authority, and Security Council veto; its geopolitical insecurities, goals, and national self-concept; and its looming demographic crisis.

In pursuing this inquiry, EPIIC is engaging experts from such organizations as the Carnegie Endowment for International Peace, the International Crisis Group, Harvard's Davis Center for Russian and Eurasian Studies, the Moscow State Institute of International Relations (MGIMO), the National Security Archive, the Russian Presidential Academy of National Economy and Public Administration, the

Wilson Center for Cold War History, the World Bank, the U.S. Department of State, and the United States Institute for Peace.

Colloquium and Symposium Speakers and Advisers include:

Deana Arsenian, Vice President, International Program and Program Director, Russia and Eurasia, Carnegie Corporation of New York

Greg Austin, Senior Visiting Research Fellow, War Studies, King's College; Professorial Fellow and for-



mer Vice President for global security issues, East-West Institute

Thomas S. Blanton, Director, National Security Archive

Nicholas Burns, Professor of the Practice of Diplomacy and International Politics, Kennedy School, Harvard University; Former Senior Director for Russia, Ukraine and Eurasia Affairs, National Security Council; former Director for Soviet Affairs, Administration of President George H.W. Bush

Gregory Carleton, Associate Professor of Russian, Tufts University; Associate, Davis Center for Russian and Eurasian Studies, Harvard University

Stephen F. Cohen, Professor of Russian Studies and

History, New York University (ret.); Author, *Failed Crusade: America and the Tragedy of Post-Communist Russia* and *Soviet Fates and Lost Alternatives: From Stalinism to the New Cold War*

Timothy Colton, Morris and Anna Feldberg Professor of Government and Russian Studies and Chair, Department of Government, Harvard University; he is currently writing a book on the statecraft of Boris Yeltsin and coordinating a joint project on the post-Communist state

Bruce Everett, Adjunct Associate Professor of International Business, The Fletcher School, Tufts University; formerly with the Office of International Affairs, US Federal Energy Administration and US Department of Energy

Julie Fisher, Director, Operations Center, US Department of State, prior service includes Ukraine, Russia, Georgia, and as a special advisor to NATO Secretary-General Anders Fogh Rasmussen

Guan Guihai, Associate Dean, School of International Studies, Peking University; Co-Author, *Yeltsin's Years in Power*

Vida Johnson, Director, Russian Program, Tufts University, specializing in Russian film, literature, culture, and language in the 20th century

James Hershberg, Co-founder, The George Washington University Cold War Group; Former Director, Cold War International History Project

Mark N. Katz, Professor of Government and Politics, George Mason University; Author, "The Big Winner from the Ukraine Crisis? China" and "Why Russia Hasn't Played Spoiler to the Iran Nuclear Talks"

Elena Naumova, Director, Tufts Initiative for Forecasting and Modeling of Infectious Diseases, Tufts University

Nikos Passas, Professor of Criminal Justice, Northeastern University

Serhii Plokhy, Mykhailo S. Hrushevs'kyi Professor of Ukrainian History, Department of History, Harvard University; Director, Ukrainian Research Institute, Harvard University

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Texts this year's EPIIC students are reading include:

- *Russia: A 1,000-Year Chronicle of the Wild East*, Martin Sixsmith
- *The Last Empire: The Final Days of the Soviet Union*, Serhii Plokhyy
- *Vodka Shot, Pickle Chaser: A True Story of Risk, Corruption, and Self-Discovery Amid the Collapse of the Soviet Union*, David Kalis
- *Mr. Putin: Operative in the Kremlin*, Fiona Hill
- *The Caucasus: An Introduction*, Thomas De Waal
- *Leon Trotsky: A Revolutionary Life*, Joshua Rubenstein
- *Soviet Fates and Lost Alternatives: From Stalinism to the New Cold War*, Stephen F. Cohen
- *State Building in Russia: Policing and Coercion after Communism*, Brian D. Taylor
- *Russian Politics: The Paradox of the Weak State*, Marie Mendras
- *Fragile Empire: How Russia Fell in and out of Love with Vladimir Putin*, Ben Judah

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Brigadier General Kevin Ryan (U.S. Army retired), Director, Defense and Intelligence Projects, Belfer Center for Science and International Affairs, Kennedy School, Harvard University

Simon Saradzhyan, Assistant Director, U.S.-Russia Initiative to Prevent Nuclear Terrorism and Research Fellow, Belfer Center for Science and International Affairs, Kennedy School, Harvard University

Shorena Shaverdashvili (EPIIC'99), Journalist; Partner and Editor, *Georgian Weekly Liberali*

Svetlana Savranskaya, Director, Cooperative Projects with Russia and Editor, Russian and East Bloc Archival Documents Database, National Security Archive

Oxana Shevel, Associate Professor of Political Science, Tufts University; Author, *Migration, Refugee Policy, and State Building in Postcommunist Europe*

Richard Shultz, Professor of International Politics and Director, International Security Studies Program, The Fletcher School, Tufts University

Admiral James Stavridis (U.S. Navy, retired), Dean, The Fletcher School, Tufts University; former Supreme Allied Commander, NATO (2009-13)

Alexandra Vacroux (EPIIC'86), Executive Director, Davis Center for Russian and Eurasian Studies, Harvard University



Stephan Vitvitsky (EPIIC'06), International Economist, Office of Europe and Eurasia, U.S. Department of Treasury

Cory Welt, Associate Director, Institute for European, Russian and Eurasian Studies, Elliott School, The George Washington University; Co-Director, Program on New Approaches to Research and Security in Eurasia (PONARS)

Sergey Zuev, Rector, Moscow School of Social and Economic Sciences

Institute Scholars/Practitioners in Residence (INSPIRE)

Robert Legvold is the Marshall D. Shulman Professor Emeritus in the Department of Political Science at Columbia University, where he specialized in the international relations of the post-Soviet states. He was Director of The Harriman Institute, Columbia University, from 1986 to 1992. He also served for six years as Director of the Soviet Studies Project at the Council on Foreign Relations. His most recent books include: *Russian Foreign Policy in the Twenty-first Century and the Shadow of the Past* and *Thinking Strategically: The Major Powers, Kazakhstan and the Central Asian Nexus*.



Carol R. Saivetz (above, speaking to the EPIIC colloquium) is a research associate at Harvard's Davis Center for Russian and Eurasian Studies and a research affiliate at the Security Studies Program at MIT. Saivetz has consulted for the US Government on topics ranging from energy politics in the Caspian Sea region to Russian policy toward Iran. From

1995-2005, she was the Executive Director of the American Association for the Advancement of Slavic Studies. She is the author of *In Search of Pluralism: Soviet and Post-Soviet Politics*.

Special Opportunities and Projects for Students

Corruption in Russia

Students have the opportunity to work with anti-corruption experts **Jack Blum** and **Nikos Passas** and to assist in investigations into organized crime and corruption in Russia. Jack Blum is a Washington lawyer who is an expert on white-collar financial crime, international tax evasion and one of this country's premier advocates for victims of financial fraud. Nikos Passas specializes in the study of corruption, illicit financial/trade flows, sanctions, informal fund transfers, remittances, white-collar crime, terrorism, financial regulation, organized crime and international crimes.

Cyber Conflict and Cooperation:

The Role of Russia

Russia plays a formidable role in the cyber domain. It possesses a potent arsenal of cyberweapons, is a major presence in regional and international efforts to codify norms of cyber conduct, and is at the center of contemporary debates about internet freedom and governance. How does Russia conceive of "cybersecurity" and how does this conception differ from the perception and interests of the United States and its partner nations? This will be a professional workshop convened by **Lucas Kello** (EPIIC'96), a post-doctoral Fellow at the Belfer Center at Harvard University.

Minorities at Risk Project

Students can work with Professor **Victor Asal** (EPIIC'87), Director of the Center for Policy Research at Rockefeller College of Public Affairs and Policy (SUNY Albany), to develop quantitative, detail-orientated research skills and conduct open source research on Russian minority groups, looking at organizational structure, violent and non-violent actions, relationships with domestic and international governments, political activism, goals, ideology, and levels of success.

Cultural Evening

Students can collaborate with the University's Russian Circle on its annual Russian Music Festival. The goal of the festival is to expose the Tufts community to the rich and diverse music that comes from Russia and the former Soviet Republics.

Voices from the Field

Students will help organize these Carnegie Corporation-supported, best practice discussions with

Tufts alumni working in Russia and the former Soviet republics. Potential participants include Sarah Lange (EPIIC'04), Executive Director, Arzuw Foundation (formerly Turkmenistan Youth and Civic Values Foundation), and Mark Rozanski (EPIIC'87 and '89), Regional Head, Trade Finance, Europe/CIS at IFC - International Finance Corporation.

Oslo Freedom Forum

Students had the opportunity to attend the annual Oslo Freedom Forum, October 20-22, hosted by the Human Rights Foundation, to interact with Mikhail Khodorkovsky, a Russian entrepreneur and former political prisoner under Vladimir Putin's government, and Yulia Marushevskaya, a Ukrainian graduate student who was featured anonymously in the short but powerful viral video "I Am A Ukrainian" on the Euromaidan protests.

Investigative Projects

EPIIC provides unusual opportunities for students to conduct research and investigative journalism projects related to its annual theme, both at home and abroad. (To be eligible, there are ethics, methodology and security preparations that all students must complete before embarking on an investigative trip.)

Students are able to take advantage of connections forged during the colloquium and symposium to pursue their interests and to create meaningful, long term projects. Last year, when the focus was the Middle East and North Africa, students traveled to Egypt, France, Israel, Jordan, Morocco, and Tunisia and within the US. The Institute for Global Leadership has supported more than 1,300 students traveling to more than 95 countries since 1986.

Students are encouraged to develop their own topics, such as media presentations of Russia; political engagement and Russia's youth; Islam in Russia today; environmental security and degradation in the former USSR; the role of art and literature in Russia's politics and national identity; the future of NATO; and historical memory in Russia.

International Students and EPIIC

Each year, EPIIC invites student delegations from international universities to the symposium week to expand the dialogue. Last year, EPIIC brought more than 45 students from Brazil, China, Israel, Palestine, Russia, Singapore, and South Korea. The Institute encourages Tufts students to develop research ideas with international students. This year, there will be delegations from MGIMO, Russia's top international relations university, and from Moscow's graduate school, The Russian Presidential Academy of National Economy and Public Administration.

WEEKEND IMMERSION

Human Rights: Reporting and Reality in the Soviet Union and in Russia Today with INSPIRE Scholar Joshua Rubenstein

This year's Outward Bound retreat was both fruitful and intimate. In addition to scheduled activities, the students also had plenty of free time to get to know one another outside of the classroom, and this year's class is already forming as a unit. The class has a broad age range, with no one year too heavily represented. And age was not at all a barrier for the students in talking and getting to know one another.

On the first evening, after all of the EPIIC students introduced themselves in depth and talked about their personal interests in the topic, we were treated to a discussion of Leon

Trotsky's life with Joshua Rubenstein. Rubenstein, an associate at Harvard's Davis Center for Russian and Eurasian Studies, is one of this year's Institute INSPIRE Fellows, and will be interacting with the class throughout the year. In addition to his work at the Davis Center, Rubenstein was the Northeast Regional Director of Amnesty International USA for three decades. Rubenstein is also an independent scholar on Russia, and recently published a biography about Leon Trotsky, the subject of his Friday night talk. In addition to his lecture notes, Rubenstein brought a (much) larger-than-life photo of Trotsky, and we felt that old, familiar, comfortable feeling of being watched uncomfortably closely by a Soviet leader. Rubenstein's talk sought to give the students a better understanding of the founding of the Soviet Union and the relationship between Lenin and Trotsky, as well as their views on autocracy. Friday night's discussion session was lively, as the class considered Trotsky's role not only in the Russian Revolution, but also his break with Lenin, views on the role of the rulers and secret police, and how his writing in exile shaped global views of Stalin and the Soviet Union.

Saturday morning was unseasonably cold, gray, and damp, and the weather pattern was consistent throughout the day, despite fervent prayers to the

contrary from all those participating in the Outward Bound activities. The day began with a series of fun, whole group activities testing everyone's early morning reflexes and response times. Those were followed by small-group, teambuilding activities. After a warm lunch around the indoor fireplace, the class was given a full group crisis simulation, complete with Search and Rescue and Tyrolean bridge building. We are happy to report that both TAs were "rescued" and there was a successful crossing of the rope bridge. At the end of the day, the instructors were very complimentary, and were not reticent in expressing how impressed they were with this year's EPIIC class and their teamwork and cohesion.

In our sessions with Joshua Rubenstein on Saturday night and Sunday morning, he focused on human rights in the Soviet Union and in modern day Russia

under Vladimir Putin. The class was very engaged by Rubenstein's work in human rights—typically, EPIIC speakers lecture and then open the floor for questions, but during Rubenstein's talk on Saturday night, the students couldn't wait, and instead peppered him with questions throughout. In all, Rubenstein spoke for al-

most ten hours over the course of the weekend, a testament to the constitution of his vocal cords, the depth of his material, and the engagement of this year's EPIIC students.

Since the weekend, the stu-

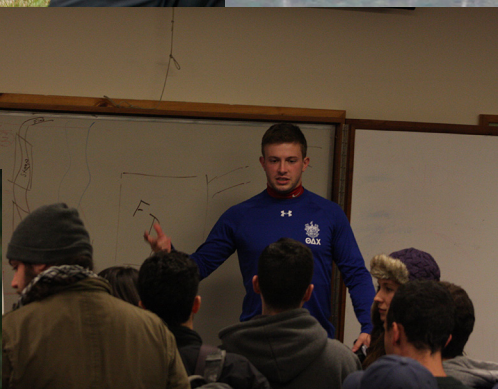
dents have had much to say about it, including "the Outward Bound weekend reiterated how the EPIIC program is not just a class, but a community. This weekend helped us learn a lot about where we come from, how we see the world, and how we can support each other as friends and as students united under a common passion for learning," and "I can honestly say that I came away from the weekend with a distinctly different impression of each and every one of these people. Going forward, I think we'll be better off for it."

-- Sam Rock, Executive Assistant, IGL

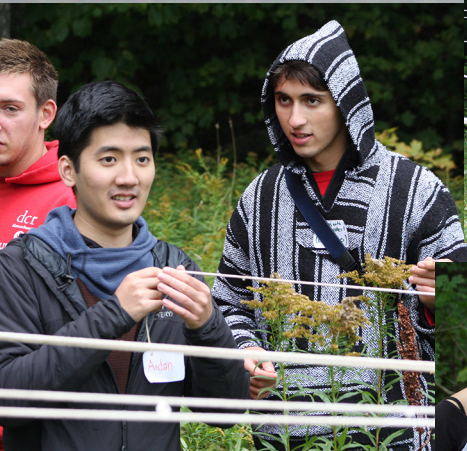
"I came away from the weekend very grateful for the opportunity to meet with so many engaged and engaging students. Our three sessions together were long and intense, each time giving us the chance to explore human rights and Russian history as we made our way from the late tsarist period to present-day abuses under Putin. I very much look forward to further meetings together and learning how much more in-depth knowledge and curiosity will emerge."
-- Joshua Rubenstein



Weekend Imm



Immersion 2014-15



Since it was founded in 2011, the Program has conducted international field workshops that use storytelling to engage local communities and students surrounding issues of social concern. In 2011, the Program took a group of ten students to Arizona to explore the issue of immigration on the US/Mexican border. In 2012, the PNDP brought 12 students to Yangon, Burma, to explore the dramatic social, economic and political transformations currently taking place in Burma. In 2013, PNDP collaborated with students and faculty at Pathshala Institute in Dhaka, Bangladesh to explore issues facing the Dhaka megacity.

The stories from Russia will be available as a whole on a Creativist web site by the end of the fall semester.



Left column: Top, photo by Alison Graham, sophomore, who focused her project on what was happening around Devyatkinno, the northernmost stop of the St. Petersburg Metro system—and formerly, of the world—it is the only Metro station located outside the city limits; Bottom, photo by Hadley Green, junior, who explored the landscape of Kupchino, a suburb 40 minutes outside of St. Petersburg;

Right column: Top, photo by Zhou Zhuangchen, sophomore, whose story focused on the punk scene in St. Petersburg; Middle, photo by Hannah Bassett, senior, who rode the Night Shelter bus as its workers provided food to the city's homeless; Bottom, photo by Munir Atalla, junior, who did his story on the city's re-emerging iconographers.



