From the Directors

Now more than ever, government policy and private sector activity are at critical points both domestically and abroad. The shock of the financial crisis, the shifts in the distribution of global economic power, and the changes being brought about by information technology combine to make this an unusually important moment to reexamine traditional assumptions about economic policy and the relationship between the public and private sectors. The Mossavar-Rahmani Center for Business & Government is uniquely positioned to play a critical role in this process as an incubator of ideas informing policy-based solutions and as a focal point of engagement for our faculty and our students, many of whom will play important roles in addressing the problems which confront us today.

M-R CBG has a robust series of programs and activities which you will find described in the pages of this report. In the months ahead, we will add new research on the implications of the rise of emerging markets for traditional relationships between business and government, on the role of the corporation in society, and on opportunities for collaborative partnership with governments for the creation of public value. We will also increase our outreach to students in the joint Harvard Kennedy School and Harvard Business School master’s program.

The Center owes a huge debt of gratitude to the hundreds of students, faculty, fellows, staff, donors and visitors who support and lead our activities, and we are especially grateful to Roger Porter for his leadership of M-R CBG from 2008 to 2010. From financial services regulation to energy and the environment, from corporate governance to collaborative governance, Roger has helped stimulate innovative ideas and greater engagement and impact. We are immensely pleased that he continues to be an ongoing resource to both the Center and to our students.

We hope you will visit our website regularly for the latest news and event information, subscribe to our email list, and participate in upcoming social media outreach. We welcome your thoughts and feedback as we continue to conduct research and facilitate dialog at the intersection of business and government, and engage with faculty, students, and staff in these important domains.

Lawrence H. Summers
Weil Director, Mossavar-Rahmani Center for Business & Government, and Charles W. Eliot University Professor

John A. Haigh
Co-director, Mossavar-Rahmani Center for Business & Government and Executive Dean, Harvard Kennedy School
Mission

The mission of the Mossavar-Rahmani Center for Business & Government is to advance the state of knowledge and policy analysis concerning some of society’s most challenging problems at the interface of the public and private sectors. The scope of its work ranges from the local to the global. Drawing on the unparalleled intellectual resources of the Kennedy School and Harvard University, and bringing together thought leaders from both business and government, the Center conducts research, facilitates dialogue, and seeks answers that are at once intellectually rigorous and policy relevant.
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The History of the Mossavar-Rahmani Center for Business & Government

The Mossavar-Rahmani Center for Business & Government traces its history to the late 1970s. Several individuals figure prominently in the Center’s founding — Harvard President Derek Bok, Kennedy School Dean Graham Allison, and first Director Winthrop Knowlton being chief among them — but none more so than John Dunlop.

Dunlop was a former Dean of the Faculty of Arts and Sciences (1969–1973) and former Secretary of Labor in the Ford Administration (1975–1976). He then returned to Harvard as the Lamont University Professor to teach at both the Business School and the Kennedy School of Government and launched an examination of the University’s role in promoting a better understanding of the relationship between business and government. One result of that effort was his proposal for Harvard to hire new professors and support staff so that the Business School and the Kennedy School could pursue convergent work on business-government relations. It was these initial explorations that led, a few years later, to the founding of the Center for Business & Government.

“Proposal: As part of the University-wide program in Public Policy, the present proposal requests that capital funds be made available to provide four tenured professors, assistant professors, and supporting staff for research and case material development in the area of Business and Public Policy.”

— John Dunlop, in an essay titled “Business and Public Policy,” first appearing in the KSG Bulletin, Spring 1978, and later included as one of seven essays in a book edited by Dunlop of the same title. The Center for Business & Government was founded in 1982, two years after the book’s 1980 publication.

Dunlop’s proposal appeared about the same time that President Bok and Dean Allison presented their new vision for the Kennedy School as it moved from its cramped quarters in the Littauer Building near Harvard Yard to its present-day location adjacent to the Charles River. In a publication entitled “A Commitment to Excellence in Government: Harvard University”, the two wrote:

Harvard University is now prepared to undertake this major new commitment: to build a substantial professional School of Government that will attempt to do for the public sector what Harvard’s Schools of Business, Law, and Medicine do for the respective private professions. Specifically, the mission of the School will be… to serve as a focal point at which to bring together leaders from government, business and other parts of the private sector to work on major issues of national policy.

Appearing later in the same publication was an elaboration of this theme:

At Harvard’s School of Government, this dual responsibility — to build intellectual capital and bridge the public and private sectors — will be fulfilled by six new research centers… [The Center for Business and Government] will build on the initiative of Professor John T. Dunlop who is coordinating the development of a joint venture between the Business School and School of Government — the new Program on Business and Public Policy. The Center will include the School of Government’s Regulatory Reform Project… (and) will also serve as a focus for research on such topics as capital formation, the interrelationships of policy planning in business and government, and opportunities for less adversarial relations between business and government consistent with the public interest — opportunities for a new partnership… [T]he Center will attempt to bridge the gap between researchers and those with practical experience in addressing the problems of business and government. Perhaps even more importantly, it will attempt to link members of the public and private sectors in collaborative efforts at problem solving.

Based on Dunlop’s initial explorations, and Bok’s and Allison’s vision for a revitalized Kennedy School, the Center for Business & Government was established in the fall of 1982.
Winthrop Knowlton was appointed the first Director. Knowlton had been a Baker Scholar at Harvard Business School, a partner of White Weld & Co., an Assistant Secretary of the Treasury, and, before coming to the Kennedy School faculty, the CEO of Harper and Row Publishers, Inc. Knowlton initially organized the Center’s research agenda around four principal areas: public-private partnerships, capital formation and economic growth, reform of regulatory processes, and problems of American competitiveness in a global economy, later adding a fifth, corporate governance. During his tenure, the Center raised more than $10 million for tenured chairs, research projects, conferences, and case studies, with important support coming from Frank Weil, Aetna, and IBM. Over a dozen new courses were established and more than 1000 business executives were brought to the Center to participate in classroom activities as well as in conferences on education, tax reform, industrial policy, community revitalization, and a variety of other subjects. More than a dozen books were published, including *American Society: Public and Private Responsibilities*, a collection of essays from distinguished American scholars that appeared on the occasion of Harvard’s 350th anniversary in 1987. Virtually all members of the Kennedy School faculty played a role in the Center’s early years, prominently among them John Meyer, Raymond Vernon, Richard Zeckhauser, and Robert Reich.

John T. Dunlop, who had played such a pivotal role in conceiving the Center, served as the Center’s second Director from 1987–1991. Dunlop enhanced relations with the Harvard Business School and other parts of the University. He strengthened and expanded the fellows and visiting faculty programs, bringing in individuals who taught with CBG faculty members and provided career advice to student groups. Conferences covered topics as diverse as the cost of capital, the credit crunch, bank regulation, telecommunications policy, and urban revitalization. The Thursday business & government seminar series was begun, which continues to the present day, and breakfast forums for the Boston business community were launched and evolved into the Leadership Council. Dunlop had been a widely respected labor economist and adviser to many U.S. presidents, beginning with Franklin D. Roosevelt. He was secretary of labor under Gerald Ford, serving from March 1975 to January 1976. Other government posts included director of the Cost of Living Council, (1973–74), chairman of the Construction Industry Stabilization Committee (1993–95), chair of the Massachusetts Joint Labor–Management Committee for Municipal Police and Firefighters (1977–2003) and Chair of the Commission on Migratory Farm Labor (1984–2003). He died in 2003. In 2007, the Center established the John T. Dunlop Undergraduate Thesis Prize in his memory.
Richard Cavanagh, former executive dean of the Kennedy School, partner at McKinsey and Co., and future president of The Conference Board, joined the Center as Director in 1991. From 1977–79, in the Carter Administration, Cavanagh was an executive director of the Office of Management and Budget, where he instituted cash management improvements that the General Accounting Office said had saved the Government $12 billion annually. Under Cavanagh’s direction, the Center initiated a program of Case Studies in Business and Government intended to reflect private sector contributions to public policy. A major event was a telecommunications conference to assess the fast-changing international telecommunications marketplace and discuss how to make Massachusetts an international center for the burgeoning telecommunications industry. Congressman Edward Markey, Governor William Weld, Lt. Governor Paul Cellucci, and CEOs from telecommunications companies were some of the more than 300 participants who gathered for the event. Under Cavanagh’s tenure, the Center also co-sponsored a large conference on Globalization and the New England Economy, hosted several events on energy issues following the volatility in oil prices after Iraq’s invasion of Kuwait, increased its consulting role to the government of the new country of Ukraine (following the dramatic breakup of the Soviet Union), and extended the growth of the fellows program significantly.

