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FOR FIDEL

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# Washington's 100 Most Powerful Women

## NATIONAL POWERS

**SHEILA BAIR**, chairman, Federal Deposit Insurance Corporation.

**CAROL BROWNER**, assistant to the President for energy and climate change.

**CASSANDRA BUTTS**, deputy White House counsel.

**HILLARY CLINTON**, Secretary of State.

**MICHÈLE FLOURNOY**, undersecretary of Defense for policy.

**MARGARET HAMBURG**, commissioner, Food and Drug Administration.

What career advice would you give a young woman starting out?

**"Maintain your sense of humor. It helps sometimes to be a little deaf."**

Ruth Bader Ginsburg  
Associate justice  
US Supreme Court



**VALERIE JARRETT**, senior adviser to the President.

**ELENA KAGAN**, US solicitor general.

**JANET NAPOLITANO**, Secretary of Homeland Security.

**MICHELLE OBAMA**, First Lady.

**SUSAN RICE**, US permanent representative to the United Nations.

**DESIRÉE ROGERS**, White House social secretary.

What was the best career advice you ever received?

**"People are remembered for either the problems they solve or the problems they create."**

Deborah Yow  
Director of athletics  
University of Maryland



**CHRISTINA ROMER**, chair, Council of Economic Advisers.

**MARY SCHAPIRO**, chairman, Securities and Exchange Commission.

**KATHLEEN SEBELIUS**, Secretary of Health and Human Services.

**HILDA SOLIS**, Secretary of Labor.

**CHRISTINA TCHEN**, executive director, White House Council on Women and Girls.

**INEZ MOORE TENENBAUM**, chairman, Consumer Product Safety Commission.

## ON THE HILL

**ELIZABETH FOWLER**, senior counsel to the Senate Finance Committee chairman.

**JANE HARMAN**, US congresswoman, chair of Homeland Security subcommittee.

**BARBARA MIKULSKI**, US senator.

**NANCY PELOSI**, Speaker of the House of Representatives.

**CATHY McMORRIS RODGERS**, US congresswoman; vice chair, House Republican Conference.

**MICHELE STOCKWELL**,

policy director, Office of the House Majority Leader.

## LOCAL PUBLIC POWERS

**MARILYNN BLAND**, chairperson, Prince George's County Council.

**SHARON BULOVA**, chairman, Fairfax County Board of Supervisors.

**DONNA EDWARDS**, US congresswoman.

**ARTIS HAMPSHIRE-COWAN**, senior vice president, Howard University.

**CATHY LANIER**, chief, Metropolitan Police Department.

What gadgets could you not live without, other than your BlackBerry, iPhone, et cetera?

**"Sirius Radio—so I can listen to CNN and Bruce Springsteen on E Street Radio."**

Pamela Bailey  
President and CEO  
Grocery Manufacturers Association



**ELEANOR HOLMES NORTON**, delegate to Congress.

**VALERIE SANTOS**, deputy DC mayor for economic development.

**MARY MARGARET WHIPPLE**, Virginia state senator.

**LAW**

**CAROL CLAYTON**, partner, WilmerHale.

What's your strategy for spending time with your children?