Top Left, photo by Shehryar Nabi, senior, whose story is on one of the local chess clubs in St. Petersburg; Top Right, photo by Sheena Brevig, who looked at the daily challenges of being physically disabled in the city; Bottom Left, photo by Sabrina Ghaus, senior, who looked at modern dance; Bottom Right, photo by Zara Juneja, senior, whose story looked at St. Petersburg's major and legendary thoroughfare, Nevsky Prospekt.

Open Society Foundation Provides Grant to PNDP

In the spring, the Institute for Global Leadership received a grant from the Open Society Foundation's Health Media Initiative for its Program for Narrative and Documentary Practice.

Working under the close guidance of PNDP lecturer and IGL alumnus Samuel James and Brazilian photojournalist Marizilda Cruppe, six students from Tufts University were paired with six students in Brazil to collaborate on the production of a series of character-based, multimedia narratives that show the impact of Hepatitis C (HVC) and the consequences of the lack of access to affordable medication for the majority of those infected in Rio de Janeiro, Brazil.

In addition to raising government and public consciousness about the need and ways to address HCV and access to affordable medicines now, this project also engaged the students in cross-cultural learning and collaboration and developed their skills in non-fiction, narrative storytelling and photography.

The stories include the experiences of patients, such as those that have been on the interferon treatment which has very harsh side effects and those who have had to have liver transplants due to the disease's progression; witnessing two liver transplant surgeries at the only hospital in Rio de Janeiro that does adult liver transplants; and the history of how Brazil developed its own pharmaceutical production capabilities during the peak of the global HIV/AIDS crisis and bypassed patent issues due to extreme human need, something the woman behind that movement hopes will be applied to the HVC epidemic.



Top photo by Zhou Zhuanchen (Tufts); Bottom photo by Valda Nogueira (Brazil)

EMPOWER SUMMER 2014

This summer, the Empower Program for Social Entrepreneurship provided funding for 29 students, both undergraduate and Fletcher students, to experience entrepreneurial programs first hand around the world. Students went to over a dozen countries, including: Jordan, Guatemala, Cambodia, Uganda, India, Liberia, Haiti, Malaysia, Nepal, the Dominican Republic, Kenya, and Nicaragua.



Georgie Nink (2015) - Questscope in Jordan

Georgie Nink began interning with Questscope during her time abroad in Jordan this past academic year and was able to continue through the summer with the support of the Empower program. Questscope is currently operating out of the Za'atari refugee camp and provides aid to the multitude of Syrian refugees that have entered the country over the past few years. (Above, Georgie (second from left) in Jordan with from left to right: Questscope Founding Director and Mayer Award Recipient Curt Rhodes, IGL Alumnus Adam White (EPIIC, RESPE, EWB), IGL Alumnus Cody Valdes (EPIIC, PPRI, Synaptic Scholars), IGL Alumna Alex Taylor (EPIIC, Synaptic Scholars), and NIMEP Trip Leader and Fletcher student Conner Maher)

Kris Boelitz (2017) and Nicholas Nasser (2017) - Timmy Global Health in Guatemala

Kris Boelitz and Nick Nasser worked in Quetzaltenango, Guatemala at different times this summer. Kris spent the early months, while Nick went for the final leg of summer; their hope is that their combined experiences and knowledge will provide them with insight both into the operation of the clinic in Guatemala and into their work in Boston.

Annabelle Roberts (2016) - Value for Women in Boston

Annabelle Roberts spent her summer working remotely from Boston, MA for the Mexico-based non-profit, Value for Women. This experience provided her not only with a great many projects of interest regarding women entrepreneurs but it also provided a view into the challenges of telecommuting.

Manisha Basnet (F'2015) - FIT Uganda in Uganda

Manisha Basnet spent this summer interning with FIT Uganda, an agri-business consulting company based in Kampala. Projects included assessing the implementation of the Farmer Record Management Information System in North

Uganda and meeting with hundreds of farmers in the region as part of carrying out that assessment. (Below, Manisha at a Ugandan wedding)



Eric Jospe (F'2015) - Mercy Corps in Liberia

Eric Jospe spent his summer contributing to the design of a social enterprise that addresses and responds to the problem of youth unemployment in Liberia. He worked with Mercy Corps, based in Monrovia, and conducted interviews, surveys, and focus groups to help ensure that the Mercy Corps social enterprise is a success. (Below, fourth from right, with the Mercy Corps staff in Liberia)



Ananda Paez (2016) - Tibetan Women's Association in India

Ananda Paez spent a portion of her summer in Dharamsala, India, interning with the Tibetan Women's Association there. As part of her internship, she assisted with the compilation of a report on the status of Tibetan refugee women in India by reviewing questionnaires and exploring the presence of sexual education in the community. (Below, third from left)



Emma Wells (2016) - Community Chlorinators in Haiti

Emma Wells was based in Haiti this summer, performing work for Community Chlorinators. Over the course of her internship, she visited several villages and towns, educating these communities about the importance of clean water and organizing groups of community members for the sale and distribution of chlorine. (Center, on a site visit below)



Dirayati Djaya (2016) - Women's Microfinance Initiative in Washington, D.C.

Dirayati Djaya interned with the Women's Microfinance Initiative in Washington, D.C. Although D.C. based, Dirayati spent her summer focusing on issues of microfinance availability to rural women in Kenya, Uganda, and Tanzania. Her duties as an intern included making Fact Books, compiling annual data summaries, editing the newsletter and reports, and enhancing the organization's social media presence.

GlobeMed at Tufts - PHASE Nepal in Nepal

Emily Miller (2016), Linda Jiang (2015), Morgan Jordan (2016), Reilly Walker (2015), and Nicholas Macaluso (2015) interned with PHASE Nepal early this summer. PHASE's education initiatives brought the GlobeMed team to various schools and children's clubs in the Kavrepalanchowk district. The group worked with PHASE to learn about the needs and mission of the schools and of PHASE to be better able to make an impact through advocacy and fundraising upon their return to the US.



Joseph Bateman (2015) - Agora Partnerships in Washington, D.C.

Joseph Bateman interned with Agora Partnerships, an NGO based in Washington, D.C., whose mission is to work with entrepreneurs throughout Latin America, with a focus on solving social and environmental challenges. One issue that Joseph and Agora focused attention on this summer was the challenge of being a woman entrepreneur in the region.

Alexandra Taylor (F'2015) - Wamda Research Lab in Jordan

Alex Taylor interned with the Wamda Research Lab in Amman, Jordan, a platform for promoting entrepreneurship in the MENA region. Through her internship, she met with small business owners and startup companies to discuss the challenges of scaling up their businesses and potential solutions, whether through business regulation or other means. (Below, a Wamda conference)



Khuyen Bui (2017) - SEALNet in Malaysia

Khuyen Bui interned with the Southeast Asian Service Leadership Network (SEALNet) in Malaysia this summer. Khuyen was a co-leader of the Kuala Selangor project and brought together a diverse group of local students to learn about leadership and service over the course of several weeks. (Below, center)



Brian McGough (2017) - Association for Comprehensive Community Development (ADIC) in Nicaragua

Brian McGough interned with ADIC in Nicaragua, a women's rights and environmental sustainability organization. One of Brian's tasks this summer involved conducting a survey across the multiple communities impacted by ADIC's projects over the years to gauge residents' awareness of the social and environmental conditions resulting from these initiatives.

Katherine Hallaran (F'2015) - Kinyei Café & Soksabike Tours in Cambodia

Katherine Hallaran and her two Australian colleagues opened the Kinyei Café in Battambang, Cambodia as a means of transforming the community landscape there and encouraging an alternative to standard development aid. They hired five Khmer team members and designed a plan for local management and eventual ownership by the local team. Katherine used this summer as an opportunity to ensure the viability of the business by meeting with the team and going over developments from the past year. (Below, left)



Ravi Popat (2016) - Shanti Microfinance in India

Ravi Popat interned this summer with Shanti Life Microfinance in Gujarat, India with its Alleviating Poverty and Promoting Sustainability program. Shanti Life is a non-profit organization that emphasizes fieldwork in addition to review and analysis in the Washington, D.C. office.

Tom Chalmers (2015) - UnLtd USA in Texas

Tom Chalmers interned with UnLtd USA in Austin, Texas and spent much of his time creating and filling a database of information on each of the 80 entrepreneurs who applied for support from the program. This information serves a valuable purpose in determining the types of social entrepreneurs who apply for support, the types of support that they are seeking, and the ways in which UnLtd may match its funding and mentorship to the needs of each entrepreneur. (Below, center)



Nitya Agrawal (2017) - Human Connections in Mexico

Nitya Agrawal interned with Human Connections in Bucerias, Mexico. Human Connections diverged from Investours Mexico recently and Nitya arrived for her internship in the same week that the transition was completed. Her work focused on providing English classes, developing the web presence of the group, creating surveys, and learning best practices.

Owen Sanderson (F'2015) - Ushahidi in Kenya

Owen Sanderson (presenting below) interned with Ushahidi in Kenya, mentoring new entrepreneurs through tech hubs. He presented at several tech hubs in Nairobi, sharing negotiation skills that he hopes will shift the balance of power towards the small and growing business leaders in the region.



Morgan Babbs (2015) and James Downer (2015) - SolarRoute in Nicaragua

Morgan Babbs and James Downer spent the summer working to implement SolarRoute, a social enterprise that will provide last mile distribution of solar panels to those in need in rural Nicaragua. The work was intense, and involved coordinating with agro stores, microfinance banks, and school teachers, but they both believe they learned much from other distributors in the country, such as Movistar mobile phone, Claro, and Tip Top retailers.

Jihoon Kim (2015) - Gawad Kalinga in the Philippines

Jihoon Kim was in the Philippines this summer volunteering with typhoon recovery efforts on the province of Leyte. His time was divided between fieldwork, digging trenches and hammering nails, and office work in the city of Ormoc. He received hands-on experience in understanding the challenges facing project implementation and start-up entrepreneurs in the region.



Dara Gbolahan (F'2014) - Foundation SunCampDR in the Dominican Republic

Dara Gbolahan conducted a feasibility study with Foundation SunCampDR in the Dominican Republic. Her work focused on the availability of nutritious food in the bateyes -- slums with poor living conditions and extreme poverty. Her goal is to determine whether a food cooperative (photo, bottom of previous page) is a feasible and effective solution to providing nutrition in the area.

Hannah Freedman (2017) - AYLE in Uganda

Hannah Freedman spent the last year planning and creating the curriculum for the African Youth Leadership Experience, an immersive ten-day training program for thirty youth from Uganda, Kenya, and Tanzania. In-country, the students addressed topics of restorative justice, community building, and critical thinking through games, workshops, and performance.



A Sample of Summer Blog Posts

Morgan Babbs, Solar Route, Nicaragua

The Last Mile Question

In the field of development economics, the “last mile distribution challenge,” how to service the most geographically isolated corners of the world, is often portrayed as an amorphous, textual concept with some undiscovered solution that stumps social entrepreneurs around the world. While innovative strategies and paradigm shifts can have positive impacts on development, it’s even more important to focus on what you can learn from existing day-to-day supply chain movements and business practices in order to reach the last mile. Before we jump to the “how do we solve the last mile distribution challenge” question, it is important to ask “who is already going the last mile?”

While doing business in low-income countries is certainly challenging and frustrating at times, it would be imprudent to think that things just don’t function in these markets—in fact, it’s quite the opposite. There are intricate, albeit informal, last mile networks that move cash and goods all around the country. How is it that cash and tons of passion fruit, mattresses, pots and pans, mp3s, stacks of hay, or bags of cabbage are moved around the country on top of a bus or in the back of a pick up truck in exchange for cash with no record, receipt, or accountability? The answer: trust. Try to imagine all the players in this supply chain that have to hold up their end of the bargain in order for this to run smoothly. You’re counting on the fact that your goods won’t be robbed, that your guy on the other end is there on time, that the bus or vehicle doesn’t crash or get robbed—the possibilities for disaster are endless. How can trust be de-

ployed so nonchalantly in a country with a very high petty crime rate and where you have a high chance of being robbed or pickpocketed any time of the day in any block in any town? It’s impressive, to say the least. I’d be lying if I said that SolarRoute hasn’t sent a box or two of Greenlight Planet SunKing Mobiles on top of a chicken bus for a staff member to pick up in his hometown two hours away from our base.

Thus, selling solar in Nicaragua forces you to see things through this new lens. You naturally start to think more about supply chain and distribution of universally popular products: where do things move, where do people go, what is best advertised? Simply standing around in a bustling market and bus stop for several hours in the “cabezera municipal” of a rural zone can teach you more than you could possibly imagine about local last mile distribution tactics. And that’s what inspires SolarRoute’s strategy.

SolarRoute is a social start up that provides dual solar lamp-cell phone charging units to the last mile in Nicaragua. The “last mile” is a development term used to describe geographically and economically isolated populations with little access to relevant information, services, and resources to lift themselves out of poverty, a definition largely applicable to the 30 million people in Latin America and the 1.3 billion people in the world who do not have access to energy. This group makes significant use of kerosene lamps for energy, which are harmful to health, the environment, and provide limited visibility during evening hours. Lack of lighting and proper technologies inhibits productivity—such as fewer hours spent studying or working, which translates to a smaller chance of progressing out of poverty.

There is an entrenched system of last mile interactions that SolarRoute has tried to replicate in order to maximize customer reception. For example, the most far-reaching and recognizable companies in Nicaragua are the two competing cell phone carriers -- Movistar and Claro, Coca-Cola, and the largest chicken distributor, Tip Top. What do they do best? Ensure that their brand is EVERYWHERE. In every corner of Nicaragua, you can add Movistar and Claro minutes



to your phone, and you can buy Tip Top chicken and a Coke. Lucky for them, these companies gross huge profits so they can easily afford to take big off road vehicles around the country every week distributing their product. So if your goal is last mile distribution, the most logical, scalable, and cost-effective thing to do would be to tack onto the guys already going the last mile.

Currently, we work with agro stores, microfinance banks, and school teachers to reach each institution's last mile network, but our last-mile strategy now lies with a network of dirt bike-mounted distributors contracted by Movistar to deliver Movistar cell phone credit throughout the country. They span most of Central and South America, and we recently scaled nationwide with them—allowing us to reach their 30,000 resellers. So, in addition to selling cell credit and cell phones, they also sell solar products. At every kiosk in every corner you can find a “Movistar: recarga aqui” sign indicating where you can add more minutes to your cell. SolarRoute hopes to make small solar solutions as accessible and commonplace as cell phone minutes.

It's doing the little things to imitate already successful brands that will hopefully add to SolarRoute's success. For example, every SolarRoute retailer gets a sign indicating that SolarRoute products are sold there, a move inspired by the Movistar, Claro, and Tip Top retail signs seen outside shops. Movistar and Claro paint their logo on concrete walls in every town; so do we. Movistar and Claro host small marketing events in the local markets and bus stops once per week; so do we. The idea is to engage in marketing, sales, and business strategies that are already employed by those successful in Nicaragua.

Of course there's a need for improvement in these markets, specifically increased reliability and accountability and a reduction in bureaucracy—huge strides can be made in the availability of life-changing resources, services, and technology. But a huge discussion exists around creative last mile solutions. It's a challenge, but it's important to remember that there are already companies doing this. The question to ask is what can we learn from them in order to better distribute life-changing resources such as tablets, cell phones, vaccinations, ORS solutions, etc. In fact, it would be taking credit where credit isn't deserved by saying SolarRoute employs “innovative” last mile distribution tactics. SolarRoute has really just latched on to what the country already does best. Maybe it's innovative to us outsiders, but in Nicaragua, it's the norm.

Khuyen Bui, Southeast Asian Service Leadership Network (SEALNet), Malaysia

Connection Across Barriers

During the summer of 2014, I was fortunate enough to receive funding through an Empower grant from the Institute for Global Leadership to carry out a service-leadership project in Kuala Selangor, Malaysia. The two-week project involved seventeen college students (seven of them from Tufts), seventeen local high school students (“our mentees”) and thirteen students from a local orphanage. Project Malaysia 2014 (PM14), with the support of South East Asia Service Leadership Network (SEALNet), was a defining experience for me. For the first time, I led and followed a group of young and passionate people who are all motivated by the desire to grow and give back. We wanted to make personal connections with our mentees and hoped that such connections would endure and keep inspiring everyone involved.