John P. White joined the Center as Director in 1993, following his active involvement in both the Perot and Clinton presidential campaigns in 1992. White is currently the Robert and Renée Belfer Lecturer at the Kennedy School and the Managing Partner of Global Technology Partners, LLC. His extensive government service includes Deputy Secretary of Defense; Deputy Director of the Office of Management and Budget; Assistant Secretary of Defense; Manpower, Reserve Affairs, and Logistics; and as an officer in the U.S. Marine Corps. In the private-sector he served as Chairman and CEO of Interactive Systems Corporation from 1981 to 1988 and, following its sale to the Eastman Kodak Company in 1988, as General Manager of the Integration and Systems Products Division and as a Vice President of Kodak until 1992. In nine years with The RAND Corporation, he was the Senior Vice President for National Security Research Programs and a member of the Board of Trustees. White continued to advance the original mission of the Center and devoted much of his time raising the core endowment needed to maintain the Center’s day-to-day operations. During his tenure as director, the Center organized conferences on electricity regulation, taxation, retirement policy, and numerous other topics. Under White’s leadership, the Center also supported Professor Bill Hogan’s Electricity Forum, the Bretton Woods Conference, and the first Ray Vernon Conference held in Washington, D.C.
HISTORY

Distinguished Service Recognition

M-RCBG established a Distinguished Service Award in 1998. Recipients constitute an elite group of individuals with remarkable contributions not just to the Center, but to the Kennedy School and their professions beyond Harvard:

Ray Vernon was a pillar of the Center since its founding in 1987 and a leading scholar on multinational enterprises, the global trading system, privatization and regulation; John Dunlop played a pivotal role in the founding of the Center, was a widely respected labor economist and adviser to many U.S. presidents, and served as Secretary of Labor in the Ford administration; F.M. Scherer was chief economist at the Federal Trade Commission whose research has covered a wide spectrum of issues, from the economics of technological change and growth to industrial organization economics; Bill Hogan founded the Harvard Electricity Policy Group and is the leading academic nationally focused on the interaction of energy economics and public policy; Jack Donahue has worked at the Center since its founding, directed two of its research programs, written or edited twelve policy books, and served in the Clinton Administration as an Assistant Secretary and as Counselor to the Secretary of Labor; Cary Coglianese specialized in the study of regulation and regulatory processes, founded the Center’s Regulatory Policy Program, and produced over 20 books and other edited volumes in regulatory policy during his tenure at the Kennedy School; Steve Peterson spent 12 years in Ethiopia with Harvard and the Center, overseeing the development of modern budgeting and accounting systems for the Ethiopian national and local governments, making an extraordinary contribution to one of the world’s poorest countries; Robert Glauber has been on the Harvard faculty for more than 30 years and served as Chairman and Chief Executive Officer of the National Association of Securities Dealers (now FINRA), Under Secretary of the Treasury for Finance in the first Bush administration, and Executive Director of the Task Force (Brady Commission) appointed by President Reagan to report on the October 1987 stock market crash; Thomas Healey is a long-time advisor and supporter of the Center, serving as a Kennedy School faculty member and M-RCBG senior fellow. He is a senior director of Goldman Sachs, former Assistant Secretary of the U.S. Treasury for Domestic Finance under President Ronald Reagan, a past member of the U.S. Department of Labor’s ERISA Advisory Council, and was a Presidentially appointed Director of the Securities Industry Protection Corporation.

Roger B. Porter, the IBM Professor of Business and Government at the Kennedy School, was named Director of the Center in 1995 through 2000 and again from July 2008 to December 2010. Porter has served for more than a decade in senior economic policy positions in the White House, most recently as Assistant to the President for Economic and Domestic Policy from 1989 to 1993. He served as Director of the White House Office of Policy Development in the Reagan Administration and as Special Assistant to the President and Executive Secretary of the President’s Economic Policy Board during the Ford Administration. Under Porter’s leadership, the Center undertook a substantial curricular development effort adding nearly a dozen courses. An ambitious research effort was undertaken dealing with trade policy including a symposium in London, a year-long series of lectures on the future of the World Trade Organization, and a major conference honoring Raymond Vernon dealing with the Multilateral Trading System. The Harvard Electricity Policy Group grew in size and stature and a long-term relationship was established with the Kansai Keizai Doyukai in Osaka, Japan. The Leadership Council and the Fellows Program were revitalized and their activities greatly expanded and the Center’s financial foundation was substantially enhanced. Porter also instituted the Center’s Distinguished Service Award and oversaw the selection of its first three recipients — Raymond Vernon, John T. Dunlop, and F.M. Scherer.
A generous gift from Frank & Denie Weil established Weil Hall to house the Center for Business & Government in the School’s Belfer building, dedicated in 1984. Frank Weil is pictured above, second from the left, at the ground-breaking of the Belfer building. Also pictured, left to right, are Robert A. Belfer, Graham Allison, Renée Belfer, and Frank Stanton.

Harvard President Derek Bok (left) presents the 1989-90 George S. Dively Award for Corporate Public Initiative to John Welch Jr., Chairman and CEO of General Electric. Other recipients included Dayton Hudson Corporation, IBM, General Mills, Levi Strauss, Cessna Aircraft, Stride-Rite, Henry Vogt Machine Co., Ben & Jerry’s Homemade, and The AES Corporation.

Roger Porter and Cathy Minehan, President of the Federal Reserve Bank of Boston, at a Leadership Council event in 1999.


The Robert Glauber Lecture Series

This annual lecture honors Robert Glauber and his long record of distinguished contributions to the U.S. and world financial systems, as well as long and successful scholarship and teaching, which have characterized his career at Harvard. He is an Adjunct Lecturer at the Harvard Kennedy School and was a visiting professor at Harvard Law School in 2007 and 2009. Previously, he served as Chairman and Chief Executive Officer of the National Association of Securities Dealers (NASD, since renamed the Financial Industry Regulatory Authority, or FINRA). Prior to becoming an officer at NASD, he was a Lecturer at the Kennedy School from 1992 to 2000, Under Secretary of the Treasury for Finance from 1989 to 1992 and a Professor of Finance at the Harvard Business School for 25 years. In 1987-88, Mr. Glauber served as Executive Director of the Task Force (Brady Commission) appointed by President Reagan to report on the October 1987 stock market crash. He has served on the boards of the Federal Reserve Bank of Boston and has been a director of Moody’s Corp. and Freddie Mac, as well as Interim Co-Chairman of the Trustees who appoint and oversee the International Accounting Standards Board. Mr. Glauber received his doctorate from Harvard Business School. Honorees who have delivered the Glauber Lecture include Christopher Cox, Chair, Securities and Exchange Commission (2007); Mary Schapiro, Chair, Securities and Exchange Commission (2009); Sheila Bair, Chair, Federal Deposit Insurance Corporation (2010); and Douglas Shulman, Commissioner, Internal Revenue Service (2011).
Ira A. Jackson served as Director of CBG from the fall of 2000 to the summer of 2002. He had previously been chief of staff for Boston Mayor Kevin White, senior associate dean of the Kennedy School during the School’s transformative years in the early 1980s, Commissioner of Revenue for the Commonwealth of Massachusetts, and executive vice president of BankBoston. He is now Dean and Professor of Management at the Peter F. Drucker and Masatoshi Ito Graduate School of Management at the Claremont Colleges in California. As director of CBG, Jackson strengthened the Regulatory Policy Program, brought the School’s Asia Programs within CBG, and helped launch the Environmental Economics Program with Professor Robert Stavins. He also encouraged Professor Dick Light to launch the Young Faculty Leaders Program; Dr. Jerry Grossman to mount the Health Care Delivery Policy Group; Tom Vallely to extend the Fulbright Teaching Program in Vietnam; Professor Tony Saich to begin the China Public Policy Program with Tsinghua University and the Taiwan Leaders Program; and, with financial assistance and intellectual energy from Frank Weil, started the Weil Program on Collaborative Governance. Also during this period, CBG hosted major conferences and produced books that focused on entrepreneurship and public policy; DNA, technology and justice; and a major review of economic policy-making during the Clinton years, led by Professor Jeff Frankel.

John G. Ruggie served as Center Director from 2002 to 2008. He was the Evron and Jeane Kirkpatrick Professor of International Affairs, having previously served as Assistant Secretary-General and Chief Advisor for strategic planning to United Nations Secretary-General Kofi Annan. He was also previously the Dean of Columbia University’s School of International and Public Affairs, where he taught for many years. Ruggie brought a heightened international focus to the Center, creating a research program on business and human rights, as part of his mandate as special representative of the UN Secretary General. He also founded the Corporate Social Responsibility Initiative, which examines the role of business in international development and corporate accountability, and brought the Ethiopia project — the School’s largest sponsored research activity — into the Center. During Ruggie’s tenure, the Center was renamed the Mossavar-Rahmani Center for Business & Government, following a generous gift from Bijan and Sharmin Mossavar-Rahmani. Ruggie introduced a new program to provide seed grants for faculty research, which awarded nine grants in its first year of operation in 2006/2007. He introduced an undergraduate thesis prize, a Center-wide seminar program to bring together the various business-government areas, and he revised the fellows program so that it is better integrated with the Center’s other programs and activities.
The Renaming of the Center

The Center was formally renamed the Mossavar-Rahmani Center for Business & Government during a special conference on December 14, 2005. The renaming recognized a generous endowment gift from Sharmin Mossavar-Rahmani and her husband, Bijan Mossavar-Rahmani, a Kennedy School alumnus, that allows the Center to expand its long-term capacity for research, scholarship, and teaching on some of society’s most challenging problems at the intersection of business and government.

Sharmin Mossavar-Rahmani is chief investment officer for the Private Wealth Management Group of Goldman Sachs’ Investment Management Division. She is responsible for overall strategic asset allocation and tactical investment strategy within Private Wealth Management. Ms. Mossavar-Rahmani joined Goldman Sachs as a partner in 1993 after six years with Fidelity Management Trust Company, where, most recently, she was chief investment officer responsible for all separate and commingled fixed income accounts. Ms. Mossavar-Rahmani is a member of the Board of Trustees and the Investment Committee of New York-Presbyterian Hospital, the Advisory Council of the Bendheim Center for Finance at Princeton University, and the National Advisory Board of the Merage Institute for the American Dream. She has published two books and numerous articles on portfolio management issues. Ms. Mossavar-Rahmani earned a BA from Princeton University in 1980 and an MS from Stanford University in 1982.

