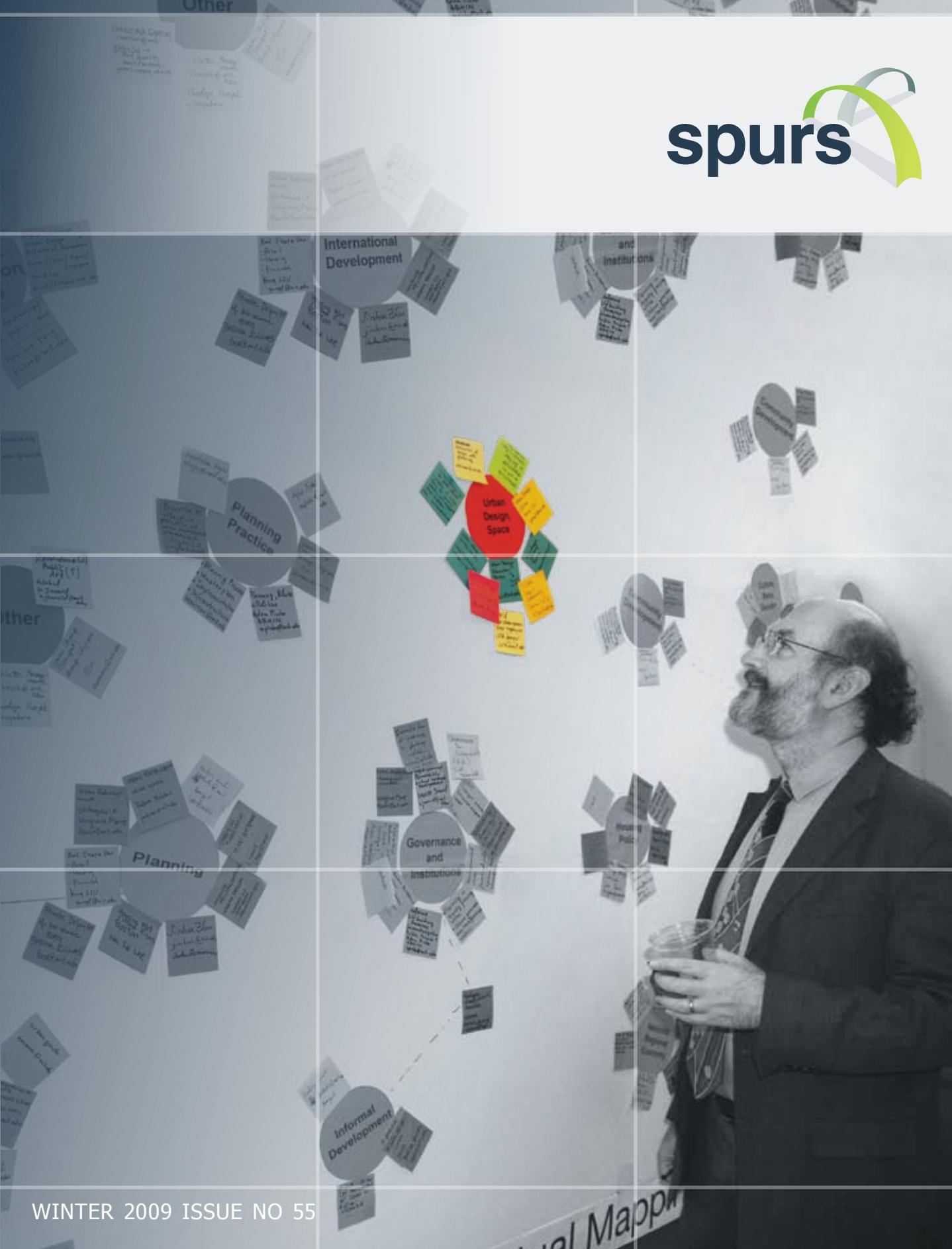




SPECIAL PROGRAM FOR URBAN AND REGIONAL STUDIES
& HUBERT H. HUMPHREY FELLOWSHIP PROGRAM



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NOTES FROM THE DIRECTOR

BISH SANYAL, FORD INTERNATIONAL PROFESSOR,
URBAN STUDIES AND PLANNING
DIRECTOR, SPURS/ HUMPHREY PROGRAM

With forty years of accumulated experience, the SPURS program at MIT is well poised to break new ground in the fields of international development, especially now, as nearly a dozen outstanding Hubert H. Humphrey Fellows join the program each year creating an intellectual environment vibrating with immense potential. If one adds to this already powerful mix the annual meetings each year with Harvard's Loeb Fellows, the level of intellectual excitement and promise become almost palpable. How to channel such intellectual energy and extensive professional experiences to solve globally integrated problems is the key challenge facing SPURS which has operated for four decades as one of the oldest U.S. programs for mid-career professionals from around the world. This challenge has taken on a new urgency with the election of Barack Obama as the first U.S. President with deep family connections, globally, in Kenya and Indonesia. President Obama's election has opened up new opportunities for programs, such as SPURS; it has reinvigorated our mission to provide MIT's physical and intellectual setting for the world to converge and co-produce technological innovations to benefit humankind – particularly, its most vulnerable habitants who need assistance the most.

SPURS is well poised to lead for three reasons. First, SPURS is housed institutionally within the International Development Group (IDG) in the Department of Urban Studies and Planning (DUSP) at MIT. IDG faculty continue to offer a wide range of outstanding courses on developmental issues and the program group continues to be ranked as number one among all Planning Schools. In fact, the number of courses available to the SPURS Fellows have steadily increased over the last five years. New courses offered at MIT's Sloan School of Management, and Harvard's Kennedy School and Business School are now accessible to the Fellows as a result of my on-going consultation with faculty teaching these courses. The old ritual

of the weekly Monday luncheon seminar continues as before, providing a venue for the discussion of developmental issues. These discussions compliment the lectures Fellows attend as part of their coursework. We are currently deliberating whether to transform the Monday luncheon speaker series to a full-fledged course on urbanization and development. There are both pros and cons of turning an informal lecture series into yet another regular course, and we will weigh all options before finalizing the decision.