Project Malaysia 2014's tagline is “Connecting Across Barriers, Empowering Young Leaders”. It was truly astounding how deeply connected we could become after two weeks. Nothing delighted our hearts more than seeing the changes in our mentees and the students from the orphanages, given how reserved they were at first. We shared our personal stories with each other, learned about our different backgrounds and how they shaped us into who we are. It was truly “connection across barriers” to witness the students from the orphanage coming all the way to the school to join the mentees and their parents for the final presen-

tations (they were usually not allowed to go out, but the orphanage owner trusted that we were doing well together). Throughout the two weeks, we laughed and cried together, for joy and for pain. Hearing a mentee share about her deepest fear and sense of helplessness in front of her sick father, witnessing the “Passing the Torch” ritual on the last day where each team member whispered her hopes and gave her mentee a burning candle symbolizing her trust in the mentee or simply cheering out loud when one of the most reserved girls



from the orphanage blossomed on the dance stage, these varied experiences indeed unified all of us. What good does personal connection do? When you bring people together they will certainly bond, but so what? One might ask.

It's a fair concern; in fact, it's one of the biggest concerns for something so easily mistaken as a service trip like PM14. Where is the sustainable impact? Before anything can be truly sustainable, its foundation has to be well built; in this case it is the human connections we formed with the students. The project was first inspired by a personal experience that both my co-leader Rina and I went through. The age of 17 is a crucial age where we start questioning our own identity and wondering about who we want to become. At that juncture, having someone a few years older who cares, trusts and guides us can make a big difference. The mentor-mentee model, matching each college student with a local high school student, was used as a result. We wanted to share the lessons and offer help as someone who has just gone through high school. The mentor-mentee relationship does go both ways too; we also learned about ourselves when we shared our experiences.

For the concrete outcomes of our service work, the mentors, mentees and students from Rita Home (named after the orphanage owner) came together to sing, dance, paint a mural, teach ourselves paper cranes and other Malaysian games, and plan and stage a staff appreciation day. The most important take-away from all these activities was not any of these final outcomes but rather the realization that doing service was such a joy for everyone. I think the lesson was particularly meaningful for the students from the orphanage who might more often have been on the receiving end: humans could be most empowered when we realize we can do something. Despite being intangible, that realization did have an impact on the personal growth on these students, as seen through their reflections on the experience and their dreams of coming back to help other orphans.

Sustainability has always been a difficult question. After two weeks we will leave, so what's after that? We were all entrepreneurs in the sense that none of us wanted to commit to a one-off project with fluffy impact and nothing measurable afterwards. With the support of the school, the mentees founded the

SEALnet junior club to continue visiting Rita Home and branch out to do other service work in the community. We were fortunate that one of our co-leaders, Rina, stayed there so she could help advise the group. The remote mentors have also been keeping in touch and offering helps when the group has concerns.

We also believed that we had to focus on the human capital because local people would create sustained changes. With that in mind, the team designed and conducted leadership workshops that would prepare the mentees with good mentality (“Can do, if not, seek help”) and skills such as brainstorming, planning and fundraising. We learnt from our own experiences doing PM14 that leadership is best learned through doing, so we gave the mentees the entire second Thursday to work together to plan and execute the activities. Seeing all of our mentees rising up for the challenges, struggling together, messing up the schedule, asking for help from us mentors and debriefing with each other afterwards, we were overjoyed to see that they were having a real learning experience, not leadership and teamwork theories from textbooks.

With our goals in mind, we believed PM14 succeeded, with a lot of potential improvements. My personal stake was “to create a transformative learning experience for everyone involved”, and from the feedback of everyone involved I could certainly have done better. Yet I am satisfied. I learned to be satisfied while still keeping the desire to improve. I’m indeed very grateful for the people who have joined me, who offered me advice and criticism and who have supported us from money to in kind donations to simply cheering me up when I was down. This learning experience would not be possible without all of you.

Hannah Freedman, AYLE, Uganda

Phenomenal Women

One of the biggest challenges we designed for the AYLE students occurred on Day Four: Gender Day. On Gender Day, the boys and girls said goodbye to each other after breakfast and split up for separate activities. I was asked to help facilitate the girls’ session, aptly named Phenomenal Women, with Maria, a creative writing facilitator, and Grace, a dance and movement facilitator. Talking about feminism with girls is one of my favorite activities, and after planning the day with Maria and Grace I grew even more excited. We started the morning off by presenting the girls with two silhouettes of people, one of a man and one of a woman. We asked them to write in the figures all of the stereotypes of each gender with markers and then read them out. Mary Joseph, a quiet girl from Tanzania, pointed out the difference between the word “boss” on the male figure and the word “controlling” on the female figure. I sat back, impressed, and watched the girls respond.

We were seated at tables outside. A little ways away, in the kitchen area, the boys had started their morning by washing the community’s breakfast dishes and helping the kitchen staff peel plantains for the matoke we would eat for lunch. For many of them, this was their first time attempting either chore. At first, the girls had giggled and watched them, but when the conversation started up, they forgot the boys completely and dove in.

The discussion shifted to ideas about what makes an “ideal” woman, and for the next activity, each participant made a list of the women in their life that they admire and the specific qualities that they admire about them. Throughout the day, we danced, we sang songs, we talked about our mothers, and we discussed challenges that women face. It was a wonderful day - there is something that shifts in communication in a group of all women - and we shared and learned.

There were several times throughout the day, however, when I noticed a wide cultural disconnect; my opinions as a white, American feminist became no longer contextually valid. As we were talking about challenges that women face, Esperance, from Kenya, brought up what people think and say when she wears short skirts.

“I should be able to wear what I want without caring what people think,” she said. Four or five girls immediately responded to her opinion, talking about respect, tradition, and cultural norms. I agreed with Esperance, but as a facilitator, it was not my place to add in my own opinion.

I also became tense when the conversation shifted to rape and sexual assault. Fresh from a campus that had had many conversations about sexual assault this year, it was hard to hear women say, “Well, no, sometimes it is the girl’s fault.” I was upset and angry and stepped out of the conversation to collect myself. Outside, I found myself thinking of my own opinions as more progressive than the other women’s, more advanced and civilized. Thoughts like these are extremely problematic in the larger context and history of Western physical and cultural imperialism in East Africa. It was not my responsibility, place, or right to teach my opinions. This conversation was not about or for me; it was not an invitation to share. It was twenty women from Uganda, Kenya, and Tanzania figuring out how they thought and felt feminism applied to them and their identities as women at a cultural intersection.



After lunch, Maria led us in a creative writing exercise: she read Maya Angelou’s poem “Phenomenal Woman” and everyone spread out to write their own poem. After half an hour, we reconvened and copied our poems onto a phenomenal life-sized silhouette of a woman. The poems were joyful and proud, and as the day drew to a close and it was time to meet with the boys again, Grace led us all in a song she learned in the Congo, a song that celebrates femininity and empowerment.

“Singamana loketo! Singamana mokongowe. Singamana loketo! Singamana loketo mabele mangondoma kabitoto.” We sang and marched our way back into the group, announcing ourselves as Phenomenal Women.

Katherine Hallaran, Kinyei Café & Soksabike Tours, Cambodia

Street 1 1/2

Approaching the small cafe nestled in the dead end where streets 1 1/2 and 2 meet, I am overcome by a feeling of levity. The two-story French colonial that houses the cafe before me is endlessly charming. Its balcony adorned with overhanging plants, partially obstructed by a tangled web of wires, still has its

original clay tile roof. Downstairs, pushbikes line the entrance and a sign hangs, slightly crookedly, that reads “street 1 1/2”.

I pause, wanting to take in the entirety of this moment. Four years ago, two Australian colleagues and I opened the doors of Kinyei Cafe for business. After just a few months of planning, a rapidly rolled out Kickstarter campaign, and many late nights ideating on how this cafe would meaningfully transform the community landscape in Battambang, Cambodia, we started out on a journey with no set destination. We hired five Khmer team members, and we made excellent coffee our number one priority. On the way, we learned more than a few things about the peculiarities of doing business in Cambodia, about the ins and outs of espresso making in a humid and electrically unpredictable environment, and about what kind of tourism outfit we wanted to collectively create with our team. Today, Kinyei Cafe inhabits the same space it did back then, and the years are evident in the well-worn interior, with grooved tiles and scuffed white walls. The small wooden tables and stools we commissioned from a Khmer friend’s father are sturdier than ever, their color dramatically deeper than their initial bright cherry finish, having weathered many diners’ elbows, and the relentless Cambodian heat.

But I’m most exhilarated (if broken down: half overjoyed, half anxious) to see the people who run this café now, the young Khmer team that has independently been managing the business, growing and diversifying the product offerings, and training and supporting budding baristas; they are what makes it all matter, they breathe the life into it. They are who I stay up into the wee hours of the night waiting to Skype, to hear about the successful switch to a new local roaster from Phnom Penh, the nervous plans for kitchen renovations, and the number crunching to ensure budgeting for a year of salaries.

When we started Kinyei Cafe, we considered it a tangential project to the main vision of Kinyei as an organization. Kinyei’s original purpose was to create an alternative ecosystem to that of standard development aid, where we felt the words ‘beneficiaries’ and ‘donors’ predicate a damaging power asymmetry. What we wanted for Kinyei was a space where Cambodians and foreigners could come together and learn from one another through participant-driven workshops, collaborations -- all in the spirit of entrepreneurialism. The Cafe was simply meant to provide a forum that brought people together initially. What we ended up learning was that the ‘how’ rather than the ‘what’ mattered most. Battambang, Cambodia is a place where many young Khmer people from all different provinces are coming to get the promised fruits of a university education. The nascent higher education sector in Cambodia, however, seems to be growing more quickly than it can provide for, and many young people are left discouraged by the unmet expectations of their college curricula.

It quickly became clear Kinyei Cafe was offering an added benefit for these individuals, a complement to their university degree; a chance for these motivated young people to channel their energy into developing professional skills that could be translated to any number of sectors. Part time jobs to supplement scholarships are in short supply in Cambodia, so the extra income also made a difference in terms of being able to save a bit early on. Our team was not homogenous, and this gave it depth and strengthened its fabric.

We hired university students, individuals formerly supported by NGOs, those with experience and those with none, in order to allow for a network to form organically across socio economic lines, rural urban divides, and other polarizing

identifiers. When we started Kinyei Cafe, my Australian partners and I did not intend to stay for years on end. Instead, we saw the need to develop a plan for local management and eventual ownership early on. We decided that as long as the team saw value in the project, we would support it remotely, and assist with financial and operational functions of the business as the team saw fit.

Returning to St 1 1/2 today, I’m here to provide on-the-ground support in the form of management communications training, strategic business development and contingency planning. I’m also here to have the most delicious latte in Cambodia, an opinion not just of my own but decided by the National Cambodian Restaurant Association when not one, but two of Kinyei’s baristas were crowned the National Barista Champion in two consecutive years. I’m here also to ask the team what they have accomplished in the past

year, what they are proud of, where they see this whole thing going, and to share with them the mistakes I feel that I made early on and to encourage them to take time to reflect often along the way. As I sit down with the managers to dig into how they have grown in the past year, I’m struck by what I hear. They are proud that they secured a strong relationship with a new bean roaster, that they feel comfortable using an ATM card, that they are confident making conversation and friendships with shop patrons. But what I hear which sticks out the most is this; they are proud that they have recruited and trained new team members to continue on the legacy that they have created. This, I feel, is what it is all about; the reinvention of the project, the learnings passed on, and more and more young people feeling confident and accountable, ready to responsibly lead.



Olivia Holt-Ivry, MALD Thesis Research, Tunisia

What is Civil Society?

Increasingly a buzz word among foreign policy wonks and international circles, the term “civil society” is often used to refer to a wide array of non-governmental, non-profit organizations and activists who – particularly in the Middle Eastern and North African context – are largely portrayed as progressive, “liberal,” “secular” actors. But just as the understandings of “liberal” and “secular” differ across societies, so does the term “civil society.” The U.S. emphasis on support for Tunisian civil society during the country’s democratic transition (President Obama’s “Framework for Investing in Tunisia” mentions the term no less than six times) warrants a deeper look at what exactly constitutes civil society in Tunisia.

With the help of the IGL and The Fletcher School’s International Security Studies Program, I spent two months in Tunisia conducting research for my thesis. What I quickly found was that there was no uniform understanding of the term, even within Tunisia. When asked how they defined “civil society,” some Tunisians responded that it included political parties, while others insisted that the two were separate. Some roped unions into their definition, including the powerful labor union UGTT (the French acronym for the Tunisian General Labor Union). Another interviewee extended this somewhat into the security sector by explic-

itly including the police unions. Some counted religious groups (depending on the speaker, this could mean anything from an NGO that explicitly mentions Islam in its mission to one whose members are predominantly Islamist), while another NGO founder was adamant that religion had no place in civil society. One analyst, rather than attempting to identify all the qualifying candidates, instead defined the term by what it excludes, as a “multi-organizational space, more or less autonomous...everything that is not the state.”

Further complicating our understanding of civil society is the mismatch between its definition - once clearly defined - and its reality. Many of the same people I interviewed who adamantly asserted civil society’s necessary political independence also admitted the evident politicization of Tunisian civil society groups. This can be attributed to a number of factors. First, under former Tunisian President Zine El Abidine Ben Ali, many civil society organizations were co-opted by the regime. As Laryssa Chomiak, Director of the Centre d’Etudes Maghrebines a Tunis (CEMAT) put it, Tunisia’s civil society has “always been a civil society that was somewhat either created by the state or co-opted by the state. You didn’t have an independent, interest-based associational sphere.” Second, because Ben Ali dominated the political sphere, what little political discourse that was tolerated was pushed inside large non-governmental associations, including those whose leaderships were largely perceived as having been co-opted by the regime, such as UGTT.

Yet this politicization continues even after the revolution. This is partly because critics of the larger, co-opted organizations of Ben Ali’s era formed their own alternatives, partly because some political parties use affiliated organizations to collect donations, and partly because the still young, post-revolution Tunisian civil society knows no different. As International Crisis Group analyst Michaël Ayari told me, “Each time there is an association, there is always a political party that tries to go inside – in

Tunisia, it’s the tradition.” Indeed, Al Bawsala, the prominent Tunisian watchdog NGO, will not work with Tunisian civil society groups because of this. As their young founder, Amira Yahyahoui, explained, “We are criticized a lot by Tunisian civil society because we don’t work with [them]...But we [civil society] are giving statements about ourselves that are not true...We’d love to be less polarized, more open, but we’re not.”



This highlights the importance of speaking and defining “civil society” as it is – not as we wish it were or as we ourselves experience it at home. It also means that donor countries should do their due diligence on potential grant recipients to ensure that they meet their own criteria for civil society funding.

An interesting example can be found in the case of L’Association Tunisienne des Femmes Democrates (the Tunisian Association of Democratic Women, or ATFD), an internationally renowned Tunisian women’s rights organization. As explained to me by Monica Marks, a Tunisia-based Rhodes Scholar and PhD candidate at Oxford University, “Les Femmes Democrats is loathed by...[Ennahda] women especially because they say, ‘While we were being raped, tortured, persecuted in the 1990s...where was this premiere, world-famous women’s rights organization?’” Yet the EU funds the organization. “I’m not saying that’s wrong,” she told me, but as she pointed out, it begs the larger question of what the EU “thought were unbiased civil society institutions. Who gets that label? Does Les Femmes Democrates get that label?”

If U.S. engagement with civil society is a cornerstone of its post-Arab Spring efforts to build relations with societies, and not just their rulers (which hasn’t been going so well) , it must begin with a deeper understanding of civil society and a clear-eyed look at the context in which they are operating. At times, this may mean providing more low-profile support, or as prominent Tunisian blogger Sami Ben Gharbia argues, it may mean stepping aside altogether.

But that’s a much larger discussion.

Tom Chalmers, UnLtd USA, USA

What does Social Entrepreneurship Look Like in Austin, Texas?

Throughout this summer, I have worked as an Empower Fellow at UnLtd USA, an organization located in Austin, Texas that provides funding and support to local entrepreneurs who are working to solve pressing social and environmental problems. With UnLtd, I spent much of my time creating and filling a database of information on each of the 80 entrepreneurs who applied for support from our program, a sample that was then narrowed down to the 43 applicants who submitted detailed financial information to us. This information serves a valuable purpose in determining the types of social entrepreneurs who apply for support, the types of support that they are seeking, and the ways in which UnLtd may match its funding and mentorship to the needs of each entrepreneur. I am excited to share a very short snapshot of this information here, as it provides a good window into the state of social entrepreneurship in Austin.