**"I shop with my daughter. I cook with my son."**

Robin Michel  
Executive vice president  
and general manager  
Giant Food



**ALICE S. FISHER**, partner, Latham & Watkins.

**RUTH BADER GINSBURG**, associate justice, US Supreme Court.

**COLLEEN KOLLAR-KOTELLY**, US District Court judge.

**MAUREEN MAHONEY**, partner, Latham & Watkins.

**MICHELE ROBERTS**, partner, Akin Gump.

**SONIA SOTOMAYOR**, associate justice, US Supreme Court.

**GRACE SPEIGHTS**, managing partner, Morgan Lewis & Bockius.

## BUSINESS, LABOR, AND LOBBYING

**PAMELA BAILEY**, president and CEO, Grocery Manufacturers Association.

**DENISE BODE**, CEO, American Wind Energy Association.

**ANNA BURGER**, secretary-treasurer, Service Employees International Union.

**KATHLEEN WALSH CARR**, president, Washington office of Cardinal Bank.

**DEBBIE DINGELL**, vice chair, General Motors Foundation.

**NANCY DORN**, vice president for government relations, General Electric.

**CANDACE DUNCAN**, Mid-Atlantic managing partner, KPMG.

**CAROLYN B. HANDLON**, executive vice president for finance and global treasurer, Marriott Corporation.

**BOBBIE KILBERG**, president and CEO, Northern Virginia Technology Council.

**DEBORAH KISSIRE**, Mid-Atlantic managing partner, Ernst & Young.

**BARBARA KRUMSIEK**, president and CEO, Calvert Group.

**BARBARA LANG**, president and CEO, DC Chamber of Commerce.

**CAROL MELTON**, executive vice president for global public policy, Time Warner.

**ROBIN MICHEL**, executive vice president and general manager, Giant Food.

**LINDA MILLS**, president, Northrup Grumman Information Systems.

**MARITZA GOMEZ MONTIEL**, regional managing partner, Deloitte.

**BEVERLY PERRY**, senior vice president for government affairs and public policy, Pepco.

What was your first job?

**"GS-2 clerk typist at the Department of Justice."**

Beverly Perry  
Senior vice president for government affairs and public policy  
Pepco



**HEATHER PODESTA**, lobbyist, Heather Podesta & Partners.

**LINDA RABBITT**, CEO, Rand Construction.

**ANN YONKERS**, codirector, FreshFarm Markets.

## EDUCATION

**SUSAN ALDRIDGE**, president, University of Maryland University College.

**JESSICA EINHORN**, dean, Paul H. Nitze School of Advanced International Studies, Johns Hopkins University.

**PATRICIA MCGUIRE**, president, Trinity Washington University.

**MICHELLE RHEE**, chancellor, District of Columbia Public Schools.

What household chore do you love doing that would surprise people?

**"Gardening. I fantasize about selling zinnia bouquets at farmers markets."**

Julie Rogers  
President  
Eugene and Agnes E. Meyer Foundation



## ADVOCACY AND NONPROFITS

**RIMA AL-SABAH**, wife of Kuwaiti ambassador, Washington hostess.

**ROSE ANN CLEVELAND**, executive director, Morris & Gwendolyn Cafritz Foundation.

**CAROL THOMPSON COLE**, president and CEO, Venture Philanthropy Partners.

What gadget can't you live without?