The second objective of the SPURS/Humphrey experience is to create a setting for U.S. students and international Fellows to meet, deliberate, and co-produce technological knowledge. Also, the Fellows are expected to cultivate both professional as well as personal relationships with North American individuals and institutions – relationships, which, we hope, would last after the Fellows return to their home countries. Towards that end, SPURS/Humphrey program at MIT has started to work with MIT's housing office whereby most of the Fellows now reside in MIT's residence halls where they can interact closely with the students. One particular residence hall – called the i-House (International House) – which houses undergraduate students interested in international developmental issues, has created a reciprocal linkage with the SPURS/Humphrey program. SPURS and i-House have jointly hosted a number of events, ranging from watching the U.S. presidential debates together to celebrating the United Nations day. This is just the beginning: SPURS aspires for MIT undergraduates to develop lasting friendships with the Fellows, so that they can jointly participate in various competitions, which are regularly held at MIT to foster technological innovations. The objective is to cultivate a deep bond of mutual respect through a two-way flow of technical knowledge in which MIT students can visit the Fellows' countries as interns or to work. This would help create a global network of likeminded individuals who have a nuanced view

BEST WISHES FOR 2009

SPURS
from Bish Sanyal and Staff

of the U.S. and understand how interdependencies among the nations of the world ultimately affect joint problem solving efforts.

A third and final component of the SPURS/Humphrey program is to facilitate self and group reflections which would help create global leaders who are deeply connected to their specific localities and yet, at the same time, are cosmopolitan in their appreciation of the world. We borrowed the term "Rooted Cosmopolitanism" from Kwame Anthony Appiah to cultivate the type of global leaders necessary for leading in the contemporary world. The juxtaposition of the words "rooted" and "cosmopolitan" may sound nice, but in reality it is difficult to achieve. Most observers use the term "global citizen" but as Appiah rightly points out, the term

and global – must be appreciated in all its complexity including instances when local may be pitted against global or vice-versa.

The cultivation of rooted cosmopolitanism would require serious deliberations and arguments among the Fellows and between the Fellows and U.S. students. What we are striving for is not multi-culturalism at the global level, however; quite the opposite. We must encourage deep deliberations among the international Fellows and the U.S. students regarding each others' preferences, values and desires, not their compartmentalization into separate groups with no dialog with others. To solve the kinds of globally interlinked problems which mark our time, we need to ask one another "difficult questions" about our values, beliefs and social and political



Professor Bish Sanyal,
Chair, MIT Faculty (2007-2009)

"The ultimate goal is to create an empathetic mind set which draws from both local as well as global experiences"

global citizens does not address how individuals need to be grounded in specific settings; it also ignores the political implications of the term citizenship which conveys a specific bundle of rights and responsibilities between individuals and nation states. Our aim is to go beyond the notion of global citizenship and cultivate a mindset which acknowledges that both deep roots in specific localities and a global outlook is necessary for our time. One's allegiance need no longer be either at the local or national level: The ultimate goal is to create an empathetic mind set which draws from both local as well as global experiences; and understands that linkages between the two – local

practices which have collectively led to such global problems as depletion of the ozone layer, deepening financial crisis, the spread of AIDS, global child trafficking, terrorism and a host of other problems often grouped together under the broad category called globalization. Our aim is to make globalization an asset, a solution; and we look forward to utilizing the SPURS/Humphrey program at MIT to achieve that objective.

Welcome to the 41st anniversary of the SPURS program, and best wishes for 2009. ■

BISH SANYAL

RECORDING CULTURAL ENCOUNTERS

CHERIE MIOT ABBANAT, LECTURER IN COMMUNICATIONS

Experiences that challenge us, help us to rethink, reaffirm our thinking, and maybe help us to change.

It's September. Not too cold yet and we are still in the early days of the Fall semester at MIT. Just as the leaves are starting to turn, we take our Fellows on a retreat lakeside in Maine, where they get a break from the city and a chance to know each other better.

As part of the retreat experience, we begin to discuss differences; differences in the way we see the world and the way that we see each other. We talk about living in a new culture, maybe for the first time, and we talk about what is new, exciting and, what is different. We call this time of examining differences, creating space for cultural encounters. Yet, before we can talk about differences, before we can talk about what is strange or new, we need to take a look inside, inside our own thinking, inside our own closely held beliefs.

As part of the process of looking inside, all Fellows participate in a cultural encounter workshop where we try, by examining words and meanings, to figure out how each of us sees the world. First, we begin with the idea that colors can have deep meanings for people. We choose a color and Fellows are invited to shout out what that color means to them so that we can record the different meanings. Here are some results: We found out that green can symbolize new growth, environmentalism, money, sickness, or health. White can symbolize death, weddings, ghosts, or purity. The color red seemed to generate the most responses and is associated with weddings, happiness, prostitution, love, anger, republicans, heat, summer, among many others

After thinking about colors, we tried to figure out what animals mean in different cultures and learned that strength is associated with elephants, lions, dragons, or oxen. Interestingly, stupidity is associated with turkeys, pigeons, donkeys and sometimes owls. We laughed at ourselves and each other as we realize that we don't all see or think about the world the same.

From colors and animals, we moved onto recent experiences. We asked our Fellows to write about an experience in the United States that got them thinking, or that

seemed strange. Here is what our Fellows had to say.

On the way to Maine, I passed many homes where American flags hung on the door frames. This scene was unfamiliar to me because in Korea, I have rarely seen a Korean national flag hung outside an ordinary private house, except on national holidays of course.



Why do some Americans fly the Stars and Stripes in front of their homes? Maybe they want to express their patriotism or emphasize their identification with America's great power. Yet, these flags made me feel uncomfortable and, I kept asking myself why do I feel like this?

Patriotism is not wrong in and of itself. But, when patriotism is too strong, it can become ethnocentrism, an excessive belief that the American ways are much better than the ways of others. And, I remembered that in many other countries, this ethnocentrism, this belief that the American way was the only way, was the reason that the American flag has been burned in protest. Does this way of thinking exist here in Maine too?