UnLtd USA applicants conform to two broad trends that have been observed among social entrepreneurs throughout the rest of the United States: they are relatively young, and they are overwhelmingly educated. Over 80 percent of the applicants are under the age of 40, and roughly one third of them are under the age of 30. Over 90 percent of the applicants have attained at least a bachelor’s degree, and the group as a whole follows a 60-40 male-female split in gender.

The majority of applicants also represent small ventures: over 60 percent of them represent organizations of only one to two full time employees. Sixty percent of these organizations are registered as nonprofits, while the rest are for-profit. Additionally, over 50 percent of those organizations have only been in existence for one year or less – many entrepreneurs were establishing their legal and financial structures alongside their applications for support from UnLtd USA.

Entrepreneurs in Austin are committed to solving a broad range of social and environmental issues, and no single industry or area of impact captured a majority of the ventures that applied to our program. Rather, entrepreneurs most commonly choose to work with issues in education (20%), economic development (23%), the environment (21%), poverty (12%), civic engagement (9%) and health (9%). Additionally, many entrepreneurs anticipate expanding their ventures nationally, as the social and environmental problems they have identified are not just constrained to Austin itself.

Applicants who are in the early, idea-based stages of developing their ventures hold in common several attitudes towards the entrepreneurial process. First, when developing their financial models, they are often hesitant to issue equity



or debt. Only 40 percent of the applicants anticipated issuing some form of equity in the future, and almost none of them considered any form of debt to be a viable method of financing their operations. Because many of them are developing new business models and are catering to new types of demand, they find it challenging to estimate the initial investments they need as well as the ways in which their revenue streams will emerge from the demand that they intend to capture. Second, when considering financing, many applicants identify a gap in availability between small sources of initial investment and the much larger options of venture capital and angel investing. They point out that there exists a much broader and more flexible system of venture capital and angel investment for technology-based ventures in Austin, but not so for social enterprises in other industries. Many of them view grants (such as the one provided by UnLtd USA) and crowdfunding as ways of bridging this gap. In particular, grants

often play a dual role in the applicants' models as either a source of revenue or as a method of financing operations. Third, nearly every early-stage entrepreneur made a conscious habit of participating in as many incubation programs, events, seminars, and networks as possible. Regardless of outcome, they view this process of participation as a means of better defining and enabling what it is that they want to do.

The later stage ventures that applied to UNLTD USA's incubation program also possess several common attitudes. Having clearly defined their impact models, many late stage applicants are interested in scaling their ventures through two methods: building better networks in Austin and replicating their models in other cities across the United States. First, they believe that in order to deepen the reach and the effectiveness of their businesses, they must establish stronger relationships with relevant industry experts, more sophisticated professional services, and other actors in their field. Second, they view the replication of their business and impact models in other cities as the primary means by which they could expand nationally or internationally. In order to accomplish this, they most often propose direct, hub-based replication, the licensing of practices and branding, and free dissemination of ideas. Late stage entrepreneurs who applied to our program thus view replication as a means of improving the scope of their services in other cities, and network building as a means of improving their reach within Austin itself.

By speaking to social entrepreneurs across all sectors and stages of development, UnLtd USA gained an unprecedented look into the ways in which Austin's entrepreneurial community functions. The information we have gathered thus far matches what is occurring in many other parts of the country: social ventures in the startup stage are small and leanly run, but are built with the expectation that they will be scaled to match the problem that their founders have identified. They make use of creative sources of funding and prioritize building internal sources of revenue, but many of them do not shy away from becoming nonprofits. On a personal level, each entrepreneur is educated, powerfully motivated, and increasingly connected to other actors in their field. Above all, the constant patterns of interaction and change between social entrepreneurs in Austin point to an important insight on what creates a successful entrepreneurial community: the process that entrepreneurs go through in order to build their ventures is often more important than the success or the failure of those ventures themselves. UnLtd USA is lucky to be one of many actors in Austin who shape this process and is uniquely suited to continue cultivating it and studying it.

First Dr. Jean Mayer Global Citizenship Award Presentation of the Year



In collaboration with Hillel's annual Merrin Moral Voices Lecture and with Latin American Studies, the Institute for Global Leadership presented Marcelo Brodsky -- artist, photographer, and human rights activist -- with the Dr. Jean Mayer Global Citizenship Award.

Born in 1954, Marcelo Brodsky belongs to a generation of Argentinian artists on whose life and work the trauma of the Argentinian military dictatorship have left their mark. After returning from exile in Spain, he founded Buena Memoria, an innovative human rights organization that links the arts to survivors and victims of political genocide in Argentina with the goal of overcoming deliberate "forgetting" and creating a political culture of "Never Again."

Student Spotlight: Allison Jeffery

Allison Jeffery has been an integral member of the IGL over the course of her four years at Tufts University. She has been a member of ALLIES, IGL's civil-military program, throughout her Tufts career, was a student in the EPIIC 2012-2013 year on Global Health and Security, participated in multiple IGL research trips -- both independently and in groups -- on three continents, and has been a student assistant in the IGL's office.

She also has maintained exemplary grades and is a member of the International Relations Director's Leadership Council, liaising between faculty and students, and she is writing a senior honors thesis.

This summer she spent her time in Kashmir, interning with mental health specialist and IGL INSPIRE Fellow Justine Hardy. Hardy has presented at the Oslo



Freedom Forum, written several books on South Asia, lectured and advised students at Tufts, and founded the NGO Healing Kashmir in Srinagar to help Kashmir's population with the persistent effects of trauma from the ongoing conflict there. Ali first connected with Hardy during the 2012-13 EPIIC Colloquium on Global Health and Security.

Fieldwork is nothing new to Ali. A participant in the ALLIES Joint Research Project during the summer of 2012, she honed her interview and on-site research skills in Panama while studying the demilitarization process there.

Ali's work in Kashmir was the culmination of a college education built on a strong interest in post-conflict public health and continuing education in research methodology. During her year in EPIIC, Ali traveled with a group of students to Kosovo to research women's health in a post-conflict setting in the cities of Mitrovica/Mitrovicë and Pristina.

The background research on women's health issues she did in preparation for and during the Kosovo trip prepared her for the immersive study she would experience through her internship and research with Hardy and Healing Kashmir.

As she explains: "Every research trip I've taken through the IGL has helped me to further develop my interests. During my first trip, to Panama to study demilitarization, I decided to focus specifically on the health effects. Then in Kosovo, studying post-conflict health system reconstruction, my focus turned to how this system served (or under served) women. Finally, on my most recent trip to Kashmir with INSPIRE Fellow Justine Hardy for my senior honors thesis research, I was able to pull everything together in a study of the effects of conflict violence on women's health. I would have never been able to go on such an amazing journey, both intellectually and physically to places around the world, without the IGL."



The effects of conflict on women's health may be easily overlooked as women often are not the visible combatants engaged in uprisings and wars. Ali has articulated some of these effects on the women in Kashmir:

"The women and girls of Kashmir have been forced to hold families together throughout the conflict, taking over the roles of their 'disappeared' or slain husbands, brothers, and fathers. In a society that teaches strict gender roles, the ability for a woman to perform traditionally male tasks is both an internal struggle and the object of social stigma. Many of the professors I interviewed in Kashmir referenced this struggle between two roles as a source of stress for women, particularly rural, uneducated women who have few employable skills that would serve them in taking over the role of primary breadwinner."

As the academic year settles in, Ali is undertaking a different approach to understanding the issues surrounding the effects of conflict on civilians. ALLIES Field Exercises in Peace and Stability Operations (FIELDEX) is a two-day excursion into the wilderness to entrench student participants in the complexities of combat strategy, civilian protection, and negotiation -- through the medium of paintball. Ali is coordinating this year's FIELDEX, an event she has enthusiastically participated in in past years. Her responsibilities will be to devise roles and environmental simulations to create an immersive, educational forum for participants to experience the rapid decision-making, multi-tasking, and externalities associated with conflict negotiation.

Ali graduates this May, with a major in international relations and a thirst for knowledge impelled by her experiences over the last few years. In her words, "The IGL has been a critical part of my time at Tufts. It has pushed me academically, provided amazing opportunities for fieldwork, and through its programs I've made some of my closest friends." Whether off to graduate school or work in the field, Ali is sure to embody the spirit of the IGL wherever the road may lead.

-- Katie Adams, Program Coordinator, IGL

SAMPLE IGL SPRING 2014 EVENTS

February 7

PNDP Exhibition: Documenting Inequity

Economic inequality – the gap between the rich and everyone else – is growing worldwide. Many argue that this gap also gives rise to inequity – a powerful disparity in fairness, equal opportunity and social justice. In the fall of 2013, the Program for Narrative and Documentary Practice introductory class was given a six-week assignment to tell a story about this issue locally. The exhibition was the result of their work. The exhibition opening featured a talk by Professor and Chair of Sociology Pawan Dhingra. (Below, Zhou Zhuangchen shows his project on food security in Boston.)



February 13

Careers in the Middle East Panel hosted by NIMEP

NIMEP hosted a panel discussion and Q&A session with six current Fletcher students who have worked in the Middle East. The participants spoke in general about the job application process, what it's like to work in the region, and what skills are needed for the type of jobs they had. Attendees were given the opportunity to receive answers to any and all questions they posed, from the political to the personal, on how to follow their trajectories.

February 14

Tufts Innovation Symposium co-hosted by Empower

This was a one-day conference (pictured below) that discussed business models and strategies to enable rapid growth. It was co-hosted with The Fletcher School and the overarching themes were: Getting the Basics Right: How to develop models that scale? • Aligning Missions: How to set expectations and manage partnership complexities? • Overcoming Constraints: How to identify operation and distribution strategies to reach “the last mile?”



February 18-24

Death Penalty Photography Documentary Project: Troy Davis

Amnesty International and Exposure presented the photo series on the execution of Troy Davis produced as part of the Death Penalty Photography Documentary Project by photojournalist and human rights activist Scott Langley. Troy Davis was convicted in 1989 of the murder of a police officer in Savannah, Georgia, and was executed in 2011. Scott Langley, a freelance photojournalist and Amnesty International USA State Death Penalty Coordinator, came to campus and discussed the Troy Davis case (below).



February 22

Engineers Without Borders Annual Soccer Tournament Fundraiser

EWB held a Soccer Tournament Fundraiser to support its work in El Salvador and Uganda.

February 26

PNDP Exhibition: Documenting Dhaka

Ten students from the Program for Narrative and Documentary Practice traveled to Dhaka, Bangladesh to document the world's fastest growing megacity. With a population that doubled in size from 1990 to 2005, the city is expected to be home to more than 20 million people by 2025. In collaboration with students from the Pathshala Media Institute, founded by photojournalist Shahidul Alam, and under the guidance of renowned photojournalists Gary Knight, Munem Wasif, and Samuel James, these students documented stories about the widening income gap, labor rights, pollution, health, commerce, industrialization, and more. (Below Senior Emma Scudder with her project.)



March 5

What Is a Healthy Mind?

In addition to the many individual meetings she held with students during her ten days on campus, Justine Hardy (below), the founder of Healing Kashmir which focuses on sustained mental trauma such as PTSD, held a public discussion focusing on “How well do we understand stress, anxiety, trauma, resilience, and what constitutes a healthy mind?”



March 5

[EXPOSURE] Discussion: Photographing the Vulnerable

How can photos misrepresent people and/or propagate common beliefs about those in marginalized situations? How can images bring us together, but also create distance between the viewer and those pictured? Exposure hosted a discussion on these issues led by Chris Hufstader, the Creative Director and Senior Writer at Oxfam America. He spoke about how Oxfam uses photography of people in difficult circumstances for their public engagement and communications work, and how ethical dilemmas can arise in these situations.

March 26

ALLIES Panel Discussion: Military Sexual Assault

This panel discussion featured Emily Mears, a former member of the US Coast Guard, and a representative from the Boston Area Rape Crisis Center.

March 27

Educating for Civil Courage: The Challenge of the Former Yugoslavia

Svetlana Broz was honored by the Institute for Global Leadership with a Dr. Jean Mayer Global Citizenship Award. The granddaughter of the late former Yugoslav leader Josip Broz Tito, she graduated from the Belgrade Medical School in 1980 and served as a cardiologist at the Military Medical Academy (VMA) from 1981 to 1999, volunteering her services at the outbreak of the war in Bosnia and Herzegovina in 1992 in the atrocity zones. Broz is currently heading the local



branch of the Gardens of the Righteous Worldwide (GARIWO) non-governmental organization. She is the founder of “Education Towards Civil Courage”, a series of seminars designed to teach adolescents from all over the Balkans how to stand up to corruption and social and political divisiveness. (Pictured receiving the Mayer Award from Chair of Peace and Justice Studies Bruce Hitchner.)

April 1

Palestine and the Peace Imperative: Repetitive Patterns and Shifting Dynamics

Hanan Ashrawi, a Palestinian leader, legislator, activist, and scholar, was awarded with the Dr. Jean Mayer Global Citizenship Award. She was the first woman to be elected to the Executive Committee of the Palestine Liberation Organization (2009), and she currently holds a seat in that organization, which is the highest executive body in Palestine. Ashrawi has been a member of the Palestinian Legislative Council since 1996 and was also appointed as the Palestinian Authority Minister of Higher Education and Research in the same year. Ashrawi served as a member of the Leadership Committee and as an official spokesperson of the Palestinian delegation to the Middle East peace process, beginning with the Madrid Peace Conference of 1991. As a civil society activist, she founded MIFTAH, the Palestinian Initiative for the Promotion of Global Dialogue and Democracy, in 1999 and continues to serve as head of its board of directors. The same year, Ashrawi founded the National Coalition for Accountability and Integrity (AMAN). Additionally, she is the founder of the Independent Commission for Human Rights (ICHR) and has served as its commissioner since 1994. (Below, EPIIC Sophomore Eloise Harnett presents Dr. Ashrawi with the Mayer Award.)



April 2

ALLIES Course Advising Night

ALLIES hosted its semesterly course advising night as an opportunity for underclassmen to get advice from upperclassmen on International Relations, foreign languages, political science, history, general distribution requirements, and more.

April 3-5

Inquiry Simulation: Democracy and Sectarianism in the Middle East and North Africa: Iraq 2014

This year's Inquiry simulation focused on the April 2014 elections in Iraq, asking the more than 250 participating high school students from six states to consider the state of Iraq, post-U.S. withdrawal. The Hunter Farnham Inquiry Memorial Lecture was given by Anthony Godfrey, the Director for Iraq Affairs at the U.S. Department of State. A career member of the Senior Foreign Service, Mr. Godfrey is responsible for leading all aspects of the Department of State's Iraq policy, supporting the efforts of the U.S. Ambassador in Baghdad. From 2012 – 2013, Mr. Godfrey served as the Minister-Counselor for Political Affairs at the U.S. Embassy in Baghdad. Evyenia Sidereas, the US Department of State Diplo-

mat-in-Residence at Tufts, also spoke to the group about the State Department's Programs for students, and EPIIC Senior Yasir Abbas delivered the talk he gave at the EPIIC international symposium on his experience as an interpreter for U.S. Forces in Iraq (see page 23). (Godfrey speaking to Inquiry below)



April 5

Engineers Without Borders Annual Fundraiser: 5k Run/Walk

Tufts Engineers Without Borders held a 5K Run/Walk to help raise funds to implement its clean water access projects in Uganda and El Salvador.

April 7

ALLIES Lecture Series: Cyber Security and Civil-Military Relations

Bruce Schneier, an internationally renowned security technologist, lectured on the collision of the civilian and military spheres when it comes to the government's role in cyberspace and data collection. Schneier is called a "security guru" by *The Economist*. He is the author of 12 books as well as hundreds of articles, essays, and academic papers. Schneier is a Fellow at the Berkman Center for Internet and Society at Harvard Law School, a program fellow at the New America Foundation's Open Technology Institute, a board member of the Electronic Frontier Foundation, an Advisory Board Member of the Electronic Privacy Information Center, and the Chief Technology Officer at Co3 Systems, Inc.

April 11-12

ALLIES FieldEx Simulation

The 2014 scenario explored religious and ethnic strife in the context of a multi-ethnic, post-colonial nation. The scenario was inspired by events in Ireland, Mali, Syria, and Burma/Myanmar. The goal of the scenario was to delve into the management of escalating tensions in ethnically and religiously divided nations. Participants filled a variety of roles, including the roles of protesters, religious leaders, politicians, members of the armed forces, militant extremists, journalists, and peace-keeping forces. Students from Tufts and the US Military academies participated in this annual event (below), and the group works with a range of military and civilian advisers to flesh out the scenario.