**"My power drill and all of the attachments. I like repairing things."**

Donna Edwards  
Congresswoman



**TERRI LEE FREEMAN**, president, Community Foundation for the National Capital Region.

**SHEILA JOHNSON**, philanthropist.

**JANET MURGUÍA**, president, National Council of La Raza.

**KAREN NARASAKI**, president and executive director, Asian American Justice Center.

**CATHERINE REYNOLDS**, president, Catherine B. Reynolds Foundation.

**JULIE ROGERS**, president, Eugene and Agnes E. Meyer Foundation.

## HEALTH AND MEDICINE

**JOY DRASS**, Washington region executive vice president, MedStar Health.

**ALISSA FOX**, senior vice president, Blue Cross Blue Shield Association.

**KAREN IGNAGNI**, president and CEO, America's Health Insurance Plans.

**MARILYN KAWAMURA**, president, Kaiser Foundation Health Plans for Mid-Atlantic Area.

**STORY LANDIS**, director, National Institute of Neurological Disorders and Stroke.

**GAIL MCGOVERN**, president and CEO, American Red Cross.

**ELIZABETH NABEL**, director, National Heart, Lung and Blood Institute.

**NORA VOLKOW**, director, National Institute on Drug Abuse.

## MEDIA

**SUZANNE CLARK**, president, National Journal Group.

**MAUREEN DOWD**, columnist, the *New York Times*.

**BETSY FISCHER**, executive producer, *Meet the Press*.

**GWEN IFILL**, moderator and managing editor, *Washington Week*.

**DEBRA LEE**, chairman and CEO, BET Networks.

**JANE MAYER**, staff writer, the *New Yorker*.

**DIANE REHM**, host, *The Diane Rehm Show*.

**VIVIAN SCHILLER**, president and CEO, National Public Radio.

**NINA TOTENBERG**, legal-affairs correspondent, NPR.

**KATHARINE WEYMOUTH**, publisher, the *Washington Post*.

## ARTS AND LETTERS

**ELIZABETH BROUN**, director, Smithsonian American Art Museum.

**JOHNETTA B. COLE**, director, National Museum of African Art.

**WILHELMINA COLE HOLLADAY**, founder and board chair, National Museum of Women in the Arts.

**JAYLEE MEAD**, theater philanthropist.

**VICTORIA SANT**, president, National Gallery of Art.

**MOLLY SMITH**, artistic director, Arena Stage.

**PATRICIA STONESIFER**, chair, Smithsonian Board of Regents.

**JOY ZINOMAN**, founding artistic director, Studio Theatre.

## SPORTS

**DEBORAH YOW**, director of athletics, University of Maryland.

neapolis. Studio Theatre artistic director Joy Zinoman was a child actress. Fairfax Board of Supervisors chairman Sharon Bulova worked behind the counter at a pharmacy in Pikesville, Maryland, where she made “coddies”—codfish patties between saltine crackers slathered in mustard, a Baltimore specialty.

Many of the women took somewhat expected routes to their chosen fields, but others arrived circuitously. It's not surprising that DC Schools chancellor Michelle Rhee's first professional job was teaching. But Consumer Product Safety Commission chairman Inez Moore Tenenbaum, Rand Construction CEO Linda Rabbitt,

What career advice would you give a young woman?

**“Find a good mentor who believes in you. Dump friends—including boyfriends—who don't.”**

**Kathleen Sebelius**  
Secretary of Health and Human Services



Meyer Foundation president Julie Rogers, philanthropist Sheila Johnson, and University of Maryland director of athletics Deborah Yow were teachers, too.

Public-radio host Diane Rehm and Supreme Court justice Ruth Bader Ginsburg started out as office clerks. Marilyn Bland, chairperson of the Prince George's County Council, was a neonatal intensive-care nurse. National Public Radio CEO Vivian Schiller began her career as a tour guide and interpreter in the former Soviet Union. Debbie Dingell, a member of the Democratic National Committee and wife of Democratic congressman John Dingell, started out on the Hill

## JOHNETTA B. COLE

Director,  
National Museum  
of African Art

Johnnetta Cole, 72—former cultural anthropologist, college professor, art-gallery founder, and the first African-American woman president of Spelman College, the oldest historically black women's college in the country—has a new job. “Retirement is not in my vocabulary,” she says.

As director of the Smithsonian's National Museum of African Art, Cole is charged with more than preserving and exhibiting the treasured collections. Like many museum directors, she's also working to increase attendance. “We're trying to get rid of the notion that the museum is the best-kept secret in Washington,” Cole says. “We wish to be discovered fully.”

African art is from the cradle of humanity, says Cole, and its relevance is universal. She's working with other Smithsonian museums to build awareness of that universality. A current exhibit on artful animals is a collaboration with the National Postal Museum, the National Zoo, the National Museum of Natural History, and Discovery Theater.

Cole faces an uphill fight to maintain her budget in a tough economy. But she has never known any direction except up: “Somebody said that anyone of us on the periphery—as a woman or a person of color—you're probably twice as good to get half as far.”

This was true for Cole even though she had advantages many young African-Americans lack. Her great-grandfather Abraham Lincoln Lewis was Florida's first black millionaire.



When Johnnetta Cole was president of Spelman College, Bill and Camille Cosby contributed \$20 million to the successful \$113-million capital campaign.

But growing up in segregated Jacksonville, Cole lived across from a swimming pool for whites only and could borrow books only from a “colored” library.

Cole thought about being a doctor, but at Ohio's Oberlin College she discovered anthropology. She was happily teaching the subject at Hunter College in New York City when she was urged to apply for the opening at Spelman. Donna Shalala, then president of Hunter, and Spelman alum Marian Wright Edelman of the Children's Defense Fund convinced her to apply.

What was so special about Spelman? Cole likes to quote one of her “sheroes,” Sophia B. Packard, one of two New Eng-

landers who founded Spelman in 1881. Said Packard: “Spelman women must have a loyal scorn for second best.”

Cole increased Spelman's enrollment, its ranking on lists of best liberal-arts colleges went up, and she headed a successful \$113-million capital campaign. She went on to teach at Emory University and serve as president of North Carolina's Bennett College for Women.

What lured her to Washington? She still has the passion for African art she discovered as a student at Oberlin. “Passion is a driving force that can lead you into trouble,” she says. “But it can also take you to the most privileged and joyous places.”