Bijan Mossavar-Rahmani is Chairman of Mondoil Enterprises, LLC, a privately-held company active in international oil and gas operations with a focus in West Africa. Between 1988 and 1996, he was President of Apache International, Inc., prior to which he served as Assistant Director for International Energy Studies, Energy and Environmental Policy Center, Harvard University. A former delegate to OPEC Ministerial Conferences, Mr. Mossavar-Rahmani has authored or edited ten books and dozens of articles on global energy markets. He is active in industry and international affairs, and serves as Chairman of the Board of Foxtrot International LDC, Member of the Visiting Committee on Islamic Art of New York City’s Metropolitan Museum of Art, Member of the Visiting Committee of the John F. Kennedy School of Government, and Director of The Persepolis Foundation. He holds degrees from Princeton and Harvard Universities and has been decorated a Commandeur de l’Ordre National de la Cote d’Ivoire for services to that country.
Lawrence H. Summers became Center Director in January, 2011. He is President Emeritus of Harvard University. During the past two decades he has served in a series of senior policy positions, including Vice President of development economics and chief economist of the World Bank, Undersecretary of the Treasury for International Affairs, Director of the National Economic Council for the Obama Administration from 2009 to 2011, and Secretary of the Treasury of the United States, from 1999 to 2001. He is currently the Charles W. Eliot University Professor at Harvard University. He received a bachelor of science degree from the Massachusetts Institute of Technology in 1975 and was awarded a PhD from Harvard in 1982. In 1983 he became one of the youngest individuals to become a tenured member of the Harvard University faculty. In 1987, Summers became the first social scientist ever to receive the annual Alan T. Waterman Award of the National Science Foundation (NSF) and in 1993, he was awarded the John Bates Clark Medal, given every two years to the outstanding American economist under the age of 40.

John A. Haigh became Center Co-Director in January 2011. He is an Adjunct Lecturer in Public Policy, and is also the Executive Dean of the Kennedy School. He is a member of the Dean’s office, focusing on developing the mission and strategic direction for the school and implementing that strategy and is also responsible for the management and oversight of the operations of the school. At Mercer Management Consulting, where he was a partner and consultant for 13 years, his work focused on strategy issues in multiple industries including telecommunications, transportation, energy, and the environment. More recently at AT&T, and subsequently AT&T Wireless, he rose rapidly through a variety of strategy and leadership positions. At AT&T, he initially focused on strategy and business development issues and was later promoted to President of AT&Ts International Ventures. He then led AT&T Wireless’s emerging initiatives efforts developing new wireless services. Haigh holds a BA from Grinnell College, where he was Phi Beta Kappa and the President’s Medalist, and an MPP from the Kennedy School of Government.
Corporate Social Responsibility Initiative

The Corporate Social Responsibility Initiative (CSRI) is a multidisciplinary and multi-stakeholder program which seeks to study and enhance the public contributions of private enterprise. It explores the intersection of corporate responsibility, corporate governance, public policy, and international development and bridges theory and practice, builds leadership skills, and supports constructive dialogue and collaboration among business, government, civil society, and academics.

The Initiative was founded in 2004 with the support of Walter H. Shorenstein, Chevron Corporation, The Coca-Cola Company, and General Motors. Current areas of work include research and public outreach on business and human rights and the role of the private sector in helping to achieve key international development goals.

United Nations endorses Guiding Principles on Business and Human Rights developed by John Ruggie

In June 2011, the United Nations Human Rights Commission took the unprecedented step of endorsing a much-anticipated set of Guiding Principles for Business and Human Rights designed to provide, for the first time, an authoritative global standard for preventing and addressing the risk of adverse human rights impacts linked to business activity.

The Guiding Principles (GPs) are the product of six years of research led by Professor John Ruggie involving governments, companies, business associations, civil society, affected individuals and groups, investors, and others around the world. They are based on 47 consultations and site visits in more than 20 countries; an online consultation that attracted thousands of visitors from 120 countries; and voluminous research and submissions from experts from all over the world.

The GPs outline how States and businesses should implement the UN “Protect, Respect and Remedy” framework proposed by Ruggie in 2008:

- The State Duty to Protect Human Rights,
- the Corporate Responsibility to Respect Human Rights, and
- the need for greater Access to Remedy for victims of business-related abuse.

With the adoption of the GPs by the Human Rights Council, the framework and guiding principles set a global standard for all companies, not just those facing obvious human rights issues, and not just large and visible multinationals.

“Endorsement by the Council,” said Ruggie, “enables the global community to move beyond the confusion and polarization of the past by establishing an authoritative point of reference that recognizes the central role that States need to play, gives businesses predictability in what is expected of them, and provides other stakeholders, including civil society and investors, the tools to measure progress where it matters most – in the daily lives of people.”

John Ruggie

The Faculty Chair for the CSR Initiative is John G. Ruggie, Berthold Beitz Professor of Human Rights and International Affairs, Affiliated Faculty member of Harvard Law School and the UN Secretary-General’s Special Representative for Business and Human Rights. From 1997–2001, Ruggie was Assistant Secretary-General and chief advisor for strategic planning to United Nations Secretary-General Kofi Annan and was responsible for the creation of the UN Global Compact. As the UN Special Representative for Business and Human Rights, his mandate was to propose measures by states and corporations to reduce the incidence of business-related human rights harms to people and communities. In June 2011, the UN Human Rights Council approved the “Guiding Principles for the Implementation of the Protect, Respect and Remedy Framework” Professor Ruggie has developed.
Business as a Partner in Achieving Development Goals

In addition to its work on human rights and corporate accountability mechanisms, the CSR Initiative undertakes research and convenes dialogues among academics, policymakers, development practitioners, and business leaders to explore the role of large corporations and public-private partnerships in contributing to international development and aid effectiveness.

The initiative has worked, for example, with the International Finance Corporation, the United Nations, the World Economic Forum, the International Business Leaders Forum, the World Business Council for Sustainable Development, Business Action for Africa, and FSG Social Impact Advisers to undertake research on more inclusive business models that enable the poor to participate as employees, suppliers, distributors, and customers in corporate value chains in financially viable ways. Workshops have been co-hosted in the United States, Europe, South Africa, India, and Brazil exploring development challenges from the perspective of different regions and industry sectors, including food and beverage, mining and energy, banking, information and communications technology, utilities, healthcare, and tourism. The CSR Initiative has also undertaken research on how business can support human capital development in the Middle East, working with local academic, business and philanthropic institutions.

In 2006, the CSR Initiative worked with The Conference Board and International Business Leaders Forum, with support from Walter H. Shorenstein, corporate partners, the World Bank Institute, and USAID, to produce a series of policy briefs and host seven cross-sector leadership dialogues in Europe and the United States. Research explored the role of the private sector in partnering with governments to respond to natural disasters, overcome malnutrition, strengthen public health systems, improve global road safety, combat youth extremism, and achieve the Millennium Development Goals, and led to a number of commitments to the Clinton Global Initiative. One example was the CSR Initiative’s participation in the Kennedy School’s Broadmoor Project in New Orleans, supported by Shell Exploration and Production. This project engaged community leaders, Kennedy School faculty, students, and a variety of corporate and foundation partners in convening and studying public-private partnerships aimed at supporting rebuilding efforts.

Jane Nelson

The Director of Harvard Kennedy School’s Corporate Social Responsibility Initiative is Jane Nelson. She is a nonresident senior fellow at the Brookings Institution and a senior associate of Cambridge University’s Programme for Sustainability Leadership. In 2009 she was one of the five track leaders for the Clinton Global Initiative, leading the track on Developing Human Capital. She was a Director at the Prince of Wales International Business Leaders Forum for sixteen years, where she now serves as a senior advisor, and in 2001 worked with the United Nations Global Compact. She has co-authored four books and over 60 publications on the role of business in society and five of the World Economic Forum’s Global Corporate Citizenship reports. Nelson serves on the boards of the World Environment Center, FSG, the International Council of Toy Industries CARE Foundation, and the ImagineNations Group and on advisory councils for the Initiative for Global Development, the Center for Global Development, InterAction, UNDP’s Growing Inclusive Markets initiative, GE’s Corporate Citizenship Stakeholder Advisory group, ExxonMobil’s External Citizenship Advisory Panel, the Rockefeller Foundation’s Bellagio Center, and Instituto Ethos in Brazil. She is a former Rhodes Scholar and recipient of the Keystone Center’s 2005 Leadership in Education Award.
Energy Policy Programs

The Energy projects at M-RCBG encompass a broad array of activities focused on providing rigorous and objective policy analysis to the energy sector and providing forums in which the many stakeholders of federal and state energy policies can engage in dialogue.

Consortium for Energy Policy Research

The Consortium for Energy Policy Research (CEPR) was founded in 2007 to support Harvard’s work in energy policy. Under the direction of a steering committee of faculty from across the University, the Consortium is dedicated to supporting activities that promote outreach, education, communication, and capacity-building in the energy policy area. It draws on the abundance of energy policy work not only at the Harvard Kennedy School, but also at the Business School, the Law School, the School of Public Health, the Graduate School of Design, in the departments of History and Economics, and in the sciences and the School of Engineering and Applied Sciences.

To this end, the Consortium provides financial support for research projects such as the Energy Technology Innovation Policy research group, organizes an energy policy seminar series featuring Harvard researchers, maintains a website that is a central portal for locating Harvard energy policy activities, publishes an Annual Overview of energy policy research at Harvard, hosts special guest lecturers, and sponsors post-doctoral energy policy research fellowships.

