

## USAID at 50: Legacy of Progress and Future of Partnership

*Part of the Chevron Forum on Development*

Featuring:

**Rajiv Shah**, Administrator of USAID, 2010-Present

**Henrietta H. Fore**, Administrator of USAID, 2007-2009

**Andrew S. Natsios**, Administrator of USAID, 2001-2006

**J. Brian Atwood** (by video), Administrator of USAID, 1993-1999

**M. Peter McPherson**, Administrator of USAID, 1981-1987

With Introductory Remarks by:

**John J. Hamre**, President and CEO, CSIS

Moderated by:

**Daniel Runde**, Co-Director, Project on U.S. Leadership in Development  
and William A. Schreyer Chair in Global Analysis, CSIS

**Friday, October 28, 2011**

**10:00am-11:30am**

B1 Conference Center

CSIS 1800 K St. NW, Washington, DC 20006

Over the last 50 years, USAID has played an invaluable role in advancing American foreign policy objectives, enabling democracy and development, and reducing poverty worldwide. Since its inception, the agency has undergone an evolution in both its institutional structure and in the nature of its programs. Current Administrator Dr. Rajiv Shah and former administrators Henrietta Fore, Andrew Natsios, Brian Atwood (by video), and Peter McPherson will join us to discuss their perspectives on the trajectory of the agency. Each administrator will share the challenges and opportunities unique to their time in office, as each of their tenures was defined by different development needs ranging from health, entrepreneurship, crisis management, democracy promotion, to food security. We are pleased to recognize a legacy of progress, learn about a future of partnership, and celebrate the 50<sup>th</sup> anniversary of the United States' most prominent development agency.

### ***Speaker Biographies:***

#### **Rajiv Shah**

Dr. Rajiv Shah serves as the 16th Administrator of the United States Agency for International Development (USAID) and leads the efforts of more than 8,000 professionals in 80 missions around the world.

Since being sworn in on December 31, 2009, Administrator Shah managed the U.S. Government's response to the devastating 2010 earthquake in Port-au-Prince, co-chaired the State Department's first-ever review of American diplomacy and development operations, and now spearheads President Obama's landmark Feed the Future food security initiative. He is also leading "USAID Forward," an extensive set of reforms to USAID's business model around seven key areas, including procurement, science & technology, and monitoring & evaluation.

Before becoming USAID's Administrator, Dr. Shah served as Under Secretary for Research, Education and Economics and as Chief Scientist at the U.S. Department of Agriculture. At USDA, he launched the National Institute of Food and Agriculture, a new scientific institute that significantly elevates the status and funding of agricultural research.

Prior to joining the Obama Administration, Shah served for seven years with the Bill and Melinda Gates Foundation where his positions included Director of Agricultural Development in the Global Development Program, and Director of Strategic Opportunities.

Originally from Detroit, Shah earned his M.D. from the University of Pennsylvania Medical School and his Master of Science in health economics at the Wharton School of Business. He attended the London School of Economics and is a graduate of the University of Michigan. Shah previously served on the boards of the Alliance for a Green Revolution in Africa (AGRA), the Seattle Public Library, and the Seattle Community College District.

#### **Henrietta H. Fore**

Henrietta Fore is Chairman of the Board and Chief Executive Officer of Holsman International, a manufacturing, consulting, and investment company. In addition, Ms. Fore provides advisory services to several international corporations, including the Coca-Cola Company. She is a frequent speaker at international forums on corporate governance, international trends, markets, green technology, finance, foreign policy and public-private partnerships, including topics from food and water, to women and education.

From 2007 to 2009, Ms. Fore served as the Administrator of the U.S. Agency for International Development (USAID), and Director of United States Foreign Assistance, holding the equivalent rank as Deputy Secretary of State. Ms. Fore was the first woman to serve in these roles. She was responsible for managing \$39.5 billion of U.S. foreign assistance annually, including support to countries recovering from disaster, trying to escape poverty, and engaging in democratic reforms. She oversaw an annual budget of \$12.3 billion, and a staff of approximately 8,000, of whom more than 75 percent worked overseas in USAID field offices. She served on the Boards of the Overseas Private Investment Corporation, and the Millennium Challenge Corporation. Ms. Fore received the Distinguished Service Award in 2009, the highest award the Secretary of State can bestow.

