

## **Business**

*Lonne A. Jaffe, '99:* I graduated from Harvard in 1999 with both an undergraduate degree in Government and a Masters degree in History of Science (I did Harvard's 4-year Advanced Standing AB/AM program), and started with IBM on an assignment in Paris, France, doing business development work with IBM's large French banking customers (and learning French). In the midst of the dot-com collapse, I was brought into the IBM's executive resource program and promoted to management, and since then have held various senior-level management roles in services, strategy, and business development, while based out of Austin, TX, New York City, and Washington, DC, including managing the Wall Street practice for the WebSphere Services organization of IBM Software Group, and running the 3rd-line organization of a team of senior managers, consultants, and sales reps responsible software services in the U.S. Federal account for IBM, working on cutting-edge government projects in the intelligence, military, and civilian space. I just completed the IBM Acquisition Executive Leadership Program, designed to prepare high-potential IBM executives to successfully lead the end-to-end integration of the acquisitions IBM is planning to make over the next few years, and I am currently finishing up an executive development position at IBM as the Technical Assistant and Chief of Staff for the VP of WebSphere Development and Product Management for IBM. Over the past 8 years, I have found my degree in Government from Harvard and my experience as an undergraduate to be incredibly valuable and versatile.

*Johanna Klein, '98:* I concentrated in Government as a result of a long interest in international relations and Asian studies, and a desire for a broad concentration that would let me keep a lot of options open. After graduation, I did a masters degree at the London School of Economics (1999), and then tried out investment banking (CSFB, 2000), project management at a dotcom (2001-02), and microfinance (Deutsche Bank Microcredit Development Fund, 2003). I then got an MBA at MIT Sloan (class of 2005), following which I took a job at the Asian Development Bank in Manila, Philippines, where I work on transactions to fund private sector financial institutions throughout Asia's emerging economies.

In figuring out how to combine my interests in international relations and finance, I explored a bunch of different environments – academia, Wall Street, dotcomming, b school, and international development. Majoring in Government helped me gain access to all of these highly diverse opportunities – by teaching me to write, analyze problems, present arguments concisely, etc. I think that my post-graduation trajectory is evidence that with a Government degree, you can do many different things (it truly does let you keep a lot of options open) – the real challenge is figuring out what direction you want to take!

*Harry Kargman, '97:* I was always interested in Government and technology and spent a good amount of time learning programming as a Computer Science Concentrator (prior to

switching to the dark side of the Gov dept). This switch was due to being a more social animal than many of my CS peers. It actually worked out quite nicely as I ended up marrying the critical thinking and global understanding that comes from a Government Concentration with the nitty gritty detail and analytical qualities of Computer Science. Upon graduating, I was able to use the overall analytical skills from my Government background to think critically about investments and business strategies. Having spent a summer at Intel in its venture capital group, I landed a job at Intertainer, a startup that Intel funded when I was there. After spending a year working on business strategy for the video on demand and interactive television company in Los Angeles, I left and started my own wireless media company, Kargo. In 2000, I moved to New York and have been building Kargo ever since. It has been a wild ride. I was able to weather the downturn in 2000 and 2001 and have emerged profitable. The good news is that even Government Concentrators can be successful in the having “a life” area and I am now married with two children (a third on the way) and live in New York City.

*Spencer Rascoff, '97:* I graduated from Harvard in 1997 with a degree in Government. I never really intended to work in Government, but I chose that concentration because I thought it balanced history, politics and economics, and it seemed more practical than academic.

After Harvard, I went to Wall Street and was an analyst at Goldman Sachs in the Mergers & Acquisitions Investment Banking group. After two years at GS, I moved to San Francisco to work as a private equity investor at Texas Pacific Group. While at TPG, I co-founded an online travel company called Hotwire.com. I held a variety of positions at Hotwire, including running the hotel business. Four years later we sold Hotwire to Expedia, and I moved to Seattle where I ran the hotel supplier relations group for Expedia. In 2005, I left Expedia to join a group of former Expedia executives starting a new company called Zillow.com. Today, I'm CFO and VP Marketing at Zillow, one of the largest online real estate companies.

Concentrating in Government hasn't provided me with specific subject matter knowledge that has been relevant to my career. However, my Government training at Harvard did teach me critical thinking, improved my writing ability, and has made me a better public speaker. I'm very grateful to Harvard and my Government professors for my education there. And perhaps most importantly, I met my wife (Nanci Rascoff '97) at Harvard, and she too concentrated in Government.