Special projects have included support for an “Acting in Time” conference, organized collaboratively by multiple Harvard energy policy programs, which convened leading scholars and other energy experts for a two-day series of discussions on key issues in energy policy: global climate change, carbon capture and storage technology, oil and transportation, energy innovation, electricity, and leadership. The purpose of the conference was to inform and help shape energy policy for the next administration and Congress. Following the conference, presenters revised their papers for publication by the Brookings Institution.

Other activities have focused on bringing theoretical and practical knowledge together. For example, one of the first Consortium activities, a two-day workshop on the problems that countries face in setting up credible and stable regimes for the exploitation of natural resources, applied contract theory to natural resource issues in light of oil industry case studies in Bolivia, Argentina, and Venezuela. This project culminated in the spring of 2010 with the publication by MIT Press of The Natural Resources Trap: Private Investment without Public Commitment edited by William Hogan and Federico Sturzenegger.

Harvard Electricity Policy Group

The Harvard Electricity Policy Group (HEPG) was formed in 1993 in response to passage of the Energy Policy Act of 1992. That law accelerated what had already been emerging in the marketplace, namely the transition of the most capital intensive industry from monopoly to competition. It was obvious that merely passing a law, while politically contentious, was the easy part of changing the shape of the market and its regulatory oversight.

While a number of other infrastructure industries had undergone, or were undergoing, similar transitions, there were characteristics of electricity that made the transition particularly problematic. These peculiarities included the need to instantaneously match supply and demand while relying upon critical monopoly bottleneck facilities such as the grid and central dispatch. The industry lacked institutions and rules to allow for competitive markets and faced a history of poor price signals, lack of choice for consumers, and a high degree of politicization over critical issues. Confusing, and often conflicting, regulatory systems divided jurisdiction in a less than coherent fashion among state and federal regulators. Vertically integrated monopolies were now being expected to either unbundle and disaggregate their activities and investments or, at least behave as if they had.

After passage of EPAct92, it was clear that the scope of the interconnected policy changes would be far greater than most had anticipated. There was a huge gap in understanding of the requirements for restructuring electricity markets and providing the seeming oxymoron of coordination for competition. The HEPG was formed as a senior group spanning government, business, and academia to meet that challenge. Its charter abjured the constraints of consensus, but rather sought to enrich the debate. Participants include state and federal regulators, senior executives, academics, representatives from the non-profit sector, and international experts. In addition to regulators, policymakers involved in HEPG include legislators, judges, and the President of Brazil. While HEPG itself does not take positions on issues, the participants do, and they have provided much at the forefront of policy leadership and innovation.

Since its inception, HEPG has convened over 90 meetings across the country to discuss critical issues emerging throughout the transition to competitive markets. Supreme Court Justice Stephen Breyer and Congressman Philip Sharp,
Chairman of the House Energy and Power Subcommittee, were among the first HEPG members. Early sessions focused on issues of market design, including the unbundling of vertically-integrated services, dynamic pricing schemes, stranded asset management, and jurisdictional policymaking.

The complex industry would require a sophisticated system to oversee the trading and scheduling of electricity. Dr. William Hogan’s seminal economic research of the 1990s was instrumental in the design and establishment of the PJM Interconnection, the first successful independent system operator overseeing real-time, day-ahead, and hour-ahead markets. The HEPG initially vetted and continues to examine many of the ideas that have led to the establishment of a viable system, including locational marginal pricing, bid-based-security-constrained-economic-dispatch, scarcity and capacity considerations, and independent market monitoring. In 2007, the International Energy Agency described this model as “the textbook ideal that should be the target for policy makers.” After much experimentation and many false starts with other approaches, this design has become the de facto standard for all the organized electricity markets in the United States.

Transmission issues and climate change have also been in the recent forefront of HEPG’s agenda. The group continues to examine transmission planning and siting, and the cost allocation debate, in the face of an aging infrastructure and renewable mandates. The industry remains at an important crossroads. Environmental considerations and public policy uncertainty make resource decisions difficult. Technological advances of the smart grid, the intermittency of wind resources, shale gas exploration, and new uses for electricity, such as plug-in electric vehicles, will warrant capital resource commitment, regulatory activity, and further examination.

Through its research and seminars, the HEPG has nurtured much of the revolution in electricity restructuring. HEPG also maintains an extensive on-line research library that is the first among those addressed to electricity policy. In 2007, Phil Sharp observed, “The Harvard Electricity Policy Group has played an extraordinary role in a hugely complex public policy issue. When I taught a course at the Kennedy School on the politics of restructuring the electricity industry, it really dawned on me that this kind of network offers an extraordinary proposition, because, more than most public policy issues, this is one that requires real intellectual effort, and people in the industry and in the regulatory establishment appreciate that.” The HEPG has been a highly successful example of the use of executive seminars to capitalize on academia to build bridges between business and government.

William W. Hogan

William W. Hogan is Raymond Plank Professor of Global Energy Policy and Chair of the Appointments Committee. He is research director of the Harvard Electricity Policy Group (HEPG), which is examining alternative strategies for a more competitive electricity market. Hogan has been a member of the faculty of Stanford University where he founded the Energy Modeling Forum (EMF), and is a past president of the International Association for Energy Economics (IAEE). His current research focuses on major energy industry restructuring, network pricing and access issues, market design, and energy policy in nations worldwide. Hogan received his undergraduate degree from the U.S. Air Force Academy and his PhD from UCLA.

Ashley Brown

Ashley Brown is Executive Director of the Harvard Electricity Policy Group and is of counsel to the law firm of Dewey & LeBoeuf LLP. Brown served two full terms as Commissioner of the Public Utilities Commission of Ohio. Author of many articles and a book on infrastructure regulation, he has advised more than twenty governments around the world.
Harvard Environmental Economics Program

The Harvard Environmental Economics Program (HEEP) develops innovative answers to today’s complex environmental issues, by providing a venue to bring together faculty and graduate students from across Harvard University engaged in research, teaching, and outreach in environmental and natural resource economics and related public policy. The program sponsors research projects, convenes workshops, and supports graduate education to further understand critical issues in environmental, natural resource, and energy economics and policy around the world.

The Harvard Environmental Economics Program (HEEP) has been a global leader in research on environmental economics, as well as informed policy outreach, since the late 1980s. Professor Robert N. Stavins, HEEP founder and director, along with his colleagues, have been at the forefront of efforts to engage government and business, primarily through market mechanisms, in dealing constructively with environmental problems.

Professor Stavins led an innovative effort in the late 1980s called “Project 88: Harnessing Market Forces to Protect the Environment.” It significantly advanced our understanding of how market mechanisms might be used to achieve environmental goals set by policy makers. One of the striking successes of Project 88 was helping create legislation that established a market for tradable permits for sulfur dioxide emissions—part of the Clean Air Act amendments of 1990. The success of the CO₂ trading system—at a considerably lower cost than alternative regulatory approaches—is widely acknowledged.

Since 2006, Professor Stavins and his HEEP colleagues have continued to identify options for policy architecture for global climate change—primarily through Harvard Project on Climate Agreements—a project of HEEP. The Project has produced three edited volumes and 45 discussion papers, all written by leading scholars in economics, political science, international affairs, and law. Professor Stavins and colleagues have also communicated the results of their research at approximately 15 workshops around the world and at the last four annual Conferences of the Parties of the United Nations Framework Convention on Climate Change.

Currently, HEEP is engaged in an assessment of the design and performance of the sulfur dioxide emissions allowance trading system, as well as the lessons we might learn from this cap-and-trade program for climate policy. HEEP is also beginning a potentially large research and policy-outreach project addressing barriers to the adoption of energy-efficiency technology. These are in addition to the many research projects being conducted individually by HEEP’s 30 Faculty Fellows and 21 Pre-Doctoral Fellows.

Robert N. Stavins

Robert N. Stavins is Albert Pratt Professor of Business and Government, Director of Graduate Studies for the Doctoral Programs in Public Policy and in Political Economy and Government, Co-chair of the MPP/MBA and MPA/ID/MBA Joint Degree Programs, and Director of the Harvard Environmental Economics Program. He is a University Fellow of Resources for the Future, a Research Associate of the National Bureau of Economic Research, former Chair of the U.S. Environmental Protection Agency’s Environmental Economics Advisory Board, the Editor of the Review of Environmental Economics and Policy, and the Co-Editor of the Journal of Wine Economics. His research has examined diverse areas of environmental economics and policy and has appeared in a variety of economics, law, and policy journals, as well as several books. Stavins directed Project 88, a bipartisan effort co-chaired by former Senator Timothy Wirth and the late Senator John Heinz to develop innovative approaches to environmental problems. He has been a consultant to government agencies, international organizations, corporations, and advocacy groups. He holds a BA in philosophy from Northwestern University, an MS in agricultural economics from Cornell, and a PhD in economics from Harvard.
Far reaching policy analysis: Blogging on an economic view of the environment

In 2009, an environmental reporter for *The New Yorker* interviewed Robert Stavins, Albert Pratt Professor of Business and Government, Director of the Harvard Environmental Economics Program, and M-RCBG affiliate, about some of this recent research. When the article generated a huge amount of online comments, the idea of an environmental economics blog was born—one that would serve not only economists, but also those interested in the environment yet skeptical about the role of economics. Following the lead of other M-RCBG faculty affiliates like Jeffrey Frankel and Linda Bilmes, “An Economic View of the Environment” has been generating discussion on topics from the Waxman-Markey legislation on climate change to the Cancun Agreements to California’s AB 32 Climate Policy for over two years now.