Photograph of Johnnetta B. Cole by Scott Suchman

working for a Republican senator.

Flexibility is a plus, said Eleanor Holmes Norton, DC's delegate to Congress: “Don't set limits or map out your entire career. Life is full of surprises.” Added philanthropist Catherine Reynolds: “Don't let anyone or any job description define you.”

More than 80 percent of Washington's powerful women are married. Nearly 40 percent of those earn more than their husbands; about 20 percent make less.

Nearly three out of four have children, and several have grandchildren. Spending time with kids takes planning. “Compart-

## JANE MAYER

Staff writer,  
the *New Yorker*

Jane Mayer leads two lives—she's both a Chevy Chase mom and the writer of tough investigative stories that rock the Washington establishment. Her *New Yorker* articles about the detention and mistreatment of prisoners at Guantánamo exposed questionable techniques the CIA used to extract information and the questionable legal authority the agency had to do it.

“It was like solving a huge top-secret jigsaw puzzle,” Mayer says. “You could only see one piece at a time.”

She expanded her coverage into *The Dark Side: The Inside Story of How the War on Terror Turned Into a War on American Ideals*. It was named one of the ten best books of 2008 by the *New York Times*.

What's a nice girl like Mayer doing covering a story like this?

“It's not about being mean,” she says. “It's about getting the story, which with any luck will contribute to the vitality of our democracy. On a good day, I even feel I perform a service—which is what a nice girl like me was brought up to do.”

She relishes the challenges Washington offers investigative journalists. “We have all the elements for a Shakespearean drama—lust for power, oversize personalities, loyalty, treachery.”

Mayer started out as a reporter on newspapers in Vermont, came here to work at the *Washington Star*, moved to the *Wall Street Journal* in 1982, and joined the *New Yorker* in 1995.

She was the *Wall Street Journal's* first female White House correspondent. “Girls weren't allowed to cover arms control,” she says. “I was told to stay home

Photograph of Jane Mayer by Scott Suchman

**Patricia McGuire**  
President  
Trinity Washington University



Best career advice you ever received?

**“A good career is a series of well-managed coincidences.”**

mentalize!” one woman said. Children take priority over work, according to several. “Any commitment to my kids ranks above my most important business commitment,” said a museum official.

Some have interesting stratagems for spending time with their children.

“I take them on business trips for one-on-one time,” said a university leader.

“Say no to nine out of ten weeknight invitations, pick them up from school at least once a week, watch old movies and big political speeches from bed together, make time for laughs, and stay home and provide ice cream when they're sick,” one mother advised. “Snuggle and read



Jane Mayer is a fourth-generation journalist. Her great-grandmother edited the *Ladies' Home Companion*. Her grandfather, historian Allan Nevins, wrote for the *New York Herald Tribune*. Her father, a composer, has written for the *New York Times*.

from the arms-control summit and cover Nancy Reagan's dress designer instead.”

She soon convinced editors that she could understand throw weights as well as hemlines. In her 12 years at *WSJ*, she covered the fall of the Berlin Wall, the Persian Gulf War, and the bombing of the US Marine barracks in Beirut.

Her biggest war story was closer to home. Mayer and her colleague Jill Abramson covered the confirmation

hearings for Supreme Court justice Clarence Thomas. It was baptism by fire, she recalls: “Before, we were middle-of-the-road reporters. Suddenly we were target number one of the right wing. It taught me how dirty politics can get.”

The fracas over her Thomas-nomination reporting might have convinced another writer to go back to doing interviews with First Ladies' dress designers. Not Mayer.

“I grew up hating bullies,” she says.

at least four picture books each day with the little ones," said another.

"Seize the small moments," advised an association president. "When my daughter was getting up at 4:15 every day to go to swim practice, I would get up to make her toast. Those 15 minutes meant a lot."

Spending time with adult children is also a major concern of powerful women—though it often requires more planning and incentives. Family vacations and dinners are high on the list.

"Build a house on the water and they will come," said an entrepreneur who did just that.

"My son is married and under the supervision of another woman, so I try to

How do you relax?

**"I love to read cookbooks and create family albums while watching the History Channel."**

**Linda Rabbitt**  
CEO  
Rand Construction



stay on good terms with her," said an association executive.