--Hyun-Soo Kang

We left or time together in Maine, but we continue to record our cultural encounters. Fall 2008 was particularly exciting because our Fellows watched as America elected its 44th president. Here are a few observations from our Fellows.

I am still curious about the complexities of the election system. Despite the fact that



the election of the President is on Tuesday 4th November 2008, this day is not a public holiday. At the same time, the elections are set against a back drop of only about 65% of the population registered to vote, of which only 40% have previously voted. I

am surprised that while some states allow early voting, not much has been done to ensure a tremendous increase in the number of voters on election day.

--Godfrey Bwebukya Kisekka

An interesting event for me has been the presidential and vice presidential debates. I found it interesting that the debates were broadcasted live, the questions were challenging, yet the candidates had sufficient knowledge about the outstanding and challenging foreign and local issues of the US government to answer the questions. I learned that both candidates had the capacity to deliver messages to the public about their policies and strategies for future well-being of the US. I also noticed that the two candidates were trying to explain their policies and strategies for the future while using each other's weaknesses as evidences to support the points made. For example, when McCain said: "I don't need on the job training, I have the experience," Obama did not respond. I found this moment challenging



for Obama. The debates were interesting for me because I haven't seen such a process before and I learned that for those who dream of becoming future leaders, you must be able to compete with a strong opponent. And, in order to compete, a candidate must not only be able to develop a set of strong policies and strategies, but also must be ready to use his/her opponent's weaknesses against the powerful opposition.

--Wahidullah Azizi

The campaign brought many issues to mind including health care, the economic down turn and the families struggling. One of our students reports on the poor who live in our midst.

I, and most of my Fellow countrymen, have always believed that all American people are wealthy. Never did I even consider that there might be poor people without homes or food. It was not until we were asked to volunteer with a church group in Buffalo, New York, to feed the poor that I encountered a lot of people who

"COSMOPOLITANISM": "A CITIZEN OF THE WORLD"

WAHIDULLAH AZIZI, HUMPHREY FELLOW, AFGHANISTAN



could not afford to buy food and who had to stand in line to receive free food. This was shocking. Then, when I was in Boston, I visited a shop that sold second-hand goods. I was amazed to find that people were busy scrabbling for second-hand clothes and other household items. I didn't realize that Americans could be as hungry for second-hand goods as many are in Africa and other developing countries.

--Robert Mlauzi

I agree with many of the Fellows that electing a new president in the United States will not translate into major changes. Specifically, American foreign policies will not be altered significantly. But I think that even a small change in American foreign policy could be important because America is a superpower and very small changes have big impacts on other countries, especially small, weak countries.

--Hyun-Soo Kang

So, what are cultural encounters? Some say cultural encounters happen when two people from different cultures encounter a problem, a new idea, or a challenge that they must work through. Some say that cultural encounters are nothing special, they happen every day, especially in cities, where people from different backgrounds mix together. Still, others suggest that cultural encounters are those very personal experiences that happen internally, as our ideas and thoughts are challenged by our experiences.

Our Fellows report that cultural encounters can fall into one or all of these categories. Cultural experiences can be shocking, strange, even bewildering, are always unexpected, and sometimes, just sometimes, helpful in understanding a new culture as well as helpful in better understanding themselves. These are just a few reports. We look forward to following our Fellows closely as they end their first semester here at MIT, begin their professional affiliations, and take on additional class work. ■



Humphrey Fellow Wahidullah Azizi in Washington D.C.

Ever since the fourth century, the idea of cosmopolitanism has been associated with being "a citizen of the world", as pointed out by philosopher Appiah, in his book called Rooted Cosmopolitanism. According to the author, it is obvious that our ancestors through the past centuries had put immense efforts towards becoming a citizen of the world, as in the case of the author's father. Through his final message, "Remember you are the citizens of the world", Appiah's father tried to encourage his children to explore and embody the idea further, something he was unable to fully realize in his lifetime.

Appiah in his explanation of the concept, views cosmopolitanism as a set of values of which "some values must be universal and some values to be local." However, I argue that by drawing the boundaries between local and universal values, he divides the world into two parts, or simply as he himself puts it between "us" and "them".

I think that it is not possible for anyone to have a universal understanding of the values that people practice globally, let alone, divide them into local and universal categories. The values that people practice are inherently complicated and evolve with time, giving identity and shape to the people in different societies in the world. Therefore, I think that majority of the conflicts of this epoch emerge because of the unrealistic pressures exerted for changing the identity and values in the lives of people, which most, only comprehend through soulless pictures or through their partial understanding. We should be very cautious while talking about values and in particular, when dividing them into categories that seem to be hopeless considering our ancestors' experiences. Values are invisible, untouchable, and they are not simple physical items that through a scientific process, we can cut an extra part and paste it to another corner of the item or draw a border between several parts.

In conclusion, and perhaps in my limited knowledge, I think that cosmopolitanism or "citizen of the world" is a fabulous ideology, which emerges from a superficial interpretation of people's values and roots. However, the way people understand and practice cosmopolitanism, could be very much different from its real origin, and may cause harm to people. Therefore, the forces that draw borders between local and universal values, which establishes the "us" and "them", could be very risky in the globe and can create further conflicts and wars among the societies. According to my understanding the notion of cosmopolitanism provides the opportunity to people of the globe to live together in peace by respecting each other identities and ways of living and not force all the people to be the way I AM. ■



DUSP INTELLECTUAL MAPPING CHARETTE

LAURIE DENYER WILLIS, SPURS FELLOW, CANADA

On December 11, 2008, more than a hundred DUSP students, faculty, staff and Fellows gathered together to celebrate the approaching holidays and the enriching and exciting semester that lay behind them. Prior to the celebration, a team of SPURS Fellows, Undergraduate, Masters, and PhD students had collaborated to create a unique activity for the DUSP community— an “Intellectual-Mapping Charette” to help the student body and faculty better understand how they connect by physically mapping where their nodes of study, the particularity of their research interests, and geographical field sites intersect.