Originally, Stavins intended to review and respond to all comments submitted online in response to his posts, but the volume ultimately became too much. And now that blog entries are reposted regularly on *The Huffington Post* and often picked up by the *New York Times*, *Wall Street Journal*, and *Financial Times*, his readership is in the tens of thousands and reading each comment isn’t an option. But comment space is still a valuable part of the blog, as Stavins’ words often encourage debates between readers.

It’s almost impossible to tell how far-reaching the blog posts are, as they can be forwarded via email and social media mechanisms in the blink of an eye. While the blog is not a substitute for Stavins’ scholarly work, it has become an alternative to his op-ed writings. “In the policy world, if you say something or email something, it won’t get circulated like it will if it’s a blog post or an op-ed,” he said. “That’s one of the ways it affects people in the policy community.” Posts are usually around 700 words and can take several hours to write. He also peppers them with links to terms or references that a reader might not recognize, another advantage over traditional op-ed writing.

Some followers in the academic world have even made the blog required reading for their environmental economics courses. But for Stavins, because posts are often infused with personal opinions, the blog doesn’t make it onto his own environmental economics course syllabus.

One post, titled “Reflecting on a Century of Progress and Problems,” was posted on February, 21, 2011 and included research Stavins had just published in the *American Economic Review*. The post resulted in a *New York Times* article on the same topic—100 years of remarkable economic progress have accompanied 100 years of increasingly challenging issues, including the important, unsettled problems of the commons. “It’s actually quite shocking to me the degree to which [the blog] seems to be known around the world,” Stavins said. “I want to influence environmental and resource policy through better economic analysis, and this outlet really does foster remarkable degrees of communication.”

Some popular blog posts include:

- “Another Copenhagen Outcome: Serious Questions About the Best Institutional Path Forward”; January 5, 2010.
- “Confusion in the Senate Regarding Allowance Allocation”; October 2009.

Read or subscribe to “An Economic View of the Environment” here: http://belfercenter.ksg.harvard.edu/analysis/stavins/.
Education Program

The Education Program capitalizes on major ideas and “best principles” from both business and government to enhance education innovations and performance in the United States.

Young Faculty Leaders Forum

Enhancing educational achievement broadly in U.S. public schools has become more important as American students must increasingly compete in a global labor market. Walter Gale Professor of Education Richard Light, along with former M-RCBG Senior Fellow Thomas Healey, established the Young Faculty Leaders Forum to tackle this challenge. With generous support from donors at Goldman Sachs, two anonymous donors, and a grant from the Hewlett Foundation, the Forum has convened six two-day sessions at the Kennedy School, bringing together young, innovative thinkers from 16 of America’s leading universities between 2005 and 2009. One initiative developed by group members has already been successfully launched in three of the nation’s largest and most diverse school districts.

Harvard’s James Kim and the University of Chicago’s Jon Guryan crafted an innovative reading program for disadvantaged children in first through sixth grade that emphasizes reading during the summer months and engaging parents throughout the process. Two years after the program was rolled out, a rigorous statistical analysis showed clear gains in reading for lower-achieving students. As a result of the initial trial, which was held in the Fairfax, Virginia school system (the nation’s sixth-largest) and funded by two former M-RCBG Senior Fellows, Healey and Robert Steel, Professors Kim and Guryan were invited to continue working with the Fairfax Schools and to collaborate with school systems in Santa Ana, California and Cambridge, Massachusetts. Their work is viewed as so promising that Kim and Guryan recently received a $500,000 grant from the W.T. Grant Foundation to continue this reading program and expand it nationally.

Forum on Excellence and Innovation in Higher Education

Sponsored by a $1 million grant from The Spencer Foundation, this project focused on colleges and universities and their productive interaction with business and government over the past five years. Fourteen of America’s leading institutions participated, including Harvard, MIT, Duke, and Georgetown. The goal was to develop a capacity at each institution to become a “learning organization”, which involved developing several innovations to enhance students’ experiences at each college, implementing them on each campus, and then rigorously evaluating their effectiveness. Several ideas from this forum have been adopted nationally.

Richard J. Light

Richard J. Light is the Walter H. Gale Professor of Education and Director of M-RCBG’s Education Program. With a PhD in statistics, his work explores challenging problems in American higher education. Light has been asked by four Harvard presidents, Derek Bok, Neil Rudenstine, Lawrence Summers, and Drew Faust, to lead an ongoing project to strengthen the college experience for students. He has published seven books. His most recent, Making the Most of College, won the Stone Award for the best book on Education and Society. He has chaired the Panel on American Education for the National Academy of Sciences and is a Fellow of the American Academy of Arts and Sciences. He has also chaired its project to explore changing demographics in higher education. At the Kennedy School, Light is chair of The Forum on Excellence and Innovation, a project designed to encourage innovations and assessment at America’s leading universities, and the Young Faculty Leaders Forum.

“Thank you for helping so many of our leading campuses, including Olin College, develop and systematically evaluate the effectiveness of innovations for higher education. The broad concept of becoming a ‘learning organization’ has been warmly embraced across our campus.”

—Richard Miller, President, Olin College
Regulatory Policy Program

The Regulatory Policy Program (RPP) serves as a catalyst and clearinghouse for the study of regulation across Harvard University—at Harvard Kennedy School, Harvard Law School, Harvard Business School, and various departments within Harvard’s Faculty of Arts and Sciences. Its goal is to cross-pol-linate research, spark new lines of inquiry, and increase the connection between theory and practice. Through seminars and symposia, working papers, and updates, RPP explores themes that cut across regulation in its various domains: the regulation of externalities; the effectiveness of different regulatory instruments; and the best ways to foster transparent and participatory regulatory processes.

Research and engagement on financial regulation

The financial crisis of 2008 raised critical questions about how the United States regulates financial markets. To explore the causes of the crisis and potential remedies, during 2009 and 2010, M-RCBG used its convening power to bring together some of the world’s leading financial regulation scholars and practitioners in a series of 30 seminars and conferences.

New Directions in Financial Services Regulation (2011) grew out of a conference hosted by M-RCBG in October 2009. Each of the editors—Roger B. Porter, IBM Professor of Business and Government and former M-RCBG Director; Robert R. Glauber, Adjunct Lecturer at Harvard’s Kennedy School of Government and a Visiting Professor at Harvard Law School; and Thomas J. Healey, Partner at Healey Development LLC and Senior Fellow at M-RCBG—served in the US federal government, either in the White House or the Department of the Treasury. Each also held positions in private sector financial institutions and has spent many years teaching students about financial regulation.

The book diagnoses the problems that led to the financial crisis, offers regulatory prescriptions, and considers various regulatory structures to implement those prescriptions. It includes a variety of viewpoints, of both scholars and practitioners, from all places on the political spectrum and captures and makes sense of those differences, shedding light on choices and consequences.

Jennifer Nash

Jennifer Nash is Associate Director of M-RCBG and executive director of the Regulatory Policy Program. She returned to M-RCBG in 2011 after studying the regulation of nanotechnologies at Northeastern University and serving as Director of Policy and Programs at the Product Stewardship Institute. From 2001 to 2008 she was Director of M-RCBG’s Regulatory Policy Program, and from 2006 to 2008 she was Executive Director of the Corporate Social Responsibility Initiative. She co-edited (with Cary Coglianese) two books on environmental policy innovation, Leveraging the Private Sector (2006) and Regulating from the Inside (2001). She is a member of the American Chemistry Council’s advisory panel on Responsible Care and the U.S. Environmental Protection Agency’s National Advisory Council for Environmental Policy and Technology.
The Weil Program on Collaborative Governance

The Weil Program on Collaborative Governance nurtures a better understanding of the potential, limits, and proper realm of collaborative governance; identifies the professional skills that matter most in shaping effective, accountable collaboration in the service of common goals; and promulgates those skills through the curricula of the Kennedy School and other parts of Harvard. Few important public problems — and perhaps even fewer of the solutions to these problems — lack a major private-sector component. From immigration policy to vaccine production to college lending to defense logistics, private players hold central roles in most policy challenges in the U.S. and other advanced countries. A growing share of these private roles are the kinds of complex, discretion-laden functions that the Program terms “collaborative.”

The Weil Program on Collaborative Governance, to leverage beyond its research and curricular work, launched the Lewis and Clark Award in 2005 to promote and celebrate innovations in public-private collaboration. The inaugural award went to the U.S. Agency for International Development for its Global Development Alliance.

The Alliance, developed by USAID head Andrew Natsios and his senior aide (and subsequent M-RCBG Fellow) Holly Wise, combines the resources and expertise of the public and private sectors to improve the lives of people in the developing world. It links U.S. foreign assistance with resources from business, non-governmental organizations (NGOs), and philanthropies for international development and humanitarian activities.

It celebrated one of its earliest successes in Angola, working with Chevron and several NGOs promoting small-scale enterprise and agricultural development in five Angolan provinces to “re-settle” many ex-combatants of the Angolan civil war.

Weil Program director John D. Donahue heralded the Global Development Alliance as “an analytically informed but solidly pragmatic blueprint for transactions that promote, shape, and steer alliances. It represents the evolution of a loose bundle of partnership models into a more disciplined and deliberate rubric for the sharing of discretion between parties whose interests overlap but are far from identical.”

Accepting the award at a Washington ceremony, Natsios said that carefully crafted alliances “multiply the impact of U.S. development assistance,” no small virtue when resources are so scarce relative to the scale of the mission.