From 2005 to 2007, Ms. Fore served as Under Secretary of State for Management, the Chief Operating Officer for the Department of State. She was responsible for the people, resources, facilities, technology

and security of the Department and was the Secretary's principal advisor on management issues. She oversaw a management budget of \$3.6 billion, 7,200 employees, 30,000 contractors and 267 embassies and posts in 172 countries.

Ms. Fore served as the 37th Director of the United States Mint in the Department of Treasury from 2001 to 2005. She managed the world's largest manufacturer of coins, medals, and coin products and was elected President of the International Mint Directors. Ms. Fore received the Alexander Hamilton Award in 2005, the Department of Treasury's highest honor for her service as Director of the United States Mint. Prior to this, Ms. Fore managed private companies manufacturing steel and cement products for the construction industry.

Ms. Fore serves as Global Co-Chair of the Asia Society Board of Trustees, Co-Chair of WomenCorporateDirectors, and Co-Chair of North Africa Partnership for Economic Opportunity. She is a Trustee of the Aspen Institute and the Center for Strategic and International Studies. She serves on the Boards of Theravance, Inc. (THRX), the Clinton Bush Haiti Fund, Committee Encouraging Corporate Philanthropy, International Youth Foundation, Diagnostics for All, Center for Global Development, and Women's Foreign Policy Group. She serves on the Leadership Council of the Initiative for Global Development, is Co-Chair of the Global Heritage Fund Diplomatic Council, and is a member of the World Economic Forum's Global Agenda Council on Poverty and Development Finance. She is a member of the Economic Club of New York, Council on Foreign Relations, Committee of 200, International Women's Forum, Wellesley Business Leadership Council, YPO/WPO, and Chief Executives Organization. She has served on the Corporate Boards of the Dexter Corporation and HSB Group Inc., both listed on the New York Stock Exchange.

Ms. Fore has a Bachelor of Arts degree in History from Wellesley College and a Master of Science degree in Public Administration from the University of Northern Colorado. She received the 2006 Alumnae Award from the Baldwin School, and the 2004 Alumnae Award from the University of Northern Colorado. She has also studied International Politics at Oxford University and studied at Stanford University Graduate School of Business.

### **Andrew S. Natsios**

Andrew S. Natsios is Distinguished Professor in the Practice of Diplomacy at Georgetown University's Walsh School of Foreign Service where he teaches courses on famine, war and humanitarian assistance, and contemporary issues in international development. He is also a Senior Fellow at the Hudson Institute.

Mr. Natsios served as Administrator of the U.S. Agency for International Development (USAID) from 2001 until 2006. During this period, Mr. Natsios managed the agency's reconstruction programs in Afghanistan, Iraq, and Sudan, which totaled more than \$14 billion over four years. In 2006, President Bush appointed him Special Coordinator for International Disaster Assistance and Special Humanitarian Coordinator for the Sudan. As President Bush's Special Envoy to Sudan between September 2006 and December 2007, he dealt with the crisis in Darfur and the implementation of the Comprehensive Peace Agreement between the North and the South Sudan.

Mr. Natsios served previously at USAID, first as director of the Office of Foreign Disaster Assistance from 1989 to 1991 and then as assistant administrator for the Bureau for Food and Humanitarian Assistance (now the Bureau of Democracy, Conflict and Humanitarian Assistance) from 1991 to January 1993.

From April 2000 to March 2001, Mr. Natsios served as the CEO of Boston's "Big Dig," the largest construction project in American history, while he was Chairman of the Massachusetts Turnpike

Authority. Before that, he served as the chief financial and administrative officer of the Commonwealth of Massachusetts as Secretary for Administration and Finance from March 1999 to April 2000.