Where do these women get the energy to lead such busy lives? More than half said they get seven to eight hours of sleep a night. Twenty-six percent average six hours.

Most are committed to physical fitness. More than 70 percent have regular fitness routines—20 percent have personal trainers, 37 percent work out on their own, and 14 percent belong to health clubs.

Almost three in five said exercise is their favorite form of relaxation. They bike, do Pilates, practice yoga, walk, run, kayak, and ski. An association president

**JOY DRASS, MD**  
Executive vice president  
of operations for  
the Washington region,  
MedStar Health

When Dr. Joy Drass announced that she wanted to take time out from her successful medical career to get an MBA, her family was more than mildly surprised.

For Drass, the choice was an extension of her commitment to medicine rather than a departure. She had decided to become a doctor when she was in fourth grade because medicine was about solving puzzles—each patient successfully treated was a puzzle solved. She specialized in critical-care medicine and worked in Washington Hospital Center's trauma unit and surgical intensive-care unit for 13 years.

Then, in the late 1980s, the rules for federal reimbursement for treatment of Medicare patients changed. It was a new puzzle, and Drass decided she needed a new set of skills to solve it. She applied for the MBA program at the University of Pennsylvania's Wharton School.

She used her new skills to move into hospital management. When MedStar Health, owner of Washington Hospital Center, agreed to buy Georgetown University Hospital in 2000, Drass was named its president.

Going to Georgetown was a homecoming for Drass. She had enrolled in GU's medical school in 1973—when it had a 10-percent quota for women.

In 2000, Georgetown University Hospital often had fewer than 100 inpatients in its more than 600 beds. Today Georgetown has prestigious Magnet credentialing for its nursing staff, a transplant program,



When Joy Drass announced that she wanted to get an MBA, her 13-year-old son wondered why anyone would go back to school if she didn't have to.

and an innovative treatment for tumors using a "cyberknife." The hospital is no longer hemorrhaging money.

In July, MedStar promoted Drass to head of operations for the entire region.

It's a different world for women in medicine now, she says. Yet it's because of a man that Drass has led the way for women in medicine: "My father always believed that I could do anything."

Photograph of Joy Drass by Scott Suchman

and mother of five is a competitive swimmer in a masters swim group. Secretary of Homeland Security Janet Napolitano plays tennis.

Reading is the most popular leisure activity—nearly half of the respondents listed it first. Gardening was a distant second; spending time with friends, family, and dogs came in third.

One thing many powerful women don't do is lunch. The most popular midday-meal spot was "my desk." A few skip lunch altogether. There's no power restaurant frequented by this group. Those who do lunch listed 29 places as their favorites.

At home, 30 percent of Washington's most powerful women said they actually

What was your college major?  
**"Asian politics."**

**Debra Lee**  
Chairman and CEO  
Black Entertainment Television



enjoy cooking or cleaning. "Washing dishes is very cathartic," said a broadcaster. Ironing, cleaning closets, washing windows, and decorating or remodeling are also on the list.

More than 30 percent hate to do at least one household chore. "Anything involving a sponge," said *Meet the Press* producer Betsy Fischer.

Powerful women are dependent on BlackBerrys, iPhones, and computers. What other gadgets do they consider essential? GPS systems and Kindle readers each got votes as "can't live without" items. Nearly 20 percent of the women named a kitchen gadget—from a handheld milk frother to a good potato peel-

**SHARON BULOVA**  
Chairman, Fairfax County  
Board of Supervisors

For Sharon Bulova, local politics started on the street where she lives. When she moved to the Kings Park West development in Fairfax, she joined the civic association. Bulova found herself leader of the group just as Fairfax County decided to build a new road through the neighborhood.

Bulova and Audrey Moore—then the supervisor for Bulova's supervisory district—worked out a compromise. The road went through, but a buffer of trees helped shield homeowners from traffic.

As the trees grew in Braddock, so did the political interest of the young mother taking night classes at Northern Virginia Community College and working as office manager of an electronics company. When a vacancy opened on Moore's staff, Bulova jumped at the chance to fill it.