The innovation by Natsios, Wise, and their colleagues exemplifies the “social and political engagement among society sectors that constitutes a more effective way to address many of modern societies’ needs” that Frank and Denie Weil, the program’s benefactors, have highlighted as the essence of collaborative governance.

John D. Donahue

John D. Donahue is the Raymond Vernon Lecturer in Public Policy and Faculty Chair of both the MPP Program and the SLATE curriculum initiative. His teaching, writing, and research mostly deal with public sector reform and with the distribution of public responsibilities across levels of government and sectors of the economy, including extensive work with the HKS-HBS joint degree program. He has written or edited twelve books, most recently *The Warping of Government Work* (2008) and *Collaborative Governance* (with Richard J. Zeckhauser, 2011). He served in the first Clinton Administration as an Assistant Secretary and then as Counselor to the Secretary of Labor. Donahue has consulted for business and governmental organizations, including the National Economic Council, the World Bank, and the RAND Corporation, and serves as a trustee or advisor to several nonprofits. A native of Indiana, he holds a BA from Indiana University and an MPP and PhD from Harvard.
Collaborative Governance: Making an impact from the 1970s to the present

In economic times like these, government often “lacks the skill, the will, and the wallet to meet its missions” said co-authors John Donahue and Richard Zeckhauser in Collaborative Governance: Private Roles for Public Goals in Turbulent Times, published in 2011 by Princeton University Press. Shortly after publication, M-RCBG faculty affiliates Donahue and Zeckhauser spoke as part of the Center’s business and government seminar series. Coinciding with the publication, the pair discussed solutions for governmental engagement of the private sector to achieve public goals more effectively.

“No one really knew what ‘collaborative government’ meant, and over time we figured it out,” said Zeckhauser. “It has critical importance today, when government has [fewer] resources… but calling on the private sector really goes all the way back to the Lewis and Clark Expedition, the East India Company, and Roman tax collectors.”

Zeckhauser and Donahue credit Frank Weil, a longtime Harvard Kennedy School benefactor, with envisioning the concept of collaborative governance in the 1970s. One of the first successful examples materialized with New York City’s Central Park Conservancy — a private, not-for-profit organization that runs the park in conjunction with the city’s Department of Parks and Recreation. “It really does exemplify how government can and must move forward in the future,” said Zeckhauser. “It’s critical today, when governments have no resources, to call upon the private sector while also accounting for their interests.”

Donahue discussed some of the risks in moving toward private cooperation to meet public goals, including a loss of some governmental control and the potential for a distorted public agenda. But the gains from a well thought out public-private partnership can be monumental.

“Giving either the public or the private sector all the discretion doesn’t exhaust the terrain of delegation… there’s a third option where it’s shared,” said Donahue. “There’s a lot of this going on and it’s important to the world.”

Both experts said one favorite case study is Millennium Park in Chicago. Completed in 2004, the project was a prime example of an intersection of public and private goals met over a six-year project timeline, with over $220 million in private funds raised, and resulting in a huge social and economic impact on the city. “Instinctively, city leaders knew what they were doing and tapped into private motivations in a very effective way,” said Donahue. While not easy, Zeckhauser and Donahue said collaborative governance is within reach, especially to those with the right mix of experience, creativity, insight, discipline, and courage to make it work. “Collaborative governance isn’t new or rare, but we think it’s under recognized and under analyzed,” said Zeckhauser. “At the Kennedy School, our strong suit is analysis and implementation…if we play our cards right, we can be players in all of this.”

Richard Zeckhauser

Richard Zeckhauser is the Frank P. Ramsey Professor of Political Economy. Much of his conceptual research examines possibilities for democratic, decentralized allocation procedures. Many of his policy investigations explore ways to promote the health of human beings, to help markets work more effectively, and to foster informed and appropriate choices by individuals and government agencies. He teaches an advanced course in analytic methods, the PhD writing seminar, and chairs the annual executive program on Investment Decisions and Behavioral Finance. He serves as a Trustee for The Commonwealth School and as a member of NBER, the Russell Sage Roundtable in Behavioral Economics, the Academic Advisory Committee, American Enterprise Institute, and the OECD High Level Advisory Board on Large-Scale Catastrophes. He holds a BA (summa cum laude) and a PhD in economics from Harvard University.
The Trade and Negotiations Program

The Trade and Negotiations Program seeks to improve trade policymaking through research, dissemination of ideas, and teaching. It has a particular focus on the dynamics of international trade negotiations in multilateral, regional, and bilateral forums; on problems of global governance; and on international dispute settlement procedures at the World Trade Organization. The program conducts an executive program on The Practice of Trade Policy, writes case studies covering major trade negotiations and disputes, and participates with the Center for International Development at Harvard in sponsoring a trade negotiations website offering a wide array of materials for researchers and others interested in trade policy and negotiations.

Robert Z. Lawrence

Robert Z. Lawrence is the Albert L. Williams Professor of International Trade and Investment, a Senior Fellow at the Peterson Institute for International Economics, a Research Associate at the National Bureau of Economic Research, and Director of M-RCBG’s Trade and Negotiations Program. He served as a member of the President’s Council of Economic Advisers from 1998 to 2000. He has taught at Yale University, where he received his PhD in economics, and his research focuses on trade policy. He is the author of several books, including Crimes and Punishments? Retaliation under the WTO, Regionalism, Multilateralism and Deeper Integration; Single World, Divided Nations?; and Can America Compete? Lawrence has served on the advisory boards of the Congressional Budget Office, the Overseas Development Council, and the Presidential Commission on United States-Pacific Trade and Investment Policy.

The Financial Sector Program

The Financial Sector Program focuses on the development of financial institutions, their products and delivery systems, the markets in which they function, and the regulatory regimes under which they operate. A key objective is to promote inclusive financial systems that serve more than just the top of a nation’s economic pyramid, particularly unbanked and underbanked low-income households and family businesses.

Jay Rosengard

Jay Rosengard, Lecturer in Public Policy, is director of the Financial Sector Program at M-RCBG. He has over 30 years of international experience designing, implementing, and evaluating development policies in public finance and fiscal strategy, tax and budget reform, municipal finance and management, intergovernmental fiscal relations, banking and financial institutions development, microfinance, and public administration. He has worked for a wide variety of multilateral and bilateral donors, as well as directly for host governments and private sector clients. Rosengard is also Faculty Chair of four executive education programs: Financial Institutions for Private Enterprise Development (FIPED), which focuses on sustainable and effective microfinance and SME (small- and medium-sized enterprise) finance; Comparative Tax Policy and Administration (ComTax), which addresses key strategic and tactical issues in tax design and implementation; Vietnam Executive Leadership Program (VELP), an innovative policy dialogue with senior Vietnamese leadership; and Indonesian Local Government Training, designed to assist Indonesia in its decentralization initiatives.
Military Checks and Balances

Linda Bilmes aims to change the way we think about how public money is spent and how we account for it. She has focused much of her effort on the costs of war – including the budgetary and economic costs of the Iraq and Afghanistan conflict and the longer-term costs of providing medical care and disability benefits for war veterans. Her book *The Three Trillion Dollar War: The True Cost of the Iraq Conflict* (co-authored with Joseph Stiglitz) was a *New York Times* best-seller and has been translated into 22 languages. It had a major impact on the national debate and has led to the introduction of legislation in Congress to change the way war costs are tabulated. Bilmes is a nationally-recognized authority on war costs, speaking widely at conferences, advising the Department of Veterans’ Affairs and testifying regularly before Congressional committees. She is currently studying the long-term costs associated with post-traumatic stress disorder and traumatic brain injuries among returning veterans.

Bilmes' work also focuses on public spending in local government. In 2004, she launched a unique partnership between the Kennedy School and local towns and cities through which teams of students work on solving practical budgetary and operational problems. To date, over 25 projects have been completed involving more than 200 students. The projects range from analyzing the economics of street parking fees to single stream recycling to financial budgeting for police and fire departments. Typically, the students help municipal partners design and implement improved cost accounting systems that enable them to track more easily where resources are being consumed and make intelligent trade-offs.

People costs are the single biggest component of government spending both at local and national level and Bilmes' research has therefore included identifying best practices in public sector human resource management. Her book, *The People Factor: Strengthening America by Investing in Public Service* (with W. Scott Gould) is recognized as a blueprint for improving efficiency in this area. Bilmes believes that the Kennedy School’s mix of academic rigor and practical policymaking expertise in both business and government equips it to make a powerful contribution in her chosen area. “Market discipline ensures that companies in the private sector generally have good systems for tracking expenditures,” she said. “You cannot make sound choices about spending taxpayer dollars without transparency on what things really cost.”