April 11

Amnesty International Get on the Bus for Human Rights

Tufts Amnesty International chapter sent a delegation to the national Get on the Bus event, this year in New York City protesting the imprisonment of Tibetan filmmaker Dhondup Wangchen outside the Chinese consulate (below).



April 17

Jamnesty

Amnesty International held its annual concert for human rights to raise awareness on the Tufts campus. Featured performers included Tufts premier a cappella group, the Beezebubs; Shark Saddle; and Harrison Kim. Between the musical performances, the chapter members made presentations on Amnesty International's current campaigns from Burkina Faso to India.



April 19

Tufts Idea Exchange

The 2014 Tufts Idea Exchange, co-sponsored by Synaptic Scholars, featured presentations by Professor Maryanne Wolf on "Global Literacy, The Reading Brain and the Development of Empathy"; Noha Ahmed on "Demystifying the Bean"; Senior Gavin Murphy on "What If I Told You Just a Story?"; Senior Anna Troein on "You Do You"; Scott Delisle "Trajedy Unmasked: The Myth of the Suffering Artist"; Dylan Portelance on "Creativity as a Culture: Why We Need Sampling"; and Senior Petar Todorov on "Hacking Life".

Yasir Abbas: A Personal Story from the War in Iraq

Yasir Abbas was a student, through Tufts' Resumed Education for Adult Learners (REAL) program, in the 2013-14 EPIIC year on The Future of the Middle East and North Africa. He graduated in 2014 and is now working at Caerus, a strategy and design firm in Washington, DC. Prior to his studies, he served as a local interpreter with the United States Army in Iraq for over four years, where he helped start and organize the Awakening movement and national reconciliation in Northwestern Baghdad. He immigrated to the United States at the end of 2009 on a Special Immigration Visa, and he first settled in Nashville, Tennessee, attending Motlow State Community College, before transferring to Tufts in 2012. This was the talk he presented on the panel on "Iraq: Its Uncertain Future" at the EPIIC symposium as well as at the Inquiry simulation.

In academia, personal stories often fall by the wayside. So as a supplement to this conference, I would like to tell you a story today, a story about a group of people whose voices have been underreported. It is a story of Iraqis who defied all barriers to serve their country in a very unconventional way - by working with the Coalition Forces in Iraq as interpreters. Most stories available about these people focus on what has happened to them and where they are today, but I want to tell you about what they did, why they did it, and how they lived.

I hope I do them justice through telling my own story.



I was born in Baghdad, Iraq and lived there until I left for the United States at the end of 2009.

I was 19 years old when I first saw the Americans' tanks rolling in Baghdad's streets, dragging the statue of a Saddam Husain behind them. It was euphoric. It was euphoric because there was finally some hope in our lives. I felt that we would finally be able to live with some dignity. I remembered those days when I was in school and we were forced to cheer "Long Live the President" every time a teacher walked into the classroom. The President -- Saddam Hussein -- was the person who had murdered two of my uncles for opposing his policies.

But all that was long gone and I looked forward for a different and free Iraq. But, thanks to the now well-known U.S. mismanagement of the war, Iraq was soon engulfed in chaos. And I was there, with the rest of my countrymen, watching our country being dragged into a brutal civil war.

At that time, I was faced with two very difficult options: to sit on the fence and watch, or to get involved and do something.

So in 2005, after I graduated from high school, I decided to get involved. I knew I would regret it for the rest of my life if I didn't do something, if I just stood there and watched.

I first tried to enlist in the Iraqi army but failed. I could not bribe my way in, nor did I have the *wastah*, or the right contacts, to push my application forward. I then entertained the idea of joining a local militia with some friends, but I did

not share their ideology, and I knew I was not willing to do some of the things they did. So I refrained.

My other option was to use my command of English and work with the Americans as an interpreter. It was a very difficult decision to make. But I decided to give it a shot.

I learned English in a very unorthodox manner, a lot of it was outside the classroom. When I was in middle school, I became very fond of a young lady in a nearby university. She spoke French, I think it was French, so I decided to learn French to impress her. But due to a lack of resources to learn French, I decided to learn English. I thought "What's the difference? French, English, they will all sound impressive!!!"

At the beginning, working with the Americans was very frustrating. In addition to constantly suspecting my intentions, I was shocked to learn that the Americans knew very little about Iraq and had minimum contact with the local populations where they operated. The only times we talked with the people were when we raided and searched their homes in the middle of the night, and sometimes detaining their sons and confiscating their weapons.

It was an extremely difficult time for me, for it felt like I was betraying my country and my people. So I quit and went home.

The following months, I sat home and did nothing, joining the rest of millions of bystanders. By doing nothing, it felt like as if I was betraying my country even more. Just watching it burn down without even moving a limb. So I returned to work with the Americans.

A little over a year later, things started to change. My understanding of the conflict grew and became more nuanced and complex. Working with the Americans exposed me to all narratives: I now understand why a Sunni might fight alongside AQI [Al Qaida in Iraq] or turn his face away when seeing an innocent Shi'a being slaughtered in the name of God. I understood why a Shia would call a mass murderer his hero. I understood how fear manipulates our actions and gets to us to do things that we would never do otherwise.

At that same time, the Americans started to realize how important it was to engage with the local populations in a different manner. And the Sunni communities, especially in western Iraq, tasted the bitterness of humiliation of living under the rule of the oppressive Islamic State of Iraq, and they did not like it. Soon, a rebellion was on the verge.

Because I was from a mixed tribe and had lived my life in mixed communities, I was exposed to both sects, and thus was able to bring a lot to the table during the negotiations between the Americans and the tribes. I was able to advise military officers on the social, political and tribal dynamics that made them more informed and capable negotiators and decision makers.

continued on the next page

The Taji Awakening, where I was working at the time, was quite unique and different from the rest of Iraq. We had a mixed city from both sects and many homogeneous villages. So the process of organizing an Awakening was very complicated. We had not only to convince the Sunnis to rebel against AQI, but also we had to bring the Sunnis and the Shi'as together. Later on, we had to work with the Shi'a to rebel against violent criminal militias.

After months of intense negotiations and planning, we finally launched the rebellion, or what we called the Awakening. Sunnis, Shi'as, and Americans fought side by side. I felt like we were unstoppable.

We had simple, yet complex, principles that guided our approach to the Awakening. I will briefly mention a few of them.

First, we did not take the Awakening as a magical solution for all our problems. If conditions and requirements were not there, we used other tools to address the issue at hand.

Second, we refrained from including criminal individuals and organizations in the Awakening. And if we did, we did it in accordance to our strategy—that is not to strengthen them, but contain, weaken, abolish them with time.

Lastly, we gave the Shi'a a major role in the Awakening and made it clear that we will only work with those willing to work with the whole community.

This allowed us to have a genuine National Awakening, a stronger position in repelling sectarian accusations, and made it easier to lobby the Iraqi government to incorporate our Awakening in the Iraqi Security Forces—which was not easy by any means.

The results of the Awakening in Taji exceeded all expectations.

The same hope and euphoria of 2003 was back in the air.

During that same time, 18 men from my village, including two of my close relatives, were kidnapped and executed by al-Qaida in Baquba city in Dyala Province.

A few months later, 25 men and women, including three of my brothers-in-law, were mistakenly killed by an American air strike.

I had to bury them and return to my job the very next day. On my way to work, I thought to quit my job, for it was too much pain to work with the same people

who had killed my family. But how could that change things? What good would that bring to my people? How would leaving a foreign force, armed to the teeth and absent a way to communicate with my people, help stop more people from dying? Though the U.S. forces made deadly mistakes, we were also bringing more peace and hope to so many people.

Furthermore, I knew the men and women who I served with; they shared my pain, my grief, and put their lives on the line to help my people. They were many things, but not cold-blooded killers.

The decision to work with the Americans changed my life. Working as an interpreter was an extremely dangerous profession—interpreters were hunted down by both Shi'a and Sunni armed groups alike. So in order to protect ourselves, we had to live like ghosts, constantly changing our looks, addresses, routes, and cunningly hiding our real identities.

Very few people knew about my work. I told my family and friends that I was selling furniture in the south. Later on, I slowly removed myself from society so I wouldn't have to answer their questions regarding my whereabouts.

When I put my boots and uniform on for the first time, I knew my life would never be the same again. But I also knew that if I didn't act, I would regret it for the rest of my life. In the following years, I lost nearly everything I had. But I also wake up every day knowing I did the right thing and I have no regrets.

If I have the choice one more time, I would do it all over again, I would do it because I know that all that it takes for evil to triumph, is for good people to do nothing.



Yasir (left) mentoring high school students in the Institute's Inquiry program.



Nichole speaking at the symposium and with PNPD Director, Gary Knight

Nichole Sobecki Awarded Boulat Award for Photojournalism

At the 2014 EPIIC Symposium, Nichole Sobecki (EPIIC'06, Exposure) was awarded the second Alexandra Boulat Award for Photojournalism. Nichole is an independent photographer, video journalist and writer based in Nairobi, Kenya. Through her work Nichole strives to document the consequences of war, poverty and social unrest. From 2008-2011, she was the Turkey Correspondent for GlobalPost, based in Istanbul, Turkey. During that time she also covered the early days of the Libyan uprising, the ongoing war in Afghanistan, developmental challenges facing Nepal, and the aftermath of the assassination of Benazir Bhutto.

The award was established by the Institute and its Exposure program to promote the creation of documentary work with a social purpose. The juried award is given to a current Tufts student or alumni. The award is named after Alexandra Boulat, a co-founder of VII Photo Agency and was created to acknowledge the inspiration and mentorship she provided to Exposure and its students. Alexandra Boulat (1962-2007) was an award-winning French photographer, known for her compelling images of people affected and displaced by war.

The Future of the Middle East and North Africa

The 2014 Norris and Margery Bendetson EPIIC International Symposium was five, intellectually packed days of debate and discussion around cutting edge issues in the Middle East and North Africa. Supported by the Carnegie Corporation of New York, EPIIC brought more than 75 experts to the Tufts University campus to share their expertise, experiences and insight into the region.



Significantly, EPIIC was able to bring voices such as that of **Ambassador Robert Ford** (left), the former Ambassador to Syria from 2011 to 2014 who had just stepped down the day before he spoke at the conference. Through the Scholars at Risk organization, the audience was able to hear from **Matar Ebrahim Matar**, a former member of Bahrain's Parliament who resigned in protest of the government crackdown on pro-democracy protestors, and **Radwan Ziadeh**, the founder and director of the Damascus Center for Human Rights Studies.

The symposium began with a cultural evening, co-organized by EPIIC alumnus and Associate Professor of Music at Tufts **Richard Jankowsky** and Composer **Kareem Roustom**. There were performances of a series of Middle Eastern pieces, using traditional instruments, as well as a piece from Scheherazade by violinist **Nabih Bulos**, a concertmaster with the West-Eastern Divan Orchestra as well as a journalist covering the Middle East for publications such as the *Los Angeles Times*.



(Working with **George Mathew** of Music for Life International, the pianist for the Scheherazade piece, the IGL supported the fundraising concert at Carnegie Hall in New York for the children of Syria and its summer visit bringing music to the Syrian refugees in the Zaatari refugee camp through Questscope.)

The four days following the cultural evening were comprised of panel discussions, keynote addresses, breakout sessions and professional workshops, designed and enacted by the EPIIC students to both provide context and new thinking on the rapidly unfolding events in the Middle East and North Africa.

The panel topics were:

- **The Future of the Kurds**
- **Iraq: Its Uncertain Future**
- **Civil-Military Relations and Security Sector Reform in Political Transitions**
- **Political Islam and Governance**

- **US Foreign Policy and Security in the Middle East and North Africa**
- **Domestic Politics in the Gulf**
- **Vying for Influence: Iran and Saudi Arabia**
- **International Institutions and Intervention**
- **The Unraveling of Syria**
- **Border Crossings: Refugees, Jihadists, Money, and Arms**
- **Education, Entrepreneurship and Economic Development**

The audience had the opportunity to hear significant addresses from individuals who have spent their careers focused on different aspects of the Middle East.



Deputy Secretary of State **William J. Burns**, a Career Ambassador and a recipient of the **Dr. Jean Mayer Global Citizenship Award**, provided an overview of America's challenges in the region; **Inger Andersen**, vice president of the Middle East and North Africa region for the World Bank and a **Mayer Award recipient**, shared the development challenges that the Bank is working on as both agitators to and consequences of the ongoing conflicts.



Elizabeth Thompson, associate professor of history at the University of Virginia and author of *Justice Interrupted: The Struggle for Constitutional Government*, shared her research on the efforts of significant individuals in the region to bring a more democratic form of government to their countries as they transitioned to independent states and the circumstances and rivalries that affected those efforts. Israeli Brigadier General **Rami Ben Efraim** presented Israel's strategic view of the region.

Former Under Secretary of State for Political Affairs **R. Nicholas Burns**, now at the Kennedy School at Harvard University and a **Mayer Award recipient**, spoke not only on his perspective on U.S. policy and the Arab revolutions but also provided a bridge to EPIIC's forthcoming year on Russia as he addressed the recent crisis in the Crimea and Russia's policies there and in the Middle East.

Other speakers included:

Yasir Abbas | Former Interpreter, U.S. military in Iraq, 2005-09, where he helped start and organize the Awakening Councils in northwestern Baghdad; 2014 EPIIC Colloquium Member

Perihan AbouZeid | Co-Founder and CEO, Qabila Media Productions, Egypt; Legatum Fellow, Massachusetts Institute of Technology

Abeer Allam | Journalist; Saudi Arabia Correspondent, *Financial Times*

Issandr el Amrani | Project Director, North Africa, International Crisis Group; Founder, The Arabist blog

Richard Atwood | Director of Research and future Director of Multilateral Affairs, International Crisis Group

Michaël Béchir Ayari | Senior Analyst, Tunisia, International Crisis Group

Nabih Bulos | Independent Journalist, contributing to *Los Angeles Times*, National Public Radio and other major media outlets

Mohammed S Dajani Daoudi | Founder and Executive Director, Wasatiyya, Moderate Islamic Movement in Palestine; Founding Director, American Studies Institute, Al Quds University (*Mayer Award Recipient*)

Maria Fantappie | Iraq and Kurd Analyst, International Crisis Group

Sami al Faraj | President, Kuwait Centre for Strategic Studies

Amb Robert Ford | US Ambassador to Syria (January 2011 to February 2014) (*Mayer Award Recipient*)

Ibrahim el Ghazawi | Former Advisor, Office of the Minister of Interior, Egypt; Former Visiting Fellow, U.S. Army Peacekeeping & Stability Operations Institute (PKSOI)

Karim Haggag | Deputy Director, Policy Planning Division, Foreign Ministry, Egypt

Peter Harling | Project Director, Iraq, Lebanon and Syria and Senior Middle East and North Africa Adviser, International Crisis Group

Saad Eddin Ibrahim | Founder, Ibn Khaldun Center for Development Studies, Egypt (*Mayer Award Recipient*)

Mark Katz | Professor of Government and Politics, George Mason University; Author, "Moscow's Middle East Policy" (*InFocus Quarterly*, 2014)

Kemal Kerkuki | Former Speaker, Kurdistan Parliament, and Member, Kurdistan Democratic Party and KDP Politburo, Head, KDP Public Relations Office, Kurdish Regional Government, Iraq

Muthanna Khreisat | Jordan Country Director, Questscope

Bernardino León | Special Representative for the Southern Mediterranean Region, European Union; former Secretary-General and Foreign Policy Adviser, Office of the Prime Minister, Spain (*Mayer Award Recipient*)

Matar Ebrahim Matar | Scholar at Risk, Bahrain; Former Member of Parliament with the al-Wefaq Political Party, resigned in protest of government crackdown on pro-democracy protestors; Recipient, 2011 Leaders of Democracy Award, Project on Middle East Democracy

Malik Mufti | Professor of Political Science, Tufts University; and Author, *Daring and Caution in Turkish Strategic Culture: Republic at Sea*

Michael Niconchuk | Emergency Response Coordinator, Questscope; IGL Alumnus

Augustus Richard Norton | Professor of International Relations and Anthropology, Boston University; Author, *Civil Society in the Middle East* (*Mayer Award Recipient*)

Robert P. Parks | Director, Centre d'Etudes Maghrebines en Algerie (American Institute for Maghrib Studies)

Duncan Pickard | Nonresident Fellow, Rafik Hariri Center for the Middle East; Constitutional Adviser, Democracy Reporting International; IGL Alumnus

Dafna Hochman Rand | Former Director for Democracy and Governance at the National Security Staff; Author, *Roots of the Arab Spring Contested Authority and Political Change in the Middle East*

Curt Rhodes | Founder and International Director, Questscope; Social Entrepreneur of the Year for the Middle East and North Africa, Schwab Foundation for Social Entrepreneurship (*Mayer Award Recipient*)



Above, the EPIIC symposium audience. Left, students and panelists line up to query the panelists.