*Dan Rosenberg, '96:* After graduating in 1996, I joined ASIMCO in Beijing, at the time, that largest private equity firm solely focused on investments in China. As a pre-condition to joining, I was required to take accounting and finance classes over the summer to fill in the gaps of my Government concentration. After two great years there, I returned to New York, did a short stint at HotJobs.com with some Harvard classmates and then moved to Seattle to join Maveron, a new venture capital firm founded by

Starbucks CEO Howard Schultz. After nearly five great years with Maveron, I decided the time was right for a change and came back to Harvard for an MBA and made plans to get back into an operational role, rather than finance. During the summer between first and second year I did a short stint at Virgin Mobile in marketing. After business school I joined a tiny start-up software company called Rave Wireless as Vice President of Business Development, which over the last two years has grown to over 100 employees and raised \$40 million in venture capital.

*Melissa Fisher, '94, HBS '98:* I believe there is no concentration better than Government to prepare students for any career. A concentration in Government teaches students strong analytical and communication skills in the context through which political events have occurred and are occurring. The critical thinking skills taught in Government are critical to analyzing a situation and developing effective solutions and strong communication skills are a necessary tool for leadership. Furthermore, learning those skills against the backdrop of political theory and history is critical preparation for post-graduate life, in which all of our jobs and lives exist within the context of a global political regime.

I believe that the skill set I learned concentrating in Government at Harvard enabled me to professional success and matriculation at Harvard Business School at a relatively young age. As a senior Mergers & Acquisitions investment banker now, I am required to evaluate complex situations across a variety of industries within the context of the current and future political sphere and the foundation I received as a Government concentrator greatly contributes to my success.

*Ozan T., '94:* I currently run the Emerging Markets Fixed Income & Foreign Exchange Sales for Deutsche Bank London. Following graduation, I briefly flirted with the idea of studying international law. The mishandling of international institutions of the tragedy in Bosnia at the time made me change my mind. Instead, I began my career in JP Morgan in Emerging Markets research in NYC. In mid 1997, I moved to London to help launch the Turkish local market trading desk of the same company. In fall 1999, we opened up the Istanbul branch of JPM & I moved back home. In early 2001, I transferred to Deutsche Bank and started developing strong relationship with the firm's hedge fund and real money clients. During the summer of 2004, I moved back to London and switched from a trading role to a sales/marketing role. Since end of 2006, I have been heading this desk. Our job involves covering our clients focused on Emerging Markets in Eastern Europe, Latin America and Asia for virtually all financial products. My education in Government was instrumental throughout my career in developing a sharper understanding of different countries' strengths, weaknesses, needs and areas of improvement. Thanks to Harvard government education giving me the right foundation in political economy, I was able to grasp the "big picture" in the often complex environment of global markets and kept a cool head in the ever-volatile world of emerging markets trading. One day, I can still vision myself going back home & serving my country in a role related to international

finance and/or foreign affairs. Coupled with the right courses in math and econometrics, Government provides an ideal platform to launch a career in exciting global markets.

*John (Yannis) T. Triphyllis '94:* I graduated CLGS in Govt. class of 1994 with a focus on International Relations and Economics. My first job was with an Investment Bank in London where my degree was useful in the analytical approach I applied to corporate strategy and to sectoral trend identifications. In many ways the dispassionate and bureaucratic pursuit self interest of corporations resembles the real politic of nations. As does the scramble for resources/markets, branding/national identity etc.

From 1997 I returned to my homeland of Greece and worked in one of the largest quoted closed end investment funds. However up until the late 90s all global focus was on technology & information advances smoothing and flattening the post cold war world into ONENESS, beyond history. So although my mindset was useful my skill set was not so relevant.

From the early 2000's the world was back to its normal activity of generating conflicts/rebalancing and searching for ideologies (eg. neo-conservatives, eco-capitalism) to explain events and set a course for the future. Issues like corporate accountability/sustainability, pricing of risk, cross cultural differences eg. Asian crash, or New Russia's emergence, Tech bubble, later Terrorism, preemptive wars, energy security and the rise of new superpowers all suddenly were central to any financial decision and a narrow business-type analysis was as hollow as an accountant's ledger and as blunt as his abacus. Finally, being able to get a grasp on the global interplay of power and institutions was paramount.

In 2003 I succumbed to the family tradition and joined our shipping company, representing the 4th generation to do so. I use both my skill and mind set in approaching the truly global shipping market for the transport of commodities and goods and have been greatly assisted by my knowledge of history in identifying the rise of China & India as the basis for a super-cycle similar to the 50s when Europe and Japan were reconstructing after WWII.