Linda J. Bilmes

Linda J. Bilmes, Daniel Patrick Moynihan Senior Lecturer in Public Policy, teaches budgeting, applied budgeting, and public finance. She has held senior positions in government, including Assistant Secretary and Chief Financial Officer of the US Department of Commerce, and in the private sector, where she spent ten years advising international companies and governments while at the Boston Consulting Group. She is currently serving a four-year term on the U.S. National Parks Advisory Board. At Harvard, Bilmes runs an innovative program to assist cities and towns with their financial health, leading teams of student volunteers who work in local communities. She also conducts the Harvard Institute of Politics budgeting workshops for newly-elected Mayors and Members of Congress. Bilmes has written extensively on financial and budgetary issues and has testified at numerous congressional hearings on subjects including veterans’ benefits, public service, and the cost of the Iraq and Afghanistan wars. Bilmes is co-author (with Joseph Stiglitz) of the *New York Times* bestseller *The Three Trillion Dollar War: The True Cost of the Iraq Conflict* (Norton, 2008) and co-author (with W. Scott Gould) of *The People Factor* (Brookings 2009). Bilmes is featured in Charles Ferguson’s academy-award nominated documentary film, “No End in Sight”. She is the recipient of the 2008 Speaking Truth to Power Award from the American Friends Service Committee. Bilmes holds a BA, MA, and MBA from Harvard University.
## Faculty Affiliates

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<td><strong>Joseph Aldy</strong></td>
<td>Assistant Professor of Public Policy</td>
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<td><strong>Christopher Avery</strong></td>
<td>Roy E. Larsen Professor of Public Policy and Management</td>
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<td><strong>Linda J. Bilmes</strong></td>
<td>Daniel Patrick Moynihan Senior Lecturer in Public Policy</td>
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<td><strong>Iris Bohnet</strong></td>
<td>Professor of Public Policy</td>
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<td><strong>Lewis M. Branscomb</strong></td>
<td>Aetna Professor in Public Policy and Corporate Management, Emeritus</td>
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<td><strong>Dick Cavanagh</strong></td>
<td>Adjunct Lecturer in Public Policy</td>
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<td><strong>John D. Donahue</strong></td>
<td>Raymond Vernon Lecturer in Public Policy; MPP Program Faculty Chair</td>
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<td><strong>Jeffrey Frankel</strong></td>
<td>James W. Harpel Professor of Capital Formation and Growth</td>
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<td><strong>Archon Fung</strong></td>
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<td><strong>Jose A. Gomez-Ibanez</strong></td>
<td>Derek C. Bok Professor of Public Policy and Urban Planning</td>
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<td><strong>John Haigh</strong></td>
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<td><strong>Sheila Jasanoff</strong></td>
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<td><strong>Dale Jorgenson</strong></td>
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<td><strong>Calestous Juma</strong></td>
<td>Professor of the Practice of International Development</td>
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<td>Daewoo Professor of International Affairs</td>
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<td><strong>F. M. Scherer</strong></td>
<td>Professor of Public Policy and Corporate Management in the Aetna Chair, Emeritus</td>
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<td><strong>Robert Stavins</strong></td>
<td>Albert Pratt Professor of Business and Government; Director of the Harvard Environmental Economics Program</td>
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<td><strong>Lawrence Summers</strong></td>
<td>Charles W. Eliot University Professor of Harvard University; Frank and Denie Weil Director at the Mossavar-Rahmani Center for Business &amp; Government;</td>
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<td><strong>Richard Zeckhauser</strong></td>
<td>Frank Plumpton Ramsey Professor of Political Economy</td>
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<td><strong>Andy Zelleke</strong></td>
<td>Lecturer in Public Policy</td>
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Fellows and Visitors

Senior fellows are distinguished professionals from government or business who come to M-RCBG to address issues in regulation, corporate governance, corporate social responsibility, the role of government in the changing global economy, and other issues at the interface of government and business. Many senior fellows undertake independent research projects such as writing books and journal articles, while others work closely with center research programs. Their role strengthens the connection between theory and practice, offering both faculty and students insights to the nature of social problems and their most practical solutions.

Every senior fellow is sponsored by a Harvard Kennedy School faculty member, and a committee of M-RCBG-affiliated faculty makes fellows appointments. Over 350 fellows have been part of the center to date, with about 15 senior fellows participating each year. Contributions from a few are highlighted here:


- Bryn Zeckhauser wrote *How the Wise Decide* (with Aaron Sandoski, 2008) based on interviews with leaders from the public and private sectors. The book distills decision-making principles for effective action.

- Mark Fagan’s book *Trust and Honesty in the Real World* (with Tamar Frankel, 2007) is a collection of case studies on how trust and honesty can be lost and restored.

- Mark R. Kramer’s article “The Big Idea: Creating Shared Value” (with Michael E. Porter, 2011) demonstrates how businesses can align their interests with society’s and break out of a costly cycle of public distrust.

Many senior fellows work closely with the center’s programs, contributing perspectives gained from years of work in the private or public sectors. Senior fellow John Sherman, former deputy general counsel for National Grid, helped HKS Professor John G. Ruggie fulfill his mandate on Business and Human Rights from the United Nations. Sherman’s research at M-RCBG focuses on the internalization of hard and soft law into corporate values that drive a company’s human rights conduct. Senior fellow Anne Habiby has worked with the center’s Corporate Social Responsibility Initiative to understand the role of high-growth firms in creating jobs and wealth in Saudi Arabia.

These individuals have also played key roles in founding new organizations. William C. Symonds started the Pathways to Prosperity project while a senior fellow at M-RCBG. Dedicated to improving the job-readiness of American students, Pathways is now an established program at Harvard’s Graduate School of Education. Similarly, Alan Trager helped HKS students start an educational public-private partnership to teach Bulgarian high school students computer literacy and entrepreneurship skills.

“My time at M-RCBG was transformative. The Center’s faculty, staff, and colleagues plus the Kennedy school’s classes and lectures enabled me to build an academic portfolio and, ultimately, provided me with the opportunity to teach at the university level—a life-long goal.”

—Senior Fellow Mark Fagan

Above: Senior fellow Alan Trager and a few of the students in his Public-Private Partnerships study group. Left: Pathways is a public-private partnership designed to increase the competitiveness of Bulgaria’s young people and improve access to computer science, the English language and entrepreneurship. Supported with seed funding of $500,000 from USAID, it was founded in September 2010 by HKS student Angel Kelchev (center) who was a member of Trager’s study group.
Students

For students with an interest in the business-government relationship, M-RCBG offers an array of activities and support. Courses taught by Center-affiliated faculty expose students to critical concepts and skills, such as Lawrence Summers’ “Crisis Economics: History and Evaluation of the Policy Response to the Great Recession,” and Roger Porter’s “The Business-Government Relationship in the United States.” The Center invites students to participate in its weekly lunch seminars on business and government, hosts receptions for students to meet center faculty, and organizes speed-networking events where students brainstorm career opportunities with senior fellows. Each year, the Center offers fellowships to a limited number of outstanding students seeking to pursue a course of study and engagement in the business and government area. It provides financial support for student summer internships—the White House Office of Management and Budget, National Economic Council, and the new government of South Sudan are a few recent summer destinations.

The John Dunlop Thesis Prize in Business and Government

Since 2007, the center has awarded The John Dunlop Thesis Prize in Business and Government to the Harvard College graduating senior who writes the best thesis on a challenging public policy issue at the interface of business and government. Papers which examine the business-government interface with respect to regulation, corporate responsibility, energy, the environment, health care, education, technology and human rights are particularly encouraged. Past recipients are listed below:

2011: Jackson Salovaara, Coal to Natural Gas Fuel Switching and CO2 Emissions Reduction (pictured below with M-RCBG Co-Director John Haigh)

2010: Daniel Eric Herz-Roiphe, Is the Price Right? Reexamining the Relationship Between Age and the Value of Statistical Life


2008: Michael Sperling, The Unintended Consequences of Government Interventions in the Domestic Ethanol Market

“The Mossavar-Rahmani Center for Business and Government has been a great resource for students at the Kennedy School and across the University. The Center’s exceptional staff, senior fellows, and affiliated faculty bring in interesting speakers, sponsor engaging study groups, and facilitate relevant events. The Business & Government Professional Interest Council works closely with the Center to develop student-centric events and activities and maintain a dialogue between students, staff, and faculty. Professor Summers and Dean Haigh have worked with us to understand students’ priorities and interests. The Center is vital to career development and funds important professional events, summer internship stipends, and student scholarships. Most of all, the Center provides exposure to those interested in business and government broadly defined—economic development, energy, health care, regulation, transportation, and much more—and has been a valuable partner to students in both their academic and professional pursuits.”

—Michael Kramer, Co-Chair, Business & Government Professional Interest Council 2010-2011
Sample Publications

During the 2010–2011 academic year, M-RCBG faculty, fellows, and staff published over 40 books and papers. Many hundreds more publications have been published by the Center since its founding in 1982. The following is a small sample. Additional listings are available on the M-RCBG website, www.hks.harvard.edu/m-rcbg/bookshelf.htm.

Collaborative Governance: Private Roles for Public Goals in Turbulent Times (2011)

John Donahue and Richard Zeckhauser. All too often government lacks the skill, the will, and the wallet to meet its missions. Schools fall short of the mark while roads and bridges fall into disrepair. Health care costs too much and delivers too little. Budgets bleed red ink as the cost of services citizens want outstrips the taxes they are willing to pay. Collaborative Governance is the first book to offer solutions by demonstrating how government at every level can engage the private sector to overcome seemingly insurmountable problems and achieve public goals more effectively. The key is to carefully and strategically grant discretion to private entities, whether for-profit or nonprofit, in ways that simultaneously motivate and empower them to create public value. Drawing on real-world examples—including charter schools, job training, and the resurrection of New York’s Central Park—they show how, when, and why collaboration works, and also under what circumstances it doesn’t.