INSPIRE Fellow Dr. Mowaffak al-Rubaie speaking on the "Political Islam and Governance" panel.



Journalist Abeer Allam speaking on the "Domestic Politics in the Gulf" panel.



Russian MGIMO student Vladimir Poluektov asking a question during the symposium.

Hugh Roberts | Edward Keller Professor of North African and Middle Eastern History, Tufts University; former Director, North Africa Project, International Crisis Group

Jean-Louis Romanet Perroux | PhD candidate at The Fletcher School of Law and Diplomacy, Tufts University

Mowaffak al Rubaie | Former National Security Advisor, Iraq; former Member of Parliament, Iraq; Fletcher-Institute for Global Leadership Senior Statesman-in-Residence and the Taiwan Foundation Distinctive Keynote, Tufts University (Mayer Award Recipient)

Mohammad Sabah Al-Salem Al-Sabah | Former Deputy Prime Minister and Minister of Foreign Affairs, Kuwait (Bendetson Public Policy Award Recipient)

Richard Shultz | Director of the International Security Studies Program, The Fletcher School, Tufts University; Author, *The Marines Take Anbar: The Four Year Fight Against al Qaeda*

Emma Sky | Senior Fellow, Jackson Institute, Yale University; former Political Advisor to U.S. General Ray Odierno, Iraq; former Governorate Coordinator of Kirkuk, Coalition Provisional Authority, Iraq

Robert Springborg | Professor of National Security Affairs, Naval Postgraduate School

Adm. James Stavridis (US Navy, ret.) | Dean, The Fletcher School, Tufts University; former Supreme Allied Commander, NATO Alliance

Ali Vaez | Senior Analyst for Iran, International Crisis Group

Ibrahim Warde | Author, *The Price of Fear: The Truth Behind the Financial War on Terror*; Consultant and Adjunct Professor of International Business, The Fletcher School of Law and Diplomacy, Tufts University

Frederic Wehrey | Senior Associate, Middle East Program, Carnegie Endowment for International Peace; Author, *Sectarian Politics in the Gulf: From the Iraq War to the Arab Uprising*

Tamara Cofman Wittes | Senior Fellow and Director, Saban Center for Middle East Policy, Brookings Institution; Former Deputy Assistant Secretary for Near Eastern Affairs, US Department of State (Mayer Award Recipient)

Wu Bingbing | Associate Professor, Department of Arabic Language and Culture, Institute of International and Strategic Studies, Peking University

Aaron Zelin | Richard Borow Fellow, The Washington Institute for Near East Policy; Fellow, International Centre for the Study of Radicalisation and Political Violence, King's College of London

Radwan Ziadeh | Scholar at Risk, Syria; Recipient, 2009 Academic Freedom Award, Middle East Studies Association; Senior Fellow, United States Institute for Peace; Founder and Director, Damascus Center for Human Rights Studies

In 2008, EPIIC began having expert-led discussions as part of the symposium proceedings -- an opportunity for students and members of the audience to explore some of the issues more in-depth in small groups with the experts. This continues to be a highlight of the weekend, and this year's symposium featured the following topics:

Political Islam

Mohammed S Dajani Daoudi | Founder and Executive Director, Wasatiyya, Moderate Islamic Movement in Palestine; Founding Director, American Studies Institute, Al Quds University

Elizabeth Nugent | PhD Candidate, Department of Politics, Princeton University

Robert P. Parks | Director, Centre d'Etudes Maghrebines en Algerie (American Institute for Maghrib Studies)

Mowaffak al Rubaie | Former National Security Advisor, Iraq; former Member of Parliament, Iraq

State of the State

Nimrod Hurvitz | Professor of Middle East History, Ben Gurion University of the Negev

Jonathan Shimshoni | Retired Battalion and Brigade Commander, Israeli Defense Forces; Author, *Israel and Conventional Deterrence*

Media

Ahmed Benchemsi | Visiting Scholar, Program on Arab Reform and Democracy, Stanford University; Founding Publisher and Editor, *TelQuel* (French) and *Nishan* (Arabic)

Nabih Bulos | Independent Journalist

Stuart Farmer | Founder and President, Open Air Cinema

Rule of Law & Human Rights

Saad Eddin Ibrahim | Founder, Ibn Khaldun Center for Development Studies, Egypt

Sherif Mansour | Middle East and North Africa Program Coordinator, Committee to Protect Journalists; former Senior Program Officer, Freedom House

Iran and Nuclear Proliferation

Ariel Levite | Nonresident Senior Associate, Nuclear Policy Program, Carnegie Endowment for International Peace; Former Principal Deputy Director General for Policy, Israeli Atomic Energy Commission (Mayer Award Recipient)

Ali Vaez | Senior Analyst for Iran, International Crisis Group

Trauma and Resilience

Justine Hardy | Mental Trauma Specialist

Terrorism

Gabriel Koehler-Derrick | Assistant Professor, Department of Social Sciences, U.S. Military Academy, West Point; Associate, Combating Terrorism Center

Aaron Zelin | Richard Borow Fellow, The Washington Institute for Near East Policy; Fellow, International Centre for the Study of Radicalisation and Political Violence, King's College of London

Refugees

Muthanna Khreisat | Jordan Country Director, Questscope

Mike Niconchuk | Emergency Response Coordinator, Questscope

Curt Rhodes | Founder and International Director, Questscope; Social Entrepreneur of the Year for the Middle East and North Africa, Schwab Foundation for Social Entrepreneurship

Women

Dalia Ziada | Executive Director, Ibn Khaldun Center for Development Studies, Egypt

Israel-Palestine

Gideon Argov | Founder, Shlomo Argov Fellows, Interdisciplinary Center (IDC), Herzliya, Israel; Advisory Director, Berkshire Partners

Robert Blecher | Deputy Program Director, Middle East and North Africa, International Crisis Group

Mouin Rabbani | Head, Programme in the Middle East, Conflict Management Initiative

Dick Simon | Chair and Co-Founder, Peace Action Network, Young Presidents' Organization

Gulf Politics

Abeer Allam | Journalist; Saudi Arabia Correspondent, *Financial Times*

Sami al Faraj | President, Kuwait Centre for Strategic Studies

Andrew Hess | Professor of Diplomacy and Director of the Southwest-Central Asia and Islamic Civilization Program, The Fletcher School, Tufts University

Lebanon

Sahar Atrache | Lebanon Analyst, International Crisis Group

Alex Taylor | Former Reporter and International Editor, *The Daily Star*, Beirut; MALD Candidate, The Fletcher School, Tufts University

Another highlight of the annual symposium is the opportunity for EPIIC students who conducted research over the winter intersession to present their findings alongside the experts. In addition to EPIIC students this year, two students from the IGL's Poverty and Power Research Initiative (PPRI) presented on their research in Jordan, and one of the Peking University delegation members -- as part of the IGL's Tufts Initiative in Leadership and International Perspective (TILIP) -- presented on her research in Israel. Many of these research trips were supported by the Carnegie Corporation of New York.

"The Arrogance of Power"

Sarah Butterfield'14 and Isabel Weiner'14, EPIIC, Egypt

"The Effect of International Military Education on Civil Military Relations"

Jackie Faselt'17, EPIIC, USA

"The Turkish Model: Perception vs Reality"

Max Fathy and Rebecca Varley, EPIIC, Turkey

"Iraqi Kurdistan, Its Neighbors, and Israel"

Ethan Finkelstein'16 and Ryan Youkilis'16, EPIIC, Iraqi Kurdistan and Israel

"Getting It Right: A Look at Entrepreneurship in Tunisia"

Bradley Friedman'15 and Adam Nagy'15, EPIIC, Tunisia (below)



"Cash Assistance in Refugee Crisis Response: A Monitoring Study of a UNHCR Cash Aid Program to Syrian Refugees"

Adrienne Larson'16 and Victoria Martin'16, Poverty and Power Research Initiative, Jordan

"Start Up Power: An Interview with Saul Singer"

Li Huiruo, Member, Peking University Delegation, studying at Hebrew University, Israel

"The Role of Tunisian Youth in Civil Society and Democratic Transition"

Bahar Ostadan'17 and Katherine Saviano'17, EPIIC, Tunisia (below)



"Reaching Out to Refugees"

Elizabeth Robinson'15, EPIIC, Jordan

"Spirituality: A Tool for Resilience in the Za'atari Refugee Camp"

Umar Shareef'17, EPIIC, Jordan

"What's Next for Iraq?"

Elayne Stecher'14, EPIIC, Jordan and Iraqi Kurdistan (below)



With Carnegie Corporation support, EPIIC also convened a professional workshop on the "State of the State in the Middle East" that explored the future of the state structure and sovereignty in the region. It was conceptualized and organized by IGL INSPIRE Fellow Ariel Levite, Nonresident Senior Associate with the Nuclear Policy Program at the Carnegie Endowment for International Peace and the Former Principal Deputy Director General for policy for the Israeli Atomic Energy Commission, and Nimrod Hurvitz, Professor of Middle East History at Ben Gurion University of the Negev.



The professional workshop (above) was organized featuring case study experts and disciplinary experts, as well as those with a global perspective -- all culminating in a final roundtable discussion about policy implications and next steps. The initial findings were presented at the public symposium.

The participants were:

- **Dr. Michele Angrist**, Professor and Chair, Political Science, Union College
- **Dr. Muriel Asseburg**, Senior Fellow, Middle East and Africa, Stiftung Wissenschaft und Politik
- **Ahmed Benchemsi**, Journalist, Editor in Chief, FreeArabs.com, and Fellow, Stanford University

- **Dr. Shai Feldman**, Judith and Sidney Swartz Director, Crown Center for Middle East Studies and Professor of Politics, Brandeis University
- **Dr. Bruce Jentleson**, Professor of Public Policy and Political Science, Sanford School of Public Policy, Duke University, and Distinguished Scholar, History and Public Policy Program, The Wilson Center
- **Dr. Peter Katzenstein**, Walter S. Carpenter, Jr. Professor of International Studies, Cornell University
- **Dr. Barry Posen**, Ford International Professor of Political Science and Director, Security Studies Program, Massachusetts Institute of Technology
- **Dr. Hugh Roberts**, Edward Keller Professor of North African and Middle Eastern History, Tufts University
- **Jean-Louis Romanet Perroux**, Ph.D. Candidate, The Fletcher School of Law and Diplomacy and Lecturer, Tufts University
- **Dr. Robert Springborg**, Professor, National Security Affairs, Naval Postgraduate School

Several EPIIC students had the opportunity to prepare case studies and present at the professional workshop.

Voices from the Field is a program under the Institute of Global Leadership (IGL) that brings midcareer alumni back to campus to engage in closed-door discussions. The objective of the sessions are to have alumni exchange field experience, generate best-practice models and discuss their future outlook on the issues. This year's Voices workshop focused on "The Changing Face of Security Threats in the Middle East and North Africa" and was supported by the Carnegie Corporation of New York.

The Voices met over several days, with each roundtable discussion focusing on a different aspect of the issue, including "U.S. Policies from Oil to Refugees, and Beyond," "Identifying the Security Concerns," "Identifying the Important Actors," "External Intervention," and "Recommendations for U.S. Engagement."



The Voices

Sarah Arkin (A'06, EPIIC'04, EXPOSURE)

Sarah is the Senior Legislative Assistant to U.S. Representative Debbie Wasserman Schultz, advising the Congresswoman on foreign policy, trade, healthcare and other legislative priorities. She previously served in the State Department's Bureau of Near Eastern Affairs in a variety of positions, including coordinating the Bureau's human rights, women's rights and religious freedom programming, and on the Libya desk.

Rachel Brandenburg (A'05, EPIIC'03, NIMEP)

Rachel is a Program Officer with the Syria and Arab-Israeli teams in the Middle East and Africa Center at the United States Institute of Peace. She previously worked at the State Department in the Office of Middle East Transitions as the Tunisia assistance coordinator, and in the Middle East Partnership Initiative office.

Matan Chorev (A'05, F'07, EPIIC'04, NIMEP)

Matan is a Speechwriter and Special Assistant in the Office of the Deputy Secre-

tary of State. He previously served as a Foreign Service Officer at the U.S. Agency for International Development, Executive Director for the Future of National Security Project at the Harvard Kennedy School's Belfer Center for Science and International Affairs, and a Rosenthal Fellow at the Office of the Deputy Assistant Secretary of Defense for Policy Planning.

Gabriel Koehler-Derrick (A'05, EPIIC'05, NIMEP)

Gabriel Koehler-Derrick is Assistant Professor in the Department of Social Sciences at the U.S. Military Academy, West Point and an Associate at the Combating Terrorism Center.

Steven Krubiner (A'03)

Steven Krubiner has spent the past decade working on Middle East conflict resolution on three continents, including five years based in Israel. As Chief of Staff, Steven leads J Street's senior team in strategic planning and management for the organization.

Sherif Mansour (F'07)

Sherif Mansour is an Egyptian-American democracy and human rights activist. He is currently the Middle East and North Africa Program Coordinator for the Committee to Protect Journalists (CPJ). Before joining CPJ, Sherif worked at Freedom House, where he managed advocacy trainings for activists from the Middle East and North Africa.

Duncan Pickard (A'10, Synaptic Scholars)

Duncan Pickard is a nonresident fellow at the Rafik Hariri Center for the Middle East, focusing on North African politics. Pickard was the Libya country director for Democracy Reporting International, where he is currently a constitutional adviser.

Negar Razavi (A'06, EPIIC'04, NIMEP)

Negar is currently a doctoral student in cultural anthropology at the University of Pennsylvania. Her research focuses on the knowledge systems, practices, and networks that influence U.S.-based foreign policy experts working on the Middle East. Negar had worked as the Egypt Country Officer at the Education for Employment Foundation and as a research assistant in the U.S. foreign policy program at the Council on Foreign Relations.

Mouin Rabbani (A'87, EPIIC'87)

Mouin Rabbani is the Head of the Crisis Management Initiative's Programme in the Middle East. He previously worked as Senior Middle East Analyst and Special Advisor on Palestine with the International Crisis Group (ICG).

Oleg Svet (A'08, EPIIC'05)

Oleg Svet is a doctoral candidate at the War Studies Department, King's College London. Prior to beginning his PhD, he worked in Baghdad as a strategic planner with US Forces-Iraq during the last phase of the war in Iraq.

Alex Taylor (A'09, F'15, EPIIC'07, NIMEP)

Alex Taylor is a Master of Arts in Law & Diplomacy candidate at The Fletcher School focusing on International Security Studies and Southwest Asia and Islamic Civilizations. Previously, Alex worked as the International Editor and as a reporter at *The Daily Star* newspaper in Beirut, Lebanon.



EPIIC: An Intellectual Reflection

Mahpari Saati Sotoudeh A'14

As I sought to write my intellectual reflection on the past year in EPIIC, I realized just how much this course has affected me. Whether it was my participation in my reading group, meeting with the TAs to discuss their experiences, or laughing with my peers over a joke one of the panelists made at our student-crafted symposium, I have learned an incredible amount. EPIIC is truly an environment that fosters real learning and real, hands-on practical experience in the real world and I am deeply grateful for that. I've tried here to separate my thoughts into a few sections and have drawn from them the aspects that I found most compelling and thought-provoking.

Throughout my time in EPIIC, I've seen my views and visions of the MENA region thoroughly challenged, and I've learned that sometimes leaping to my own defense isn't as important as hearing the other side and seeking to understand why it is that I support my own views. I have learned how to speak with those with whom I disagree and how to overcome these types of disagreements by allowing the other person an opportunity to explain their opinion as well. I hope that EPIIC continues to cultivate this type of experience and application in the future; it has been an invaluable learning experience for me, especially in that respect.

Classes and Lectures

The course began with a lecture by Scott Anderson, whose 500-page-long book we had been assigned. I was particularly fascinated by Anderson's "Lawrence in Arabia" biography because he presented an altogether new understanding of T.E. Lawrence. Unlike Lawrence's British biographers, the American Anderson suggested that Lawrence had committed an act of treason and confided in Abdullah the details of the then-confidential Sykes-Picot treaty.