But most importantly all the historical & political education/training that I received while at America's leading knowledge center for government and all liberal arts (at the hands of Joseph Nye, Samuel Huntington, Stanley Hoffman, Alan Dershowitz, etc) has helped me be convinced that our world is at a tipping point of non-sustainability both in terms of resources, environmental conditions, and the global economic system. There will probably "have" to be a major war of some sort within the next 10-20 years in order to redress the cumulating global/national/economic/societal imbalances via what I call the "Great Reset."

If only your great country's leaders had attended (or been able to comprehend) the same classes, the world would indeed be a more rational and balanced place.

As for you, future student, an understanding of the historical impact of the interplays between nations/societies/economics/cultures/ethics as forces that shape events could save your life when in 10-15 years you have to pick a side, vote on a decision, or hide in a bomb shelter....

However, your field of study is less important than what you teach yourself inside. It is merely one of many ways in which to think. You must find the way in which to be.

Knowledge is good, wisdom is better.

*Victor W. Hwang '93:* I just started a venture capital fund helping to grow new startup companies spinning out of government and academia. Unlike most venture investors who have backgrounds in economics and finance, I come at it with an understanding of how government works, from the appropriation of Congressional dollars for federal R&D, to the allocation of those funds by federal agencies to university researchers, to the growth of new companies based on breakthrough technologies funded by such dollars. We have a real competitive advantage in finding and selecting some of the best new technologies in the world. We are now helping to build new companies in water treatment, alternative energies, diabetes, and other areas that can radically improve lives and create commercial value.

*Robert D. Frost, '92:* My principal activities while at Harvard were related to my tenure as a manager and subsequently as President of Harvard Student Agencies. Based on those experiences, I thought that I wanted to pursue a career in business management and took a position as an analyst at A.T. Kearney, a large operations and strategy consulting firm. After a few months, I realized that spending the winter in Saginaw, Michigan reviewing the operations of car parts manufacturing might not be the course I wished to pursue. I was fortunate that A.T. Kearney had just formed its Global Business Policy Council to work with the CEOs of the world's largest corporations on addressing issues of geopolitics and their relevance to the business environment. My three years working on the Council as an analyst and later as its Chief of Staff allowed me to use my Government concentration on a daily basis as I interacted with the President of Mexico, Governor of Hong Kong, Prime Ministers of Hungary and Slovenia, and their respective staffs. I also had the opportunity to work on assignments for foreign governments including advising the government of Slovenia on export and manufacturing strategies. My three years at A.T. Kearney allowed me to combine my Harvard education as a Government concentrator with my interest in business. The only downside was that my boss was a former professor at Yale and Stanford who did not fully appreciate the quality of the Harvard education relative to those institutions

Although I enjoyed my tenure at A.T. Kearney, I left after three years to obtain my MBA from Columbia. After a few years as an investment banker, I started my own company in 2000 focused on real estate acquisitions as well as corporate real estate consulting in New York. In that capacity I frequently interact with the City and State governments of New

York. While these interactions have a distinctly non-academic tone, it is fair to say that I continue to combine my background as a Government concentrator with my work.

*Stephen Waters, '68:* Harvard's Government Department was strong in the 1960's. An international relations focus led me to courses by Henry Kissinger, Stanley Hoffman and Sam Huntington. Arthur Maass, Don Price and Richard Neustadt added a U.S. perspective, complemented by John Fairbank, Edwin Reischauer and Gordon Craig on Asia. Graham Allison and Joe Nye were Quincy House gov tutors. What more could one ask?

After Harvard, the Vietnam War brought four years in the Navy, where I got to lead people but was ready to leave on a held-over Knox to Cambridge despite an offer to extend and edit the Joint Chiefs' papers to the President. HBS and Lehman Brothers followed, where I was lucky to help found an M & A department before mergers were "hot". Then came a similar chance to run Morgan Stanley's M & A business and subsequently all of Europe for the firm while on its global operating committee. There can only be one CEO at a company, so I left to found Compass, a multinational merchant bank serving clients in the U.S., Europe and Asia. We have a top-quartile private equity fund, raise money for companies and funds, and advise governments, families and corporations on mergers and investment opportunities. I can also devote time to Harvard, the US Naval Institute, other charitable causes and, of course, our family.

What did a government degree have to do with all this? To begin, it taught one to think analytically, critically and comparatively. I enjoy trying to combine different intellectual approaches, though my thesis did not do so well enough. Harvard made me aware of international issues and perspectives (helpful in our business!), and it offered a much wider set of perspectives than I perceived as a high school student in West Hartford. And yes, I met my wife at Cambridge thanks to the Knox!