The project was an instant success; within moments of the party starting, the ‘map’ was a bustling hub of people discussing how they connected, finding where they ‘fit’ in the department, and spotting previously unknown linkages between themselves and others in the department. One student was overheard saying “I’ll have to email that person...I just didn’t realize that our research had so much in common!” while others reported learning about research directions and linkages within DUSP that they had never considered prior to the event.

The SPURS/Humphrey Fellows’ sites of research certainly brightened up the map,

provoking thought among students and faculty about the broad applicability of their research and the potential for collaboration. For instance, Professor Diane Davis, whose research concerns conflict cities in Latin America, has much to share with Fellows who are studying conflict cities in Afghanistan, Kosovo and Brazil.

Humphrey Fellow Mensur Hodzic from Bosnia and Herzegovina also made a valuable connection during the mapping exercise. Hodzic linked-up with a PhD candidate whose research on private-public partnerships in low-income housing development was closely related to Hodzic’s concerns in his home country. While the PhD student’s own research focused on the US, each had many insights to share relating to



MCP Student Jeff Beam maps his research interests at the charette

XPLORERMA
LOREMAPC
REMAPCON
PCONNECT
PCONNECT
CONNECTEX
NECTMAPE
ECONNECT
CTEXPLORE
EXPLOREMA



Photo: Judy Daniels

MIT DEPARTMENT OF URBAN STUDIES AND PLANNING WELCOMES NEW DEPARTMENT HEAD AMY GLASMEIER

the other's work, and a real exchange of knowledge occurred between the two.

The activity provided the opportunity for the DUSP community to learn more about, and from, incoming Department Head, Dr. Amy Glasmeier, whose diverse research interests and geographic foci decorated the map, connecting her to a wide array of students, Fellows and faculty.

Charette participants are looking forward to the project's next steps. The physical "map" will be moved to a permanent location in the department, and the charette will be converted to a digital format, and posted on the SPURS website, serving as a long-term and easily accessible tool for continued collaboration in the department. ■

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In January, Amy Glasmeier took over as head of the Department of Urban Studies and Planning. She is the twelfth department head since the program was established in 1933 and the first woman to lead what is now the largest planning faculty in the US, possibly in the world.

An expert in economic geography, regional planning and spatial statistics, Glasmeier was previously on the faculty of the Pennsylvania State University and the University of Texas at Austin. Most recently, she was the E. Willard Miller Professor of Economic Geography at Penn State and the John Whisman Scholar of the Appalachian Regional Commission.

She holds a BS in Environmental Studies and Planning from Sonoma State University and an MA and PhD in City and Regional Planning from Berkeley. She has worked and traveled all over the world, including Asia, Africa, Europe and Latin America, and is currently engaged in a retrospective examination of poverty and poverty policy in the US, work that is leading to new perspectives on the nature and extent of persistent poverty here.

In addition to her role as professor of economic geography, Glasmeier has served as director of Penn State's environmental inquiry minor; as an editor of *Economic Geography* and the *Cambridge Journal on Regions, Economy, Society*; and as director of the Center for Policy Research on Energy, Environment and Community. She has also served as head of the university's Department of Geography.

Her publications consist of more than 50 scholarly articles and several books, including *Manufacturing Time: Global Competition in the World Watch Industry, 1795-2000* (Guilford Press, 2000); and *From Combines to Computers: Rural Services and Development in the Age of Information Technology*, with Marie Howland (SUNY Press, 1995).

Her most recent book – *An Atlas of Poverty in America: One Nation, Pulling Apart 1960-2003* (Routledge Press, 2005) – examines the experience of people and places in poverty since the 1960s, looks across the last four decades at poverty in America and recounts the history of poverty policy since the 1940s.

An interview with Department Head Amy Glasmeier will be published in the upcoming issue of PLAN magazine. ■

We would like to thank Larry Vale for his unwavering support of the SPURS/Humphrey Program during his term as Department Head (July 2002 - January 2009). As a gesture of our appreciation, we have dedicated the cover of this publication to Larry. We wish him the best of luck with his next endeavors.



Professor Dave Johnson addresses the SPURS/Humphrey Fellows

ESSENTIALS FOR DEVELOPMENT: TECHNOLOGY CHANGE, INVESTMENT, AND LEADERSHIP 2008-2009 SEMINAR SERIES

The SPURS/Humphrey Monday Seminar Series, co-sponsored by the International Development Group, exposes Fellows and students of the Department of Urban Studies and Planning (DUSP) to the challenges of development, and provides a critical understanding of development theory and knowledge of the tools that leaders need, to be successful in promoting responsible and sustainable development. The series' theme for the 2008-2009 academic year is "*Essentials for Development: Technological Change, Investment, and Leadership.*"

SEPTEMBER | 8 **ROBERT SIMHA**

MIT Director of Planning Emeritus and DUSP Research Associate

"The world of MIT : Perspective of a University Planner"

Mr. Simha discussed the spatial planning and development of MIT over the past few decades and the critical role of planners in the short and long-term in the developmental context.

SEPTEMBER | 15 **KRIPA ANANTHPUR**

Assistant Professor, Madras Institute of Development Studies

"From Rivalry to Synergy? -The Changing Role of Informal Local Governance Institutions in the Context of Decentralized Governance in India"

Dr. Ananthpur discussed the evolution of formal and informal institutions in Indian villages, arguing that the formal state tends to provide services more effectively when informal local governance institutions such as Customary Village Councils (CVCs) concurrently operate in a relatively democratic and pluralist environment.

SEPTEMBER | 29 **ASEEM INAM**

Visiting Lecturer

"Planning for the Unplanned: Recovering from Crises in Megacities"

Dr. Inam provided a window into his book, *Planning for the Unplanned: Recovering from Crises in Megacities*, in which he used case studies in Mexico City, Los Angeles and New York—to demonstrate how cities respond to unexpected and sudden changes.

OCTOBER | 6 **SHYAM KHANDEKAR**

Director, Building Design Partnership Limited (BDP) Khandekar

"Creating a Sense of Place"

Using a variety of projects from his own practice, Dr. Khandekar demonstrated how planners/designers on the one hand allow for flexibility in design, while on the other hand create a sense of place that is not destroyed by this flexibility.