When I asked Anderson about this departure from the norm, he explained that many of the British biographers claimed that Lawrence had never intended to act against British interests and had instead calculated that telling Abdullah about the Sykes-Picot agreement would undermine French interests. However, Anderson had conducted extensive research and found a primary document in which Lawrence had claimed that he was "no longer working for HMG [His Majesty's Government]" and had used this as the basis of his claim.

For me, this was a particularly exciting moment as it signaled the type of scholars that we would be able to expect at EPIIC: passionate, diligent experts who were unafraid to use their thorough subject knowledge to challenge prevailing views. I saw, too, that the expectation of EPIIC was that these traits would also be inculcated in us. It is for these reasons that I chose to take EPIIC and I feel confident that, in at least some small way, EPIIC has fostered the development of these characteristics in me and has encouraged me to constantly defy blithely accepting commonplace "truths" in favor of thinking deeply about well-reasoned arguments to the contrary. Anderson inspired me to start thinking deeply about the beliefs that we take for granted and to question them at every juncture. This lesson stayed with me throughout my time in EPIIC and hopefully will stay with me beyond Tufts as well.

Robert Blecher's visit to our class, for instance, forced me to rethink my views on and approach to the current conflict raging in Syria. The effects of Syria's civil war on the other countries of the Levant and throughout the entire Arab world- and Iran - and Turkey - required a much more complex, multifaceted analysis than that typically given by major news media. Blecher's and ICG's

more nuanced view of the conflict was particularly illuminating and important to me, and I saw incredible value in the way that he and his colleagues have approached political analysis and suggestions.

Outward Bound

To be fairly honest, I'd been dreading the Outward Bound weekend for a number of weeks prior to the trip. As an aggressively, non-athletic individual, I feared that the weekend would entail an endless series of traipses through the wilderness (I grew up in the desert, so the New England appreciation for and fetishization of the woods appears to have escaped me) or, worse, physical endurance activities that would inevitably teleport me back to the horrors of middle school gym class, where I once received the only F of my academic career. Luckily, these fears proved unfounded. I frankly enjoyed the team-building exercises and simulation that we partook in and felt that they contributed greatly to allowing us to learn more about each other.

The simulation, in particular, not only highlighted the issues that potentially face aid workers, but allowed us all to learn how to cooperate with one another for a more effective outcome. In a sense, the simulation functioned as a precursor to and rehearsal of the upcoming symposium and helped us to foster the same dynamic ethos of teamwork that we'd used in the simulation to plan and carry out the symposium. When Sherman told us that the Outward Bound weekend would be a galvanizing, important moment in our time at EPIIC, I was unsure exactly what he meant by that. In retrospect, however, it is easy for me to see exactly what he meant.

Tufts Professor Hugh Roberts, who served as our lecturer during the weekend, also provided us with important insight during the three-day trip. As a former student and current advisee of Professor Roberts, I'd been lucky enough to be exposed to his unique approach to the MENA region long before I'd joined EPIIC. The opportunity to stay up until the small hours of the night hearing him speak about his area of expertise was truly amazing.

Having read Professor Roberts' articles on the NATO intervention in Libya and on the Algerian government's counter-terrorism initiatives, I found it incredibly illuminating to have him respond to our questions on his arguments and to have him educate us on the pressing issues facing North Africa, an area that Professor Roberts acknowledges is often glided over in surveys of the MENA region's history. Hearing Professor Roberts' intellectual autobiography and his later lectures on the region had a major effect on all of us in terms of showing us exactly how to synthesize all the material we'd been reading thus far into a cogent, pointed thesis. Moreover, Professor Roberts represents to me exactly the type of scholar that EPIIC is training us to become: inquisitive, learnt, articulate, erudite, and eager to share our knowledge.

The Human Element

At the beginning of the year, many students in this year's EPIIC class attended a panel on Syria that left us disappointed, with its singular focus on international law and UN rules rather than on the human element. We all resolved that our symposium would not reflect or reproduce this same pure myopia and instead we sought to work with people who would discuss the people behind these issues and laws rather than just the legal jargon.

What I most appreciated about our take on the issues was the major emphasis given to the "human factor", a dimension that is often elided in major discussions of foreign policy at Tufts. The importance weighted on "humanization" and the incorporation of regarding civilians as humans rather than as "problems" in a population took various forms. Curt Rhodes' discussion of his work with Questscope was a particularly seminal moment in the class for me.

The very motto of Questscope - putting the last, first - introduces an initial element of “subversion” in the sense that Rhodes, like the other maverick lecturers we’ve had, aims to buck the proverbial trend and accomplish his goals in a very different manner from his peers. I was very impressed by Rhodes’ situational understanding, language skills, and leadership. The organization had a profound impact on me - Rhodes, unlike so many other humanitarian workers, seemed to really understand and care about the people with who he worked. He didn’t aim to simply procure a high, impressive number - he wanted to obtain substantive results that would benefit the people.

When I met with Rhodes one-on-one, he displayed a stunning ability to clearly articulate the problems facing Syria’s displaced youth and, more importantly, to outline possible solutions to the conflict. I was thrilled that Rhodes was invited back for our symposium; he provided such a deeply important voice in the symposium. I think that Rhodes’ inclusion in the symposium indicates exactly what is important about EPIIC - we chose to make sure that discussion of “refugees” or “camps” was focused on the human element and on real, frank discussion of their issues rather than on legal by-laws and UN party lines.

Much later, when Nabih Boulos of the *LA Times* came to speak with us, he expressed a discontent with the mainstream media’s coverage of the Syria conflict, among other events. He, too, shared with us how important he felt it was to truly understand the events on the ground rather than easily imbibing the government line. Once again, the focus here with these lecturers is on the people, and I think that it is this very focus that so distinguishes EPIIC from other programs.

Symposium

The symposium served, too, to memorialize the late journalist Anthony Shadid, whose work on the Middle East has left an indelible mark on coverage of the region. I cherished this opportunity to dedicate such an important event to a person whose work and character I deeply respected. I think it is indicative of



the moral integrity and intellectual nature of EPIIC that we would choose to honor a person whose work we greatly admire and who has changed his field by devoting our symposium to celebrating his life.

Inquiry

At Inquiry, my peers and I now had the opportunity to be the educators and lecturers to a new generation of scholars and academics (quite literally - one of them is even attending Tufts next year!). My sentiments and notions about EPIIC were, I think, entirely crystallized in this phase. As we spoke to the high school students, I couldn’t help but see us - back when we’d been wide-eyed ingénues in the first semester of EPIIC - in their eyes.

Some of the students were incredibly well-prepared and had even taken a course

dedicated to mimicking our syllabus. Others had only heard about their inclusion in the Inquiry program several weeks prior and had barely had enough time to research the region. Sensing that the less-prepared ones among them were growing anxious about this turn of events, I sought to allay their concerns by recalling the disparate nature of our own backgrounds and experiences. I shared with them how, at the start of the year, there had definitely been stark, severe differences in how well we could understand the material and how confident we felt approaching the speakers.

Some of us in the EPIIC colloquium had studied abroad in the Middle East, grown up there, studied Arabic, or taken classes or chosen a major related to the region. Others had virtually no contact with the region, and this was immediately apparent in the first few weeks. However, by the time that the symposium occurred, there was no apparent difference between any of us. We all had the same solid foundation of understanding of the region and, through our efforts to engage and educate one another and ourselves, we’d forged a collaborative method of learning. I told the Inquiry students that I hoped their experience would echo the same ideal.

During the weekend, we worked with different groups to ensure that the students were constantly being given intellectual stimulation and, more importantly, that they were always being pushed to question themselves. In a sense, I developed a broader and deeper understanding of what the IGL aims to do with its students. Just as we are constantly being pushed to question our beliefs and values in order to truly excel in and understand a field, we wanted to give this same gift to the high school students who had come to Tufts.

By the end of Inquiry, it appeared that this was exactly what had taken place. The students - some of whom had earlier been quaking in their boots - were now far more confident and willing to discuss the Iraqi elections with one another without fearing seeming ignorant. Seeing their success made me realize just how much we had achieved in the months together as a class and showed me the real value of EPIIC’s vision of itself as a wholly collaborative enterprise.

Concluding Remarks and Thoughts

This year’s colloquium acted as an intellectual crucible for our generation of EPIIC students and galvanized our intellectual curiosity. The first lecture ignited the passion and curiosity within us, just as Sherman had predicted. We also changed immensely throughout the course of the program.

Although initially we focused on questioning the lecturers about their areas of expertise and field work, the real purpose of the class eventually became clear. What was most important - and what, I think, the course was intended to galvanize - was that we began to question ourselves. We became scholars, academics, researchers, practitioners, and real students. EPIIC taught us how to think - and, sometimes, how not to think - and, more importantly, how to work together.

I have seen us all change during this year. Whether it was a favorite reading that caused me to rethink my prior understanding of something (I personally found that in Hazem Kandil’s “Soldiers, Spies, and Statesmen” which challenges the traditional reading of Sadat’s assassination) or a lecturer that made us furious but caused us to think (I had an intellectual spar with Ariel Levite over Iran), we all found ourselves transformed by this class. EPIIC has compelled me to reconsider the orthodox views of the Middle East and has in the process made me a more informed, more inquisitive student. Not only have I learned an immense amount about the region, but I’ve also learned how to learn about the region. EPIIC, then, has taught us how to think and how to be students. I am incredibly grateful for all the opportunities and intellectual experiences that it has given me, but I especially value this last lesson it has imparted to us.

World Bank Offers Internships to Institute Undergraduates

In 2010, Dr. Jean Mayer Global Citizenship Award Recipient Mac Maharaj and IGL External Advisory Board Co-Chair Robert Bendetson introduced Junaid Ahmad, now the Senior Director for Water at the World Bank, to the Institute. Having been part of several EPIIC symposia and class discussions since then, in 2014 he provided the opportunity for Tufts undergraduates to intern at the World Bank, internships usually only open to graduate students. A number of students applied, and the Bank chose two to work in the offices of its Chief Economist for Middle East and North Africa.

Adrienne Larson was a sophomore International Relations major and one of the leaders of the IGL's Poverty and Power Research Initiative (PPRI). Prior to coming to Tufts, she took a gap year and worked in Senegal, Togo, Haiti, and Brussels. Over the winter break, she and another member of PPRI traveled to Jordan to research the United Nation's cash assistance program.

Bruna Gaspar, also a sophomore, is from Brazil and was a student in the EPIIC 2013-14 year on "The Future of the Middle East and North Africa." She is majoring in International Relations and Economics and below is a short reflection on her internship experience.

On the 5th of May 2014, I started my summer internship at the World Bank in the Chief Economist's office for the Middle East and North Africa (MENA) region. I was working with Dr. Lili Mottaghi on the efficiency of government spending in health and education in the MENA region, and my job was to research and summarize past papers written on the topic.

The challenge was that undergraduate economic majors at Tufts only cover basic econometrics methods (such as OLA), but the papers which I was asked to summarize used much more complex regression (such as SFA or DEA). Needless to say, I had a lot of initial difficulty with the terminologies and the technical aspects of the papers. Nevertheless, the more I read, the more I understood and by the end of the three months I had a pretty good grasp of the topic! The final project will still take a while, but it is very exciting to be part of a project that will actually benefit people!

During the internship I was also able to assist with another project. The Chief Economist publishes a quarterly economic review of the economic situation of several MENA countries. The idea is to group official high frequency data in a single publication and analyze them. My job was to surf the official websites of

seven MENA countries and find the most updated high frequency data available. It took me a month and a half to thoroughly check all the websites, but I had a lot of fun with this extra task.

The end result has already been published on the World Bank's Mena Region web page:

http://www-wds.worldbank.org/external/default/WDSPContentServer/WDSP/IB/2014/08/06/000470435_20140806105353/Rendered/PDF/898440REVISED00ue030JULY020140FINAL.pdf (PS: See the acknowledgement box! I can't believe I helped produce an official World Bank publication!!)



My networking opportunities at the World Bank were as exciting as my assignments. Since the Bank has limited space, the Vice President's office offered me some office space in their corridor (which is right next to the Chief Economist's corridor). This arrangement allowed me to meet people from both offices and discover their different functions within the bank. I was even able to work a little with the VP's team by manning the phones and helping organize some events.

Needless to say that I had the best time of my life! The people at the Bank were incredibly kind and helpful. The Chief Economist's team included me in all their meetings and presentations and I was even asked for my opinions and ideas. I met people from all nationalities and backgrounds and learned a lot. I was also very lucky to have Adrienne Larson, another IGL member, there with me. We explored the bank and its buildings together, going to presentations, talks, and brown-bag seminars. I even attended a talk with Hillary Clinton, Jim Yong Kim and Isobel Coleman on Women's

Predictions, Perceptions and Economic Reality

Challenges of seven Middle East and North Africa countries described in 14 Charts

This issue of the MENA quarterly brief assesses the macroeconomic performance of seven of the MENA countries: Egypt, Tunisia, Iran, Lebanon, Jordan, Yemen and Libya. All of these countries experienced rapid economic growth during 2000-10, and suffered a sharp economic slowdown in the aftermath of 2011. The brief focuses on the challenges facing these countries with a closer look at the actual growth performance in comparison with their forecasts and highlights the limitations of forecasting in the wake of the 2011 uprisings; and at the consequences of the growth slowdown, including unemployment, where perceptions may diverge from reality. The story is told in fourteen charts.

ACKNOWLEDGMENTS

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This brief was prepared by Lili Mottaghi (Economist) under the guidance of Shanta Devarajan (Chief Economist, Middle East and North Africa Region). We are grateful to Inger Andersen, Farrukh Iqbal, Elena Ianchovichina, Christina Wood, Kevin Carey, Sibel Kulaksiz, Nada Choueiri, George Anayiotos, Jean-Pierre Chauffour, Khalid El Massnaoui, Sara Alnashar, Samer Najj Matta, Wissam Harake, and Amir Mokhtar Althibah for their valuable comments and country specific inputs. Bruna Gaspar, Youssef Klendrebego and Nathalie Lenoble provided data assistance. Isabelle Chaal-Dabi provided excellent administrative assistance.

Rights in the modern world.

I have since moved to Paris and started my classes at Science Po Paris. As much as I love it here, I miss Tufts and the IGL. I arrived in EPIIC knowing absolutely nothing about the Middle East and with English as a third language; and yet I was received with open arms and given all the opportunities to succeed. EPIIC and the IGL have changed my life, giving me knowledge, a community, and the best professional opportunities possible; for all this I am eternally grateful.

I will spend my entire junior year here in Paris, so let me know of any IGL members coming this way! Please stay in touch!

photo: Brunna with World Bank Vice President for the MENA region Inger Andersen

ALLIES INTELLECTUAL ROUNDTABLE 2014

The ALLIES Intellectual Roundtable, which rotates being hosted between schools, was held at Tufts University this year in collaboration with the EPIIC symposium on “The Future of the Middle East and North Africa.” More than 45 cadets and midshipmen attended the forum from the U.S. Military Academy at West Point and from the U.S. Naval Academy at Annapolis. The Tufts ALLIES chapter has more than 40 members who participated.

The proceedings featured a Diplomatic Crisis Simulation Exercise focused on Algeria, designed in collaboration with the National Defense University. It centered on a potential geo-political crisis in Algeria that would have consequences for the stability of the entire MENA region, with concerns for American interests as well. The simulation began with a joint exercise between the US African Command (AFRICOM) and the Algerian National People’s Army (ANP), in the face of decreasing stability in the country, brought about by the significant inroads of Al Qaeda in the Islamic Maghreb (AQIM) into the southern portion of the country. Students were advisors to the National Security Council and evaluated the dangers to American interests in Algeria and developed possible strategies to confront them.