Calestous Juma. African agriculture is currently at a crossroads, at which persistent food shortages are compounded by threats from climate change. But, as this book argues, Africa faces three major opportunities that can transform its agriculture into a force for economic growth: advances in science and technology; the creation of regional markets; and the emergence of a new crop of entrepreneurial leaders dedicated to the continent’s economic improvement. Filled with case studies from within Africa and success stories from developing nations around the world, The New Harvest outlines the policies and institutional changes necessary to promote agricultural innovation across the African continent. Incorporating research from academia, government, civil society, and private industry, the book suggests multiple ways that individual African countries can work together at the regional level to develop local knowledge and resources, harness technological innovation, encourage entrepreneurship, increase agricultural output, create markets, and improve infrastructure.
New Directions in Financial Services Regulation (2011)

Roger B. Porter, Robert R. Glauber, and Thomas J. Healey, editors. The financial crisis of 2008 raised crucial questions regarding the effectiveness of the way the United States regulates financial markets. What caused the crisis? What regulatory changes are most needed and desirable? What regulatory structure will best implement the desired changes? This volume addresses those questions with contributions from an ideologically diverse group of scholars, policy makers, and practitioners, including Paul Volcker, John Taylor, Richard Posner, and R. Glenn Hubbard. New Directions in Financial Services Regulation grows out of a conference hosted by the Mossavar-Rahmani Center for Business and Government at Harvard’s Kennedy School of Government in October 2009, and the book reflects the dynamic give-and-take of the event. Each part of the book includes not only major papers and presentations but also a summary of the subsequent discussion.

The Natural Resources Trap: Private Investment without Public Commitment (2010)

William Hogan and Federico Sturzenegger, editors. Volatility in commodity prices has been accompanied by perpetual renegotiation of contracts between private investors in natural resource production and the governments of states with mineral and energy wealth. When prices skyrocket, governments want a larger share of revenues, sometimes to the point of nationalization or expropriation; when prices fall, larger state participation becomes a burden and the private sector is called back in. Recent and newsworthy changes in the price of oil (which fell from an all-time high of $147 in mid-2008 to $40 by year’s end) are notable for their speed and the steepness of their rise and fall, but the up-and-down pattern itself is not unusual. If the unpredictability of commodity prices is so predictable, why do contracts not allow for this with mechanisms that would provide a more stable commercial framework?


Joseph Aldy and Robert Stavins. To honor the memory of Professor Raymond Vernon, the Center for Business and Government hosted a seminar series during the 1999–2000 academic year devoted to a topic central to Professor Vernon’s scholarship: the evolution of the rules-based trading system. The seminar series used as a focal point the third Ministerial meeting of the World Trade Organization (WTO), which the US government hosted in Seattle in December 1999. This volume provides a snapshot of the Seattle meeting and its immediate aftermath. Essayists include Robert Z. Lawrence, Representative James Kolbe, Guy de Jonquières, Joseph E. Stiglitz and John H. Jackson. The volume’s second edition brings together essays presented after the meeting, affording authors the rare luxury of 20–20 policy hindsight.


Tamar Frankel and Mark Fagan. “Law & The Financial System” provides students and practitioners with a comprehensive source of materials and references for understanding the process and issues that surround the conversion of illiquid financial assets into tradable securities. The book begins with an overview of the financial system and the place of securitization in the system. The book focuses on the process and law of securitization and is derived largely from Tamar Frankel’s treatise, Securitization (2nd ed. 2005). The book concludes with a global view of securitization and an assessment of the impact and future of securitizing financial assets. The legal text is enhanced with case studies and simulation exercises that bring context and practical application to the subject. Study questions covering law, business, and public policy provide students with an opportunity to discuss and debate areas where answers are complex and often indeterminate. Simulation exercises enable students to test their own ideas with their peers using real world examples.
Sample Publications, continued


John G. Ruggie. John Ruggie introduced the concept of embedded liberalism in a 1982 article that has become one of the most frequently cited sources in the study of international political economy. The concept was intended to convey the manner by which capitalist countries learned to combine the efficiency of markets with the broader values of the community that socially sustainable markets themselves require in order to survive and thrive. Examining the concept and the institutionalized practice of embedded liberalism, this collection provides a survey of the macro patterns in industrialized countries. Leading scholars combine to demonstrate the benefits of embedded liberalism in practice as well as its gradual erosion at national levels, and to analyze public opinion.


John Donahue. Government has become a refuge, and a relic, of America’s crumbling middle-class economy. As the public and private worlds of work have veered in different directions, the gaps between them are warping government work in unintended ways. Three decades of economic turbulence have rendered American workplaces more demanding and less secure, more rewarding for high-end workers and punishing for workers without advanced skills. This workplace revolution, however, has largely bypassed government. Public employees—representing roughly one-sixth of the total workforce—still work under the conditions of dampened risk and constrained opportunity that marked most of the economy during the middle-class boom following World War II. The divergent paths of public and private employment have intensified a long-standing pattern: elite workers spurn public jobs, while less skilled workers cling to government work as a refuge from a harsh private economy.

**The Three Trillion Dollar War (2008)**

Linda Bilmes & Joseph Stiglitz. Apart from its tragic human toll, the Iraq War will be staggeringly expensive in financial terms. This study by Nobel Prize winner Joseph E. Stiglitz and Harvard lecturer Linda J. Bilmes casts a spotlight on expense items that have been hidden from the U.S. taxpayer, including not only big-ticket items like replacing military equipment, but also the cost of caring for thousands of wounded veterans. Shifting to a global focus, the authors investigate the cost in lives and economic damage within Iraq and the region.

**The People Factor: Strengthening America by Investing in Public Service (2009)**

Linda Bilmes and Scott Gould. Successful businesses have spent the past two decades retooling and rethinking how to manage their people better. Most big companies that have survived and prospered in the 21st century view employees as a vital strategic asset. In comparison, the U.S. federal government is a Stone Age relic, with its top-down bureaucracy, stovepiping of labor and responsibilities, and lack of training and investment in its own public servants. The inevitable result is a government not keeping up with the complex demands placed on it. In *The People Factor*, the authors present a blueprint for revigorating the public sector in order to deliver results for America. Their premise is that the federal government can achieve the same gains as the best private sector and military organizations by managing its people better. Their new vision for public service is based on *The People Factor*, a set of management tools drawn from best practices in successful companies, the military, and high-performing government agencies.

**The Innovator’s Prescription: A Disruptive Solution for Health Care (2008)**

Clayton Christensen, Jerome Grossman and Jason Hwang. A groundbreaking prescription for health care reform—from a legendary leader in innovation . . . Our health care system is in critical condition. Each year, fewer Americans can afford it, fewer businesses can provide it, and fewer government programs can promise it for future generations. We need a cure, and we need it now. Harvard Business School’s Clayton M. Christensen—whose bestselling *The Innovator’s Dilemma* revolutionized the business world—presents *The Innovator’s Prescription*, a comprehensive analysis of the strategies that will improve health care and make it affordable. Christensen applies the principles of disruptive innovation to the broken health care system with two pioneers in the field—Dr. Jerome Grossman and Dr. Jason Hwang. Together, they examine a range of symptoms and offer proven solutions.
Archon Fung. Which SUVs are most likely to rollover? What cities have the unhealthiest drinking water? Which factories are the most dangerous polluters? What cereals are the most nutritious? In recent decades, governments have sought to provide answers to such critical questions through public disclosure to force manufacturers, water authorities, and others to improve their products and practices. Corporate financial disclosure, nutritional labels, and school report cards are examples of such targeted transparency policies. At best, they create a light-handed approach to governance that improves markets, enriches public discourse, and empowers citizens. But such policies are frequently ineffective or counterproductive.

Trust and Honesty in the Real World (2007)
Mark Fagan and Tamar Frankel. These materials are founded on Trust and Honesty, American’s Business Culture at a Crossroad (Frankel, 2006). The centerpiece of each module in this book is a case study drawn from actual business experience. Assigned readings from Trust and Honesty provide context for each teaching module. The case study assessments and discussions are used to highlight and illustrate the issues in more specific and practical terms. They demonstrate the complexity and indeterminacy of the issues. Role plays are provided with each module to provide the students with opportunities to test their ideas, simulate real life situations, manage tradeoffs and build consensus with their peers.

Leveraging the Private Sector (2006)
Cary Coglianese and Jennifer Nash, editors. Leveraging the Private Sector offers the first sustained analysis of public and private sector initiatives designed to encourage firms and industries to use their own management expertise to improve their environmental performance. Coglianese and Nash bring together original empirical studies by leading experts on recent public and private sector experiments. Do management-based strategies lead to improved environmental outcomes? What kinds of strategies hold the most promise? Leveraging the Private Sector addresses these questions through studies of state pollution prevention planning laws, private sector purchasing requirements, and federal risk management regulations, among others.

Ashley Brown, Jon Stern and Bernard Tenenbaum. This book provides an analytical framework and supporting instruments for evaluating the performance of new infrastructure regulators in developing countries. It argues that an evaluation must examine both regulatory governance (the “how” of regulation) as well as regulatory substance (the “what” of regulation). If the evaluation is to produce useful “second generation” reforms, it must examine how formal elements of the regulatory system have been implemented in practice and the effect of these elements on sector performance. It describes how to “operationalize” the independent regulator model and elements of possible transitional regulatory systems.

Patents (2005)
F.M. Scherer. Patents summarizes four decades of pioneering research by F.M. Scherer on the economics of patent protection. This book is distinguished by concern for the role of patents in a global context and by thorough investigation into the utility of patent counts as instruments for measuring the magnitude and consequences of technological invention.

Ira Jackson and Jane Nelson. Companies today are under intense pressure to rebuild public trust and to be competitive in a global economy. To do this they must act responsibly, transparently, and with integrity, while remaining profitable and innovative. They must engage with activists as well as analysts, cooperate as well as compete, manage social and environmental risks as well as market risks, and leverage their intangible assets as well as their financial and physical assets. The authors present seven business disciplines that incorporate values-based management into corporate strategy and core operations: 1) Harness Innovation for Public Good