



Following two failed runs, the election-night victory was especially sweet for Turner.

cation, since neither of my parents graduated from high school.”

Houston has been celebrated for its economic dynamism and racial diversity, but now the protracted collapse in the price of oil and a looming reversal in its overheated real-estate market will likely exacerbate the city’s financial problems. The police

force is considered understaffed, and faces controversies and lawsuits over questionable officer-involved shootings that have been detailed in *The Houston Chronicle* and *The Texas Ob-*

server. Meanwhile, Turner took office facing an estimated \$160-million budget gap that must be addressed by July, atop the city’s \$3.3 billion in general obligation debt that will come due in the next five years and a \$2.4 billion in unfunded pension liabilities, among the highest in the nation. (The total pension bill is \$5.6 billion, with retirement payroll contributions now consuming 20 percent of the city’s budget, according to *Texas Monthly*.)

But the main reason Houston can’t fix its streets or hire enough police officers to patrol them is that in 2004 its voters approved a draconian revenue cap that limits increases in property-tax collections to the combined rates of inflation and population growth, or 4.5 percent, whichever is lower. Last year the city took in too much money, so it was forced to cut tax rates to the lowest level since 1987. “We’ve got a cap that says, even when a growing city generates

was at the bottom of the economic ladder,” Turner says, “so I know what I’m talking about when I talk about income inequality. I know about the importance of edu-



Lindsay Chase-Lansdale



Lee C. Cheng



Helena Buonanno Foulkes



Karen Falkenstein Green



Stephen Hsu



Ketanji Brown Jackson



John J. Moon



Ralph Nader



Alejandro Ramírez Magaña



Stuart Taylor Jr



Ron Unz



Kent Walker



Damian Woetzel

Overseer and HAA Director Candidates

THIS SPRING, alumni can vote for five new Harvard Overseers and six new elected directors of the Harvard Alumni Association (HAA).

Ballots, mailed out by April 1, must be received back in Cambridge by noon on May 20 to be counted. Election results will be announced at the HAA’s annual meeting on May 26, on the afternoon of Commencement day. All holders of Harvard degrees, except Corporation members and officers of instruction and government, are entitled to vote for Overseer candidates. The election for HAA directors is open to all Harvard degree-holders.

Candidates for Overseer may also be nominated by petition if they obtain a prescribed number of signatures—201 this year—from eligible degree-holders (see page 26).

The names below are listed in the order they appear on the ballot.

The HAA’s nominating committee has proposed the following candidates for Overseer (six-year term):

Kent Walker ’83, Palo Alto. Senior vice presi-

dent and general counsel, Google Inc.

Ketanji Brown Jackson ’92, J.D. ’96, Washington, D.C. Judge, United States District Court.

Helena Buonanno Foulkes ’86, M.B.A. ’92, Providence, Rhode Island. President, CVS/pharmacy; executive vice president, CVS Health.

John J. Moon ’89, Ph.D. ’94, New York City. Managing director, Morgan Stanley.

Alejandro Ramírez Magaña ’94, M.B.A. ’01, Mexico City. CEO, Cinépolis.

Damian Woetzel, M.P.A. ’07, Roxbury, Connecticut. Artistic director, Vail International Dance Festival; director, Aspen Institute Arts Program, DEMO (Kennedy Center), and independent projects.

Karen Falkenstein Green ’78, J.D. ’81, ALI ’15, Boston. Senior partner, Wilmer Cutler Pickering Hale and Dorr, LLP.

Lindsay Chase-Lansdale ’74, Evanston, Illinois. Associate provost for faculty and Frances Willard professor of human development and social policy, Northwestern University.

The following candidates for Overseer were nominated by petition:

Ralph Nader, LL.B. ’58, of Washington, D.C. Citizen-activist and author; founder, The Center for Responsive Law and Public Citizen.

Stephen Hsu, of Okemos, Michigan. Professor of theoretical physics and vice presi-

a certain amount of revenue, we can't take advantage of it," says the mayor, clearly frustrated. In March, citing that cap, the city's high fixed costs and unfunded pension liabilities, and low oil prices, Moody's Investor Services downgraded Houston's general obligation limited tax rating to Aa3 from Aa2.

Turner ran a diligent, if anodyne, campaign, during which his opponent accused him of not having the stomach to implement reforms to fix Houston's financial crises. But he has moved surprisingly fast since moving into City Hall. He has already announced layoffs and across-the-board budget cuts for city departments and city councilmembers' discretionary funds; the only sector spared was the police force. He is also developing a 10-year fiscal plan that is likely to take on the "self-imposed" revenue cap, a divisive issue among voters. "I think you win people

over by showing them that there is new management, and that government can work for them," he asserts. "That it's responsive to *their* needs—not to my needs."

An optimist as well as a fighter, Turner takes a long, somewhat personal view. "I've lived through hard financial times, and the city's facing financial challenges right now. We are going to engage in shared sacrifice, and we will work through it." Once the crises are resolved, infrastructure can be developed to sustain the population growth, he says. "Quite frankly, I don't think there's another city in the country that's in a better position than we are." He pauses, leaning forward in his chair, a slight grin on his face. "And we're going to keep fixing the potholes."

Michael Hardy is a freelance journalist based in Houston.

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dent for research and graduate studies.

Ron Unz '83, of Palo Alto. Software developer and chairman, UNZ.org; publisher, The Unz Review.

Stuart Taylor Jr., J.D. '77, of Washington, D.C. Author, journalist, lawyer; nonresident senior fellow, Brookings Institute.

Lee C. Cheng '93, of Santa Ana, California. Chief legal officer, Newegg, Inc.

The HAA nominating committee has proposed the following candidates for Elected Director (three-year term):

David Battat '91, New York City. President and CEO, Atrion Corporation.

Farai N. Chideya '90, New York City. Distinguished writer in residence, Arthur L. Carter Journalism Institute, New York University.

Rye Barcott, M.B.A.-M.P.A.'09, Charlotte, North Carolina. Managing partner and co-founder, Double Time Capital.

Susan M. Cheng, M.P.P.'04, Ed.L.D.'13, Washington, D.C. Senior associate dean for diversity and inclusion, Georgetown University School of Medicine.

Victor Jih, J.D. '96, Los Angeles. Litigation partner, Irell and Manella LLP.

Eliana Murillo '10, San Francisco. Head of multicultural marketing, Google Inc.

Trey Grayson '94, Fort Mitchell, Kentucky. President and CEO, Northern Kentucky Chamber of Commerce.

Janet Nezhad Band '83, M.B.A. '89, J.D. '90, New York City. Development consultant to nonprofit organizations.

Michael C. Payne '77, M.D. '81, M.P.H. '82, Cambridge. Attending physician, department of internal medicine, division of gastroenterology, Cambridge Health Alliance.



Janet Nezhad Band



Rye Barcott



David Battat



Susan M. Cheng



Farai N. Chideya



Trey Grayson



Victor Jih



Eliana Murillo



Michael C. Payne