- **Mr. Karim Haggag** – Deputy Director, Policy Planning Division, Foreign Ministry, Egypt
- **CAPT (ret.) Mark Huber** – Program Manager, Middle East and Central Asia, Center for Civil-Military Relations, Naval Postgraduate School
- **Dr. Marina Ottaway** – Senior Scholar, Woodrow Wilson Center; Co-author, *Getting to Pluralism: Political Actors in the Arab World*; Co-editor, *Yemen on the Brink*

Civil-Military Collaboration in Security Sector Reform

with

- **Vice Admiral Paul J Bushong** – US Security Coordinator, Israel-Palestinian Authority, Jerusalem

- **Dr. Ibrahim El Ghazawi** – Egyptian Ministry of the Interior; International Fellow, Peace Keeping and Stability Operations Institute, U.S. Army War College
- **COL (ret.) Anthony Lieto** – Professor of Governance Planning, Peace Keeping and Stability Operations Institute, U.S. Army War College
- **Dr. Richard Shultz** – Professor of International Politics and Director, Security Studies Program, The Fletcher School, Tufts University

The keynote address to the Roundtable was given by **Dr. Kathleen Hicks**, the former Principal Deputy Undersecretary for Policy at the U.S. Department of Defense, where she led the development of the 2012 Defense Strategic Guidance and the 2010 Quadrennial Defense Review. She is currently the Henry A Kissinger Chair and Senior Vice President at the Center for Strategic International Studies.

Several panel discussions were part of the deliberations:

Post Arab Spring Civil-Military Relations in the Middle East and North Africa

with

- **Mr. Ahmed Ali** – Senior Analyst on Iraq and Iraq Team Leader, Institute for the Study of War

The Impact of Civil-Military Relations on Domestic Political Decisions

with

- **COL (ret.) Michael Hess** – Former Assistant Administrator, Bureau for Democracy, Conflict, and Humanitarian Assistance, USAID
- **Mr. Richard Hoffman** – Senior Lecturer and Director, Center for Civil-Military Relations, U.S. Naval Postgraduate School; former Assistant Deputy Chief of Staff for Operations of the Sixth U.S. Army
- **Ms. Heather Hurlburt** – Senior Adviser, National Security Network; former Policy Planning Staff, U.S. Department of State

The students who participated in the ALLIES Joint Research Project to Turkey in 2013 presented the outcomes of their trip.

PKSOI-Tufts Collaboration

In August, Tufts University President Anthony Monaco received the following letter from COL Daniel A. Pinnell, the director of The Peacekeeping and Stability Operations Institute at the Army War College. Each year, ALLIES sends several students to intern at PKSOI.

“It has been five years since my organization, The Peacekeeping and Stability Operations Institute at the Army War College, began our internship program with four interns from Tufts University. As we enter our sixth year, it seems appropriate to thank Tufts University, specifically the Institute for Global Leadership and Mr. Sherman Teichman.

“Mr. Teichman’s initiative, energy and persistence helped us get the internship program off the ground and since 2009 almost 200 college students (undergraduate and graduate) have entered PKSOI and the Army War College through

this program. The program’s success has been such that our staff is often called upon by other organizations within the Department of Defense about replicating our program. It is the only internship program that we know of that specifically focuses on creating an interagency, whole-of-society environment in which college students and service academy cadets work together to foster trust and relationships. Many of our interns now work for various agencies in government and non-governmental organizations and stay connected to us.

“As is often the case, time flies and we fail to thank those that contribute to our success. I want to take this time to thank you and ask that you provide Mr. Teichman this certificate and coin. They are small tokens of our appreciation for the hard work and enthusiasm he always presents to ensure his students have opportunities. It is our continued pleasure to work with Tufts University.”

An Organizer's Perspective on the 2014 China-U.S. Symposium

For eight months, a team of a dozen students at the IGL planned panels, talked through topics, exchanged endless emails, writing and inviting, printing and posting – all in preparation for the 7th Annual China-US Symposium, held at Tufts from April 17-19th. We filled out the forms, reserved the venues, booked the hotel rooms and plane tickets (even one from Canberra, Australia), sketched out seating charts, and casually attended to the occasional crisis. Maybe none of us were fully aware, way back in the beginning, of what it would actually take to put on a two and a half-day, \$16,000 Symposium with two dozen speakers; maybe we were and we did it anyway.

Because that's what Tufts kids do—we do things anyway. We apply for last-minute funding that isn't supposed to come through on time, and we make sure we get it anyway; we get bounced from department to department and person to person, until we find out that we don't even need what we thought we did, but we thank everyone who helped us anyway; we hound the assistants of our first-choice speakers until we get a “yes”; and yes, at night we have dreams about our itemized to-do lists and color-coded budgets (maybe that was just me)—but then again, we really don't sleep that much, anyway.

The China-US Symposium (CUS) is a multi-day conference held annually in the spring that brings together experts, professionals, policy-makers, academics—and, of course, students—to discuss all the facets and features of China-US relations. Our theme this year was “Engagement,” and the weekend began at a private dinner with an introduction from the Director of the IGL, Sherman Teichman, and a keynote speech delivered by **Daniel Russel**, the Assistant Secretary of State for East Asian and Pacific Affairs. The Symposium officially began the following afternoon with remarks by Tufts University President Anthony Monaco, followed by panel discussions on the US pivot to Asia, and China and the US in Africa.

One of the core events at each Symposium is the David Rawson Memorial Lecture, named in honor of a Tufts student [EPIIC and ALLIES] who passed away shortly after his graduation. David had a passion and a knack for International Relations, and the Lecturer is always an expert in the security field. This year, the lecture was introduced by Raoul Alwani [A'10, EPIIC'07], who knew David from EPIIC and their years together at Tufts, and our speaker was **Gregory Austin**, a fellow at the East-West Institute who specializes in cyber-security.

The second day of the Symposium featured two panel discussions, one on military and cyber-security issues in China and a second on media perceptions. In between, five break-out sessions allowed attendees to delve deeper into the questions raised during the panels—including, for curious Tufts students, how to write a senior thesis on China (which several of our team members are currently doing). All of the panels were moderated by Tufts students—three under-

graduates and one Fletcher student—who have done extensive independent research on these topics, and were thus uniquely prepared to lead the discussions.

In addition to the four panels, five break-out sessions, and two keynote addresses, this year our team decided to add a brand new event to the schedule: a discussion with representatives from local Asian American organizations on their role in the community, and how students can contribute. Adding this event was part of a larger effort this year to expend our group's presence on campus, reaching out to more students and beyond our traditional foundation of political and security issues to include the social and personal experiences of individuals. To this end, in early April, our team organized an event featuring Tufts international students from China, who shared their stories about

adjusting to college life in the US and how this process has shaped their identity. The discussion was extremely well-attended—and indeed quite touching; we hope to repeat this event next year. Along the same lines, when a group of Peking University students visited Tufts for the annual EPIIC Symposium in March, we provided a venue for them to share their research projects with the Tufts and IGL community. Finally, last fall, we created another first-time event: a panel discussion with several Tufts and Fletcher professors about their own research on China. Our group and campus involvement has truly grown exponentially this year, and this progress will certainly continue.

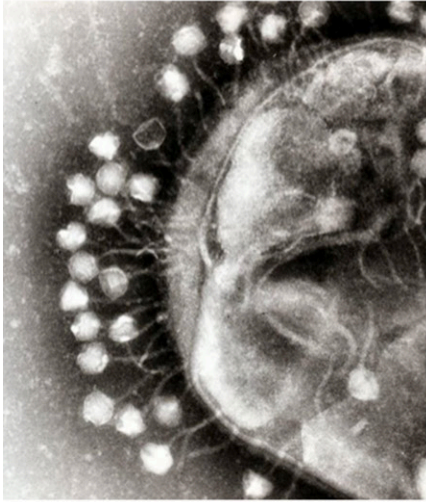
Perhaps none of us will need to fill out an “Interdepartmental Request Form” to order AV equipment, food, or furniture ever again, but at least we now know how to decipher such bureaucratic jargon. Unfortunately for the Medford Hyatt and United Airlines, we won't be booking dozen of their rooms and flights again in the near future, but we will not soon forget how fast the price of a plane ticket can double. It was a crazy eight months, and no, we probably didn't understand back in September what the China-US Symposium would truly demand of us—and teach us—but we are all so very glad that we got involved, anyway.

The panelists included: **Zhu Feng**, Peking University; **Shinju Fujihira**, Harvard University; **Sung-Yoon Lee**, Tufts University; **Gary Samore**, Harvard University; **Amb. David Shinn**, George Washington University; **Yun Sun**, Henry L. Stimson Center/Brookings Institution; **Fei-Ling Wang**, Georgia Institute of Technology; **Seifudein Adem**, SUNY Binghamton; **Ian Easton**, Project 2049 Institute; **Joel Wuthnow**, China Security Affairs Group; **Gregory Austin**, East West Institute; **Ivan Rasmussen**, Fletcher PhD 2014; **Susan Jakes**, Asia Society; **Ying Zhu**, College of Staten Island; and **Stanley Rosen**, University of Southern California.

-- Elizabeth Robinson, A'15



2014 Fall Event Highlight



The Future of Phage and Synthetic Biology

Tufts Synthetic Biology

October 3, 2014



On October 3, 2014, the undergraduate research organization, Tufts Synthetic Biology, hosted a conference on “The Future of Phage and Synthetic Biology.” Tufts Synthetic Biology, founded by Petar Todorov during his time as a student in EPIIC’s Global Health and Security year, was awarded a €5,000 grant in June to investigate the ethics of bacteriophage application in synthetic biology in partnership with Europe’s SYNENERGENE and the Netherlands’ Rathenau Instituut. This conference was part of that grant.

Bringing together experts from research, ethics, and public perception, the conference incorporated two main events. The morning constituted a professional discussion on phage (a virus that infects and replicates within a bacterium) application, regulation, and integration in medicine and industry, with the safety and ethical and policy concerns associated.

A public forum was held in the afternoon, consisting of a series of presentations and a panel by the experts and members of the undergraduate team. The write-up from the conference will be sent, with summarized recommendations, to the Centers for Disease Control and the Federal Drug Administration, and used to expand the conversation with members of the medical and industrial fields.

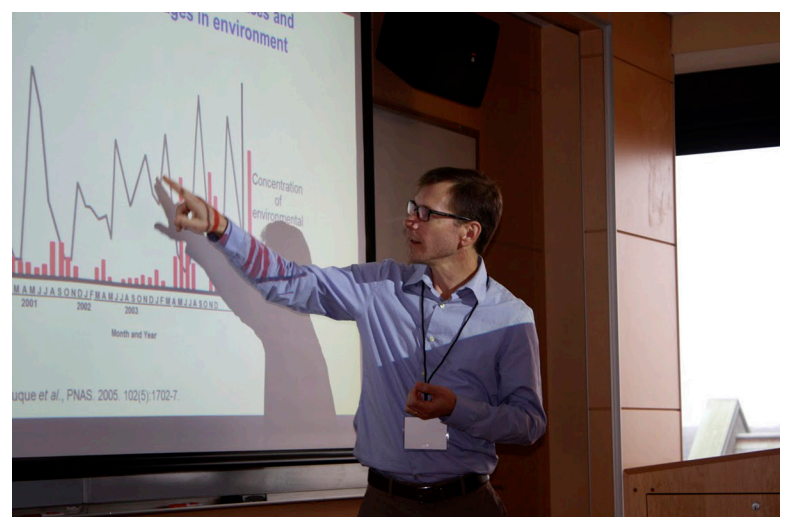
Participating Experts included:

- **Dr. Andrew Camilli** - Bacteriophage Research, Natural Phage (Tufts University, Department of Molecular Biology and Microbiology)
- **Anna Kuchment** - Public Perception (Author of *The Forgotten Cure*)
- **Mark Mimee** - Bacteriophage Research, Engineered Phage (MIT Synthetic Biology Center)
- **Dr. Nikhil Nair** - Scientific Perception (Tufts University, Department of Chemical and Biological Engineering)
- **Dr. Robin Pierce** - Ethics/Policy (Senior Law and Ethics Associate, Harvard Law School)
- **Robert Citorik** - Bacteriophage Research, Engineered Phage (MIT Synthetic Biology Center)
- **Dr. Sebastien Lemire** - Bacteriophage Research, Engineered Phage (MIT Synthetic Biology Center)

The Tufts Synthetic Biology Team students and faculty presented on the Biology of Phage:

Phage History and Current Use - Anna Kuchment
Current Research: Natural Phage - Dr. Andrew Camilli
Current Research: Engineered Phage - Mark Mimee
Distributive Justice - Christopher Ghabban

For more information, please visit tuftssyntheticbiology.com.



Highlighted Upcoming Events

Presentation of the Boryana Damyanova Award for Corporate Social Responsibility

at The Lyon and Bendheim Lecture

October 27, 2014, 6:00pm, ASEAN Auditorium

to

Neil Blumenthal (A'02, EPIIC'02)

Co-founder, Warby Parker

Warby Parker is the eyeglass manufacturer that for every pair of eyeglasses bought donates a pair to someone who needs them but cannot afford them

ALLIES Civil-Military Conference

In Case of Emergency: Civil-Military Relations and Disaster Response

November 14-15, 2014

Friday, November 14

7:00pm, Keynote Address: **Dr. James Schear**, former Deputy Assistant Secretary of Defense for Partnership Strategy and Stability Operations, 2009-2013

Saturday, November 15

10:00am, Panel Discussion

11:45am, Breakout sessions

1:30pm, Simulation

Participants to date include:

- **Yoni Bock** (F'04), Humanitarian Assistance Advisor for the U.S. military at USAID's Office for Foreign Disaster Assistance (OFDA)
 - **Sean Horgan**, Region 1 Administrator for Team Rubicon
 - **Michael Marx**, Senior Civil-Military Coordinator Advisor for the United Nations' Office for the Coordination of Humanitarian Affairs (UN/OCHA)
 - **Mischa Shattuck**, Staff Researcher at MIT Lincoln Laboratory, where she is working to develop information sharing software packages for the U.S. military's Unified Combatant Commands (COCOMs)
 - **COL Wiley Thompson**, Chair of the Geography and Environmental Engineering Department at the United States Military Academy at West Point
-

FINAL WORDS: A Symposium on the Death Penalty

Co-sponsored by the Department of Philosophy and the Center for the Study of Race and Democracy

November 19, 2014

10:00am, *The Death of Punishment? A Dialogue*

- **Robert Blecker**, Professor of Law, New York University School of Law; Author, *The Death of Punishment: Searching for Justice Among the Worst of the Worst*
- **Erin Kelly**, Chair, Department of Philosophy, Tufts University; Author, "Criminal Justice without Retribution" in *The Journal of Philosophy*

1:30pm, *Mass Incarceration and the Death Penalty*

- **Sabrina Butler**, Exonoree, only woman to be exonerated from death row in the US
- **Peniel Joseph**, Professor of History and Founding Director of the Center for the Study of Race and Democracy, Tufts University
- **Laurence Ralph**, Assistant Professor in the Departments of Anthropology and African and African American Studies, Harvard University
- **Shaka Senghor**, Author, *Writing My Wrongs*

4:00pm, *Media and the Politics of the Death Penalty*

- **Marc Asnin**, Photojournalist; Author, *Final Words*
- **James Doyle**, Attorney; Author, *True Witness: Cops, Courts, Science, and the Battle against Misidentification*
- **John LeMay**, Filmmaker
- **Sister Helen Prejean**, Death Penalty Abolitionist
- **Stephen White**, Professor of Philosophy, Tufts University

8:00pm, Keynote Address "*Dead Man Walking: The Journey Continues*"

- **Sister Helen Prejean**, Death Penalty Abolitionist; Author, *Dead Man Walking: An Eyewitness Account of the Death Penalty* and *The Death of Innocents: An Eyewitness Account of Wrongful Executions*; Founder, Survive, a victims advocacy group in New Orleans; she continues to counsel not only victims on death row but also the families of murder victims

For more information on upcoming events: tuftsgloballeadership.org
Follow the IGL on Facebook www.facebook.com/IGLTufts and Twitter twitter.com/TuftsIGL

Graduation Reception 2014



Some of EPIIC's graduating seniors at the end of the year reception for seniors and their families. What are they doing now? Top Row: Isabel Weiner, interning for the Open Society Foundation in Amman, Jordan; Second Row: David Riche, worked on the Tufts Talloires campus for the summer and considering next steps; Samantha Lund, preparing to take the MCATs and applying to medical schools; Third Row: Samuel Rock, Executive Assistant to the Director at the Institute for Global Leadership; Sarah Butterfield, continuing her research in Egypt; Wen Hoe; Max Fathy, working at Mintz Levin; Fourth Row: Alex Taylor (Teaching Assistant), interned with Wamba in Amman, Jordan over the summer and now in her last year at Fletcher; Kaitlyn Hodgman, working at Ernst & Young; Elissa Miller, working at the National Democratic Institute; Olivia Holt-Ivry (Teaching Assistant), conducted thesis research in Tunisia over the summer and now in her last year at Fletcher.



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