Moore later was elected chairman of the county Board of Supervisors. Her term was less than successful, but it launched Bulova into electoral politics. She ran for a seat on the board. For 17 of her 21 years in the position, she was budget chairman. She became a transportation expert and mass-transit advocate. Thanks in part to her efforts, Virginia Railway Express now operates commuter-rail service to DC from as far out as Fredericksburg and Manassas. "VRE was my baby," Bulova says.

When Board of Supervisors chairman Gerry Connolly was elected to Congress, Bulova decided to run for his former post. She was elected in February.

Managing Fairfax County requires a lot more than getting the trains to run on time. The county is facing budget short-



Sharon Bulova has to deal with a big transportation challenge—the increased traffic created by the relocation of 13,000 jobs to Fort Belvoir.

falls, increased youth-gang activity, and ever-growing traffic.

More than half of the county budget goes to education. That leaves all of the other essential programs to compete for the remaining tax dollars.

Bulova counts on the Fairfax tradition of citizen involvement to help deal with the tough issues. She's also held forums with county employees to get their bud-

get ideas. Bulova loves her job, and her enthusiasm is contagious. Her son David now represents her old neighborhood in the Virginia General Assembly.

Where does she go from here? Both Tom Davis and Gerry Connolly used the Fairfax County Board of Supervisors chairmanship as a launching pad to run for Congress. Bulova insists she has no such ambitions: "This is the job I want."

er. The strangest item deemed essential: a hand-cranked emergency TV.

Powerful women share a passion for shoes—20 percent said they were their secret splurge. Handbags, clothes, spa visits, jewelry, and art were also mentioned.

“I splurge on my mom and my dogs,” said DC police chief Cathy Lanier. “Whatever they need, they get.”

Finally, we asked about the best career advice they’ve received and what they’d say to young women starting out.

“Find a good mentor who believes in you; dump friends—including boy-

What household chore do you love doing that would surprise people?  
**“Making the bed.”**

**Nina Totenberg**  
 Legal-affairs correspondent  
 NPR



friends—who don’t,” said Health and Human Services Secretary Kathleen Sebelius. “Remember that trying and failing isn’t nearly as harmful as never trying at all.”

Another common piece of advice—pay attention to the bottom line. “You must know how money works,” said Trinity Washington University president Patricia McGuire.

Philanthropist Sheila Johnson had even simpler advice: “Pay cash for everything!”

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**RIMA AL-SABAH**  
 Wife of the ambassador of Kuwait to the United States

Rima Al-Sabah has found a way to combat gala and donor fatigue. Every year she picks a nonprofit organization and convinces corporations and individuals to donate to her adopted cause through the Kuwait-America Foundation. The underwriters are invited to a dinner hosted by Al-Sabah and her husband, Salem Abdullah Al-Jaber Al-Sabah, in the embassy residence. It’s limited to 144 guests, divided between corporate CEOs and administration and congressional leaders.

The dinners have become “like a mini-Davos,” one invitee told Rima Al-Sabah. They’re also entertaining. One year, Marvin Hamlisch and then-Secretary of State Condoleezza Rice played piano duets. Since Al-Sabah began hosting the events six years ago, she has raised more than \$7 million—and every penny goes to the causes she supports.

How does she pick her causes? “They pick me,” she says. Although she’s the mother of four boys, her primary interest is in helping women and girls.

“When you educate a girl, you educate a whole family,” she says. Al-Sabah has raised funds for UNICEF to build schools for girls in Afghanistan, helped Project HOPE build a hospital for children in Basra, Iraq, and supported the Malaria No More campaign and Conservation International. In 2010, Al-Sabah’s fundraising efforts will benefit the Central Asia Institute to build schools for girls in remote areas of Pakistan and Afghanistan.

Rima Al-Sabah has also made it her mission to change misconceptions about women in Arab countries such as Kuwait.



Rima Al-Sabah was inspired to help the Central Asia Foundation after she read *Three Cups of Tea*, a book by mountain-climber-turned-humanitarian Greg Mortenson, who is building schools in remote parts of Pakistan and Afghanistan.

She doesn’t wear a veil when she’s in Kuwait. “Kuwaiti women drive, serve as government ministers, and wield economic power,” she points out.

In other words, many Arab women

are a lot like her.

Al-Sabah expects to raise more than \$2 million for the Central Asia Institute: “I’m in a unique position where I can make a difference.”

Photograph of Rima Al-Sabah by Scott Suchman