OCTOBER | 27 **ANGELIQUE CHETTIPARAMB**

Research Fellow, School of City and Regional Planning, Cardiff University, UK

"Planning Education in India"

Dr. Chettiparamb presented major issues in planning education in India as connected to the changing context within which planning as a profession operates. She focused on decentralization and the new demands and challenges that planning faces today.

NOVEMBER | 3 **LORI BRESLOW**

Director, Teaching and Learning Laboratory and Senior Lecturer, Sloan School of Management

"Communicating Across Culture"

Dr. Breslow, drawing on the diversity of backgrounds in the room, challenged participants to re-examine the ways they communicate across cultures and disciplines.

NOVEMBER | 17 **DAVE JOHNSON**

Fellow of the American Institute of Certified Planners (FAICP), Professor Emeritus, University of Tennessee, Knoxville

"National Contexts, Institutional Frameworks and Long Cycles in American Regional Planning Thought and Practice"

Reviewing national and regional-level planning approaches in the United States since the 18th century, Dr. Johnson illustrated three competing pairs of planning approaches--conservative/competitive, ameliorative/pragmatic, and progressive/utopian.

NOVEMBER | 24 **ALICE AMSDEN**

Barton L Weller Professor of Political Economy, Department of Urban Studies and Planning, MIT

"Why Poverty Alleviation and Not Employment Generation?"

Dr. Amsden emphasized planners' role in employment generation to alleviate poverty in developing countries, arguing that employment formation should be understood through three aspects—distribution of income, ownership of capital, and control over capital.



Loeb Fellowship Program Director, Jim Stockard, discusses issues of justice with the Loeb and SPURS/Humphrey Fellows

PROFESSIONAL NEWS

JUSTICE, JUDGEMENT AND PLANNING: FROM THE GLOBAL TO THE LOCAL

On October 23, 2008, the SPURS/Humphrey program jointly sponsored a workshop with Harvard University's Loeb Fellows program. The Loeb Fellows program brings mostly domestic professionals in planning-related fields to Harvard's Graduate School of Design for one year. The workshop, entitled "Justice, Judgment and Planning", presented by University of Sheffield professors Heather Campbell, Malcolm Tait, and Craig Watkins, brought together the two groups of mid-career professionals to respond to what the facilitators termed a "relatively ordinary" case study. SPURS/Humphrey program director Bish Sanyal opened the workshop with a hope that it would lead to a form of "cultural

interrogation," a chance for diverse participants to challenge their views and others in a discussion around a case of "situated justice."

Participants first learned the details of the case, a low-producing pedestrian mall in the Princesshay district of Exeter, a town in the county of Devon, Great Britain. Under perceived conditions of increasing retail competition in the region, the city council conducted an economic study and settled on the goal of redeveloping Princesshay, a downtown shopping area with "low-value shops" and a design some viewed as "the worst in post-war modern architecture" on land owned by the city. The case proceeded to outline complex relationships between the city council, a private developer, citizen interest groups, and regulatory bodies at other levels of government. Of particular note were

issues surrounding the privatization of public space and conflicting roles that a city council may play as both a land owner and regulatory institution.

Over lunch, workshop participants discussed and responded to a series of questions related to the key challenges and dilemmas in the case, including the principles guiding decision making in planning. After reconvening to listen to Watkins present major issues relating to real estate development, economic growth and social justice, the participants again discussed the case, this time in more general terms around the themes of justice, judgment and planning and what principles should guide intervention. The workshop concluded with groups sharing their ideas and the facilitators pulling the broad themes of the session together. ■

SPURS VISITS THE BRA



The SPURS and Humphrey Fellows visited the Boston Redevelopment Authority on December 5, 2008. They were received by David Carlson, senior architect on the urban design team at the BRA. David spoke about the history and current practice of the organization. This was followed by a discussion session with the Fellows and a tour of the agency's large-scale model of the city of Boston.

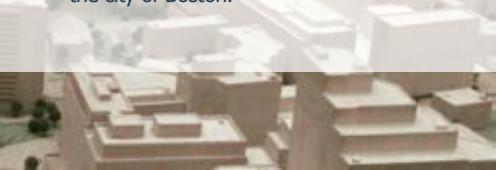
DEVELOPING FENWAY

The professional visit to the Fenway Community Development Corporation was organized by SPURS alumnus Manuel Delgado and the director of the CDC, Carl Koechlin. Manuel gave a presentation on the development of communities in Boston. He was accompanied by David Holtzman of the Fenway CDC who spoke about the organization and its accomplishments.

FINANCE AND SUSTAINABILITY: VISITING THE MBTA



The Fellows had a face-to-face exchange with Jonathan R. Davis, Deputy General Manager and Chief Financial Officer, regarding the impact of the current financial crisis on the agency's financial future. Andrew D. Brennan, Director of Environmental Affairs, also discussed green technologies, which were being used in the MBTA-operated vehicles and facilities. Our special thanks to former SPURS Fellow, Victor Rivas, who helped arrange the visit and gather an impressive array of panelists for the day.





The Fellows singing a song composed by Laurie (MS SPURS Fellow) at the annual Thanksgiving dinner.

SOCIAL NEWS

Fall 2008 provided the Fellows with a multitude of opportunities to get to know their cohort while engaging with the surroundings of scenic New England. In addition, the pivotal 2008 Elections gave the Fellows an opportunity to reflect on the role of the US in global politics and its significance within the country.



RETREATING TO THE GREAT OUTDOORS

The annual "Maine Retreat," hosted by the SPURS Program, was held during September 19-21, 2008. The Fellows, faculty and staff spent the weekend immersed in conversations, cultural workshops, political debates as well as social activities in an effort to get to know each other better. The picturesque Maine Houses located on the banks of Lake Christopher provided the perfect New England setting for forging strong connections and meaningful pathways for the year to come. The Fellows and participants alike, came away with cherished memories and great enthusiasm to embark on the year long journey at MIT, hoping to make a significant difference in their immediate community and beyond.