*Ronald L. Taylor, '66:* I attended Harvard during 1962-1966, graduating with a government (international relations) concentration in 1966. At one time, I thought that I would like to enter the Foreign Service and, if I liked it, make that my career. However, as you may recall, graduation occurred during the beginning of the manpower build up during the Viet Nam War and I was drafted into the U.S.Army shortly after graduation. In a way, I did have a short foreign service career, as a second, then first, lieutenant in the U.S.Army...spending virtually all of 1968 in Viet Nam. This was an interesting (to say the least) life experience but caused my career aspirations to refocus on a career in business management.

Having made that decision, I attended Stanford Graduate School of Management, received an MBA in 1971, and took a job in Chicago as a financial analyst and assistant to the President of Bell and Howell Company. After two years, I left Bell and Howell to start my own company, which I did in 1973, with a partner. That company is now a NYSE company which will report over \$1 billion in revenues during this fiscal year.

Last year I retired as CEO of that company but still retain my position on the board of directors and serve as Senior Advisor to the Company.

What I would suggest is that Harvard, and a government concentration at Harvard, serves well as a means to develop the analytical skills, written and oral communication capabilities and historical/philosophical understandings that enable graduates to pursue careers in a wide variety of disciplines and organizations. As such, it proved to be an excellent choice for me.

*Francis O. Hunnewell*, '60 : I have spent 45 years in domestic and international finance, investment banking and private equity. Since the Navy and subsequent graduate school I have lived/worked 4 years in Central America, 15 years in Paris, 6 years in the Middle East/Saudi Arabia as director of a joint venture with Binladen, 10 years in Southeast Asia based out of Hong Kong as Vice Chairman of a merchant bank (still am) and, most recently, until it was sold in 2000, as the CEO of AEGIS, LLC, an international private equity investment management firm focused on real estate with offices in Boston, Mexico, Italy and throughout the Former Soviet Union (CIS). I continue my interest in private equity as President of Hunnewell & Co, established by my father in 1938, and, in the CIS and the Caucasus with some of my former partners at AEGIS, as a principal and managing partner of Eljan Holdings, LLC. In that capacity I spend 4 months a year in our office in Tbilisi, Georgia overseeing our real estate projects. The food is good but the travel is painful.

In the non-profit sector, which is a primary interest, I am currently Chairman of From the Top, a nationally broadcast show on public radio and television celebrating pre-college age classical musicians, a Trustee and Treasurer of the Walnut Hill School for the Performing Arts, the leading performing arts boarding high school in the US, am Co-Chair of Harvard University's Arts in Education Advisory Council, a Director Emeritus of the Earthwatch Institute. I am a member of the Brookings Institute Council in Washington, DC and a Director of the Civil War Center in Richmond VA. I was a founder and until recently a member of the Executive Committee and Board of the Youth Orchestra of the Americas as well as a Trustee of the New England Conservatory of Music, Director of St.Paul's School, Concord, NH and former Chairman of the Board of the Boston Philharmonic Orchestra. I hold a B.A. and M.B.A. from Harvard University. My greatest accomplishment was to marry Elizabeth Milton of Richmond VA 44 years ago whom I met in San Francisco while the USS Kitty Hawk (CVA-63) was at Hunter's Point for its post commissioning overhaul. We have two daughters, Susannah and Lee, who are married and live in Paris and a son, Oakes, who is married and lives in Washington. We have 5 grandchildren and a sixth on the way. Elizabeth and I live in Wellesley MA.

*Richard Solomon*, BA '56, MBA '58: Prior to entering Harvard, I had a fascination with current events especially the political process and equally important I had a sense that my aptitude was such that I could achieve a high enough academic standing as a Government

major to be admitted to HBS after graduation, a short term goal. My assumptions proved to be correct. After Business School, I entered a family super market business in which I spent eight years. I spent the next three years at a consumer package goods company as a marketing executive, and the past thirty seven years as an entrepreneur in the contemporary art world. Whether it was as an undergraduate , at B-School, or somewhere along the way, I realized that one can do almost anything with common sense, energy, and self-confidence. Common sense and energy are probably genetic. It seems to me that more than anything else, looking back fifty years, that academic achievement as an undergraduate provided me with the self-confidence that allowed me a great freedom as to the personal and career decisions that I have made over my post graduate lifetime. It took me a decade after graduation to come to this realization. In some respects, I wish it had come earlier, but I am very happy that I did realize it in time to allow me to continue to enjoy a very diverse and exciting life.