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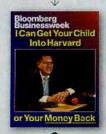
Opening Remarks Those emerging-market leaders promising reform? Don't believe them



How the cover gets made

"The story is about Steven Ma, who claims to have cracked the college admissions code and guarantees entrance into Ivy League schools."

"That's amazing. We should shoot him, maybe with props that convey scholarliness, like encyclopedias and an apple."



"Looks great. Only two small issues: 1. Nobody knows who he is. 2. It's weirding me out."

"Fine. We could go simple. Have some dry headline over a sleepy campus. Very straight, very recessive. Like a terrible brochure no one wants to look at."



"Maybe we should approach this more constructively. Should we try a version that includes Harvard alumni, like a yearbook?"

"Sure, who are some people who went there?"

"Sheryl Sandberg, Bill Gates*, Jeremy Lin, Neil deGrasse Tyson, Natalie Portman, Walter Isaacson, Mark Zuckerberg*, Lloyd Blankfein..."



"We've basically created an ad for Harvard."

"Never hurts to help a small, struggling educational institution."

*Didn't graduate