From 1993 to 1998, Mr. Natsios was vice president of World Vision U.S., the largest faith-based non-governmental organization in the world with programs in 103 countries. From 1987 to 1989, he was executive director of the Northeast Public Power Association in Milford, Massachusetts. Mr. Natsios served in the Massachusetts House of Representatives from 1975 to 1987 and was named legislator of the year by the Massachusetts Municipal Association (1978), the Massachusetts Association of School Committees (1986), and Citizens for Limited Taxation (1986). He also was chairman of the Massachusetts Republican State Committee for seven years.

After serving 23 years in the U.S. Army Reserves as a civil affairs officer, Mr. Natsios retired in 1995 with the rank of lieutenant colonel; He is a veteran of the Gulf War. Mr. Natsios is a graduate of Georgetown University and Harvard University's Kennedy School of Government, where he received a master's degree in public administration.

### **J. Brian Atwood**

J. Brian Atwood serves as Chair of the Development Assistance Committee (DAC) at the Organization for Economic Cooperation and Development (OECD), a position which he assumed on January 1, 2011.

From 1993 to 1999, Mr. Atwood served as Administrator of the U.S. Agency for International Development (USAID), where he brought democracy and governance programs into development assistance in a post-Cold War era. During the Clinton Administration, Mr. Atwood led the transition team at the State Department and was Under Secretary of State for Management prior to his appointment as head of USAID. Previously, Mr. Atwood served as Assistant Secretary of State for Congressional Relations during the Carter Administration and was Dean of Professional Studies and Academic Affairs at the Foreign Service Institute (1981-1982).

From 2002 until 2010, Mr. Atwood served as Dean of the Hubert Humphrey Institute of Public Affairs at the University of Minnesota, where he is widely credited for raising the school's profile and national ranking. Other prior positions include: President and Chief Executive Officer of Citizens International (1999-2002) and founding President of the National Democratic Institute of International Affairs (1985-1993). In 2001, he served on UN Secretary General Kofi Annan's Panel on Peace Operations and from 1972 to 1977 he served as legislative advisor for foreign and defense policy to Senator Thomas F. Eagleton (D-MO).

Mr. Atwood joined the Foreign Service in 1966 and served in the American Embassies in Cote d'Ivoire and Spain. In 1999 he received the Secretary of State's Distinguished Service Award. Mr. Atwood writes and speaks frequently on international development, foreign aid effectiveness, post-conflict reconstruction, and the role of multilateral organizations. He holds a bachelor's degree in government and history from Boston University and received an Honorary Doctorate of Laws from American University.

### **M. Peter McPherson**

Peter McPherson is president of the Association of Public and Land-grant Universities (A•P•L•U), the nation's oldest higher education association comprised of public research universities, land-grant institutions, and state university systems. A•P•L•U member campuses enroll more than 3.5 million undergraduate and 1.1 million graduate students, employ more than 645,000 faculty members, and conduct nearly two-thirds of all academic research, totaling more than \$34 billion annually. A•P•L•U is dedicated to excellence in learning, discovery and engagement.

McPherson is the former chair of the Board of Directors of Dow Jones and Company. He is the founding co-chair of the Partnership to Cut Hunger and Poverty in Africa; chair of the Board of IFDC, an international center dealing with soil fertility and agricultural development; and chair of the Board of Harvest Plus, an organization working on breeding crops for better nutrition. McPherson also recently completed the chairmanship of a commission created by Congress to consider ways to greatly increase the number of students who study abroad.

Prior to joining A·P·L·U, McPherson was president of Michigan State University for more than 11 years (1993-2004). From April to October 2003, he took leave from that position and served as the Director of Economic Policy for the Coalition Provisional Authority of Iraq, working with the currency, the Central Bank, the Ministry of Finance and the banks of the country.

Before Michigan State, McPherson held senior executive positions with Bank of America from 1989 to 1993. From 1987 to 1989, he served as Deputy Secretary of the U.S. Treasury, focusing on trade, tax, and international issues and was one of the principal U.S. negotiators for the Canadian Free Trade Agreement. He was Administrator of the U.S. Agency for International Development (USAID) from 1981 to 1987 and in that role was responsible for the U. S. effort for famine relief in Africa in 1984-85. During that time he was also the Chairman of the Board of the Overseas Private Investment Corporation (OPIC). From 1977 through 1980, he was a partner and head of the Washington office of the Ohio law firm, Vorys, Sater, Seymour and Pease. Prior to that, he was a Special Assistant to President Gerald Ford in the White House.