Photo: Robert Mauzi

GETTING TO KNOW BEANTOWN

As part of their initial orientation to Boston, the Fellows were taken on a trolley tour of Boston. After an extensive tour of many of the historic and tourist sites of Boston, the Fellows were met by Victor Rivas, a former SPURS/Humphrey Fellow, at Quincy Market, where they took a break for lunch. Victor, then personally guided the second part of the day and led the Fellows on a walking tour through parts of the Emerald Necklace as well as the Boston Waterfront.



Photo: Aylin Kuzu

The Maine Houses retreat grounds



What does Obama's presidency mean for the U.S. and for the world?

"Barack Obama's presidency means hope for the United States . . . hope that the dream of a new, fair and wealthy nation living in better relation with the rest of the world can become real; and for all other countries, hope in a more peaceful age which in time can lead to wealth, prosperity and equality, no matter what conditions or challenges they face."

Adam Pinto, Humphrey Fellow, Benin

Humphrey Fellow Adam Pinto in Washington D.C.

SPURS/HUMPHREY FELLOWS CONNECT WITH MIT UNDERGRADUATES TO DISCUSS THE PRESIDENTIAL DEBATES

This vibrant year in the United States provided unique opportunities for the SPURS/Humphrey Fellows to engage in discussions around US politics with MIT students.

During the first presidential debate between John McCain and Barack Obama, the SPURS/Humphrey Fellows met with undergraduate residents of the International House to watch debate footage and comment on the major issues of the campaign.

The International House, an undergraduate residence of 22 students committed to global leadership, was founded in 2007 as a living and learning community for students interested in the field of international development. Ghanaian SPURS Fellow, Theophilus Kwesi Anderson, lives at iHouse as a 'Fellow in Residence,' providing guidance to the students. Previous Fellows helped students set up independent projects in their home countries. SPURS/Humphrey program director Bish Sanyal and iHouse housemasters, Wesley and Sandra Harris also serve on the Advisory board for the house and strive to bring the groups together.

The September event was well-received by Fellows and students alike. Claudia Espinoza, a student in Civil Engineering recalled with excitement the opportunity to hear about the real impacts of the War on Terror from Wahid Azizi, Humphrey



International House students mapping their program goals

Fellow from Afghanistan. "Fellow in Residence" Anderson was equally impressed with the undergraduates' breadth of knowledge about American and global politics. ■

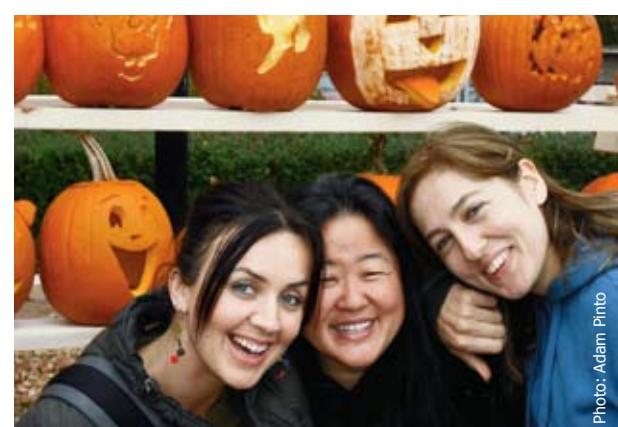


Photo: Adam Pinto

A TASTE OF AMERICAN TRADITION

On October 25, 2008 the MIT fellows joined with the Boston University Humphrey fellows to enjoy their first Pumpkin Festival in the town of Keene, New Hampshire. Festival organizers transformed the town into a giant fairground filled with thousands of jack-o'-lanterns. The trip turned out to be another memorable activity for the Fellows in which they got to experience yet another American tradition.

HUMPHREY CAMPUS VIST

On October 27, 2008, the Fellows welcomed Ed Roslof, Director, and Amy Nemith, Senior Program Manager of the Hubert H. Humphrey Fellowship Program, to the MIT campus. The visit gave the Fellows a one-on-one chance to share their academic and daily-life experiences at MIT. During the dinner reception, the Fellows were pleased to have the attendance of four deans and four directors of MIT administration, who have given constant support to the SPURS/Humphrey program. As Ed observed, "the Humphrey program is well-regarded within MIT" and "the Fellows are clearly benefiting from it...."



2008-2009 SPURS/Humphrey Fellows and Program staff with Ed Roslof and Amy Nemith

RICHARD J. SAMUELS: "*THE WORLD HAS SHRUNK*"

REMARKS FOR THE OCTOBER 27TH HUMPHREY/SPURS DINNER

Richard J. Samuels, Ford International Professor of Political Science and Director of the Center for International Studies at the Massachusetts Institute of Technology prepared the following remarks for the SPURS and Humphrey Fellows during the visit of Ed Roslof and Amy Nemith to MIT.

of the new global economy have created new opportunities-- ripe for the picking by those who understand how and by those who are willing to be flexible. More important, for Friedman (and here is where the argument gets extreme), they have forced the world to converge on a single best way to organize production and generate knowledge.

This simplification was less than half right. The frustrating truth is that globalization does not uniformly translate into "flatness"-- if by flatness one means reduced friction. It turns out that the speed and new connectivity that comes from increased access to information and markets also-- and perhaps more importantly-- engenders increased complexity and inequality.

Complexity and inequality mean greater, not less. National and religious communities are in better contact than ever before-- but their connections also separate them from one another at the same rate-- or faster-- that they connect across borders. Yes, there is much convergence, but there is just as much divergence. The world may have become smaller, but it has hardly become flatter.

In short, one size never fits all-- even if we wish it to be so with all our might. This is why policymakers and educators need to pay greater attention to the differences around us.

We might think of this as the paradox of globalization-- one that MIT is determined to unbundle.

I am going to assume that each of you has a feel for the general issue: the world has shrunk. The movement of people and goods and ideas across borders is occurring at greater speeds and in combinations we have never experienced before. We are seeing how much we have been missing. There is a world beyond 02139 (the zipcode of the MIT campus) that is vibrant and innovative and racing ahead. US education needs to expand its horizon to meet the challenge-- or else face obsolescence. That's the standard trope. It is intuitively appealing and seems about right.