McPherson has been honored with the U. S. Presidential Certificate of Outstanding Achievement, the Secretary of State's Distinguished Leadership Award, the Department of Treasury's Alexander Hamilton Award, the UNICEF award for "outstanding contribution to child survival," the 1983 Humanitarian of the Year award from the American Lebanese League and the Jewish National Fund Tree of Life Award in 1998. He received a B.A. from Michigan State University, an M.B.A. from Western Michigan University and a J.D. from American University.

### **John J. Hamre**

John Hamre was elected president and CEO of CSIS in January 2000. Before joining CSIS, he served as the 26th U.S. deputy secretary of defense. Prior to holding that post, he was the under secretary of defense (comptroller) from 1993 to 1997. As comptroller, Dr. Hamre was the principal assistant to the secretary of defense for the preparation, presentation, and execution of the defense budget and management improvement programs. In 2007, Secretary of Defense Robert Gates appointed Dr. Hamre to serve as chairman of the Defense Policy Board.

Before serving in the Department of Defense, Dr. Hamre worked for 10 years as a professional staff member of the Senate Armed Services Committee. During that time, he was primarily responsible for the oversight and evaluation of procurement, research, and development programs, defense budget issues, and relations with the Senate Appropriations Committee. From 1978 to 1984, Dr. Hamre served in the Congressional Budget Office, where he became its deputy assistant director for national security and international affairs. In that position, he oversaw analysis and other support for committees in both the House of Representatives and the Senate. Dr. Hamre received his Ph.D., with distinction, in 1978 from the School of Advanced International Studies at Johns Hopkins University in Washington, D.C., where his studies focused on international politics and economics and U.S. foreign policy. In 1972, he received his B.A., with high distinction, from Augustana College in Sioux Falls, South Dakota, emphasizing political science and economics. The following year he studied as a Rockefeller fellow at the Harvard Divinity School in Cambridge, Massachusetts.

## **Daniel Runde**

Daniel Runde is co-director of the Project on U.S. Leadership in Development, director of the Project on Prosperity and Development and holds the William A. Schreyer Chair in Global Analysis at CSIS. He directs the Center's research on private enterprise development, the role of private actors in development (philanthropy, business, diasporas, and others), and the role of "emerging donors" (e.g., members of the G-20). Previously, Mr. Runde was head of the Foundations Unit for the Department of Partnerships and Advisory Service Operations at the International Finance Corporation (IFC), the private-sector arm of the World Bank Group, where he successfully positioned IFC as a partner of choice for private and corporate philanthropy. He was also responsible for leading IFC's relations with senior policymakers throughout the U.S. government. From 2005 to 2007, he was director of the Office of Global Development Alliances (GDA) at the U.S. Agency for International Development (USAID), and he led the GDA partnership initiative by providing training, networks, staff, funds, and advice to establish and strengthen alliances. His efforts leveraged \$4.8 billion through 100 direct alliances and 300 others through training and technical assistance.

Earlier in his career, Mr. Runde worked for both CitiBank and BankBoston in Buenos Aires, Argentina. He started his career with Alex. Brown & Sons, Inc., in Baltimore. He was named in September 2010 as one of "40 under 40 in International Development in Washington" by the Devex Group. He is actively involved in the philanthropic sector as a member of committees for the Global Philanthropy Forum and the Committee Encouraging Corporate Philanthropy. He is a board member of the Society for International Development, the Peter C. Alderman Foundation, the Alliance for the Family, and the Advisory Boards of the UN Development Program's Growing Inclusive Markets Initiative. He has written and spoken extensively on public-private partnership issues at global conferences and symposia. Mr. Runde received an M.P.P from the Kennedy School of Government at Harvard University and a B.A., cum laude, from Dartmouth College.