Thomas Friedman, the NY Times columnist, is most closely associated with popularizing an extreme version of this argument: He told us that "the world is flat." On his account, rapid increases in communications and migration have reduced borders-- geographical, physical, and most strikingly, virtual. His was a call to arms to policymakers and-- in a first derivative-- educators to understand the implications of these changes and to capture the rent from the new rules they engender.

Outsourcing, open sourcing, cross-national supply chains, and other features

Our Council is doing this by starting with the appreciation of diversity and complexity, and by appreciating that globalization forces MIT to both transmit and to receive.

We know that the secret to American science and technology is the openness of our research universities. I understand that 40% of the faculty in science and 40% of the faculty in engineering were born abroad. The benefits of MIT's internationalization-- for the campus, for the region, for the nation, for the world-- are too numerous to list.

SPURS is an example of how we benefit from being on the receiving end. The young men and women who come to campus under this program bring more than their intellect-- which is considerable. They also bring their experiences as professionals, professionals whose ideas about defining problems, organizing teams, recovering from failures, or measuring success may be different from those of our students and faculty. Thus, what looks like a program to teach is just as much a program to learn. The benefits flow both ways.

Indeed, our task force is also focused on making sure that the flow of people and of knowledge is reciprocal. We will not be passive about MIT's globalization. We will not assume that everything important will be accessible to us in English, here in 02139, and in real time.

As we see it, there is a real added value to making sure we not only benefit from diversity on our campus and but also position our students to learn about best practices wherever they exist.

And so, we are discussing how to reach out and touch the world to make it and ourselves even smarter. Working with the many visitors who are here on campus-- including the SPURS Fellows-- we will develop even more programs to learn and teach about global complexity.

If we don't, our students will be cogs in global machines-- but we should want them to design and operate these machines-- We should want them to step boldly and intelligently out into the global marketplace of ideas and commerce. We should want them to lead, and leadership requires better knowledge of how globalization and localization interact.

The job of the new task force is to lay all this out systematically, intellectually, and programmatically. We plan to issue a detailed blueprint in the spring.

I will certainly not be writing this Task Force report by myself, but if I were, I would insist that every student should have the choice-- and be provided the space and tools-- to learn about the rest of the world-- the world in which she or he will operate and, hopefully, lead. This will require that we increase the funding for students who participate. We will have to increase the variety of foreign languages taught here. It means that we have to augment significantly the number of faculty who can guide students through world affairs, and enhance the many benefits provided by SPURS and other programs.

We may need to expand the number of SPURS-like activities that attract the world's best and brightest problem solvers. We certainly will need many more subjects that help them understand the concepts and forces that connect and disconnect communities and nations. It also means that we have to multiply the number of hands-on experiences for students to work and live in another culture.

These are just the bare bones-- the skeleton-- of my preferences. The report will have much more meat and will include very innovative ideas, some of which I am quite certain none of us has yet imagined. This is, after all, MIT, where folks are always in the process of trying to stay ahead of the future. ■



Photo: Francis Diaz

SPURS CELEBRATES 40TH ANNIVERSARY

In celebration of SPURS' 40th Anniversary, on April 3, 2008 Robert Buckley, Managing Director of the Rockefeller Foundation, met with students and faculty to discuss the Foundation's new African initiatives. In the evening, SPURS/Humphrey alumni/ae, faculty, staff, former directors, and current Fellows were invited to a 40th Anniversary dinner celebration at Le Meridien Hotel. Bish Sanyal, SPURS/Humphrey Director and Chair of the MIT Faculty, discussed the history of SPURS. Larry Vale, Head of the Department of Urban Studies and Planning (DUSP), emphasized the important role that SPURS has played in DUSP. He also awarded Nirma de Leon, SPURS Administrator, a certificate for her outstanding service to SPURS and the Department. Piotr Lorens, a SPURS alum (1996-1997) from Poland, spoke about the lessons he learned at SPURS. Finally, Bassim Halaby, the Co-founder and Chairman of Benchmark International and MCP 1988, gave a keynote talk titled, "Irrational Exuberance: A Global

Trend?" Halaby, a former MCP and Sloan student, discussed the role that MIT played in his career and the challenge facing cities in the Middle East as they cope with rapid development.

On April 4, 2008 SPURS celebrated its 40th Anniversary in conjunction with the 75th Anniversary of the Department of Urban Studies and Planning in a day-long symposium: Changing Cities: Celebrating 75 Years of Planning Better Futures at MIT. Dr. Allan Goodman, CEO and President of the Institute of International Education headed the luncheon seminar titled, "If the World is Flat, What are Still Doing in Cambridge?" Dr. Goodman praised SPURS for providing an excellent opportunity for SPURS and Humphrey Fellows to come to MIT from around the world. He challenged MIT to promote more international experiences for its own students and to continue to strengthen universities across the globe.

For a video of Dr. Goodman's talk, go to <http://mitworld.mit.edu/video/591/>

Dr. Allan Goodman speaks at the 40th Anniversary of the SPURS program



Photo: Illiac Diaz

ALUMNI/AE

SPOTLIGHT ON BILL MASSAQUOI, HUMPHREY FELLOW 2003 - 2004



Humphrey Alumnus Bill Massaquoi

He directs a major public health organization, has started his own non-profit foundation and is a legend in the world of microfinance. It's hard to believe that Bill Massaquoi (Humphrey Fellow 2003 - 2004) ever sleeps!

As Country Director of Medical Teams International, Bill manages a staff of 25 medical professionals, oversees five clinics serving 45,000 patients annually, and directs 540 volunteers. The primary aim of Medical Teams International is to serve a region of Liberia currently cut-off from the national public health system. In the long run, Bill envisions Medical Teams International as a bridge between vulnerable groups and Liberia's national health system. An illustrative and recent example of this vision can be found in Bill's effort to transform the Lofa Bridge Health Clinic into a health center. The upgraded facility will serve an estimated 34,000 who are otherwise more than a day's journey away from a health center. Over the next three years Medical Teams International will raise resources to improve the health facility and expand the staff at Lofa Bridge. Bill has already raised \$95,000 in private donations for the Lofa Bridge upgradation project, while simultaneously securing pledges from the Liberian government to support the facility over the long run.

This is all the more impressive when you consider that this is only Bill's "day job"! Bill is also the Founder-President of Rebuild Africa, a non-profit foundation that strives to inculcate leadership and entrepreneurship amongst youth in post-conflict countries. Rebuild

Africa's Leadership Scholarship program currently supports 14 individuals, a number, Bill hopes to increase to 100, over the next two years. The foundation's other program, Integrated Rural Rejuvenation, helps war-affected people resettle in their original habitat by reviving livelihood and social services. Over time, Bill hopes his foundation will establish a university, a bank and a relief and development organization.

Bill's resolve to end deprivation in Africa is not new. Before coming to MIT, Bill worked in the field of microfinance—initially in his home country of Liberia and then in neighboring Sierra Leone. He created Liberia's LEAP Microfinance Program, an initiative he directed between 1994 and 2002. In this short span of time, he built the staff from 1 to 40 and devised strategies for serving over 15,000 clients through the worst of the Liberian Civil War. Building off this experience, Bill worked for War Relief in Sierra Leone, where he managed a construction project that built 1,200 houses and three schools.

When Bill was awarded the Humphrey Fellowship and chosen to come to the SPURS Program, his goal was to gain insight on how to make microfinance programs more effective in Africa. Once at MIT, he discovered that DUSP faculty, while appreciative of the many positive outcomes of microfinance programs, were far more interested in understanding institutional processes, organizational behavior and the politics of development. This difference in orientation, and the sheer breadth

of DUSP course offerings, enticed Bill to apply to MIT's prestigious Master in City Planning degree program. Bill used the extra years at MIT to take additional coursework in public finance theory, property law, microeconomics and planning theory. His Master's thesis, written under the supervision of Professor Balakrishnan Rajagopal, reflects Bill's commitment to equality and his intellectual integrity. Bill offered a frank assessment of the role of women in post-conflict redevelopment, arguing that despite the prominence of elected women officials, social transformation for ordinary women in countries like Liberia requires institutional changes (Liberia has the distinction of being the first African state to elect a woman head of government. In addition, the strategic government ministries of Finance, Justice, Commerce, Gender, Youth and Sports and National Police are all headed by women).

While at MIT, Bill also built a cohort of friends and colleagues who have taken an active interest in his work. Outstanding amongst these friends is Topher McDougal (CP '07 and current PhD candidate in DUSP). Topher and Bill first met fall 2005, when they were both taking Prof. Rajagopal's property law seminar. Their shared interest in politics of post-conflict redevelopment quickly became the basis of a close collegial friendship. Together they have authored Medical Team International's Country Strategy Paper for Liberia. This document establishes goals and strategies for Medical Teams International to link its work to the Government of Liberia's health programs. Topher had the following anecdote to share from his visit to Liberia (which was supported by the MIT Public Service Center): "I am truly impressed with the way Bill handles his team...From short, but health work-relevant "mini-sermons" during morning prayers, to his knack for keeping the 'big picture' in mind even as he was bombarded with the nonstop challenges of daily operations, he was a real inspiration." Bill talks of his own childhood when explaining this determination: "Growing up, I felt that I was in a deep valley, with many other people who were also struggling. I was lucky enough to climb out. Now that I stand at the top, how could I walk away?" ■

HIGHLIGHTS FROM THE FIELD

AWARD WINNING ALUMNI



Award-winning New Poetic Mountain Habitat designed by SPURS alumnus Zhu YuFan

Zhu YuFan (SPURS 2005, China)

SPURS alumnus Zhu YuFan recently received recognition from the American Society of Landscape Architects (ASLA) for his project New Poetic Mountain Habitat—the Fragrant Hill 81 Yard. ASLA awarded YuFan a 2008 Professional Award in the Residential Design category for the community landscape design for a 40-townhouse real-estate project located on a 2.7-hectare site in Beijing, pictured above. YuFan was one of ten professionals to receive this award.



Award-winning "Disaster Resistant Bamboo School" by Humphrey alumnus Illac Diaz

Illac Diaz (Humphrey 2005-2006, Philippines) continues to reap awards even after his return to the Philippines. He recently received the Alumni Impact Award from the Institute of International Education for his project, the "Disaster Resistant Bamboo School."

ALUMNI/AE UPDATES

Kristalina Georgieva (SPURS 1991-1992, Bulgaria) was appointed the Vice President and Corporate Secretary of the World Bank in March 2008. She will head the Corporate Secretariat, which serves as interlocutor between the World Bank board of executive directors and bank management. She was formerly director for strategy and operations in the World Bank Sustainable Development Network.

After six months as a consultant with the World Bank in the LAC region, **Patricia Acosta** (Humphrey 2005-2006, Colombia) will be returning home to take a position as an Associate Professor in Universidad del Rosario in Bogota. She will be teaching in the Department of Political Science, which has created a new 5-year undergraduate program in Urban Studies. The new program aims to give students and potential political and civic leaders a broad base of concepts and knowledge of governance tools, including territorial planning, to promote local development.

Alfonso Valenzuela - Aguilera (SPURS 2003-2004, Mexico) continues to teach Urban Planning at the State University of Morelos. He organized a major conference on Sustainable Megacities at the University of Tokyo in early 2008 and has been a guest speaker at several universities, including Harvard, Stanford, Sorbonne and Oxford Brookes. He was awarded the 2008 Guggenheim Fellowship for Latin America to conduct research on crime and public space in the Bay Area of San Francisco, CA. Alfonso is currently a Visiting Scholar at the Institute of Urban and Regional Development at the University of California at Berkeley 2007-2009.
aval@berkeley.edu

Tinghai Wu (SPURS 2004, China) has recently authored a new book titled *Regional Planning in Modern China*. The volume traces regional planning in China from 1840 to the modern day, analyzing four major stages in the country's planning history. Wu draws lessons from China's experiences and offers recommendations on how to further improve upon China's regional spatial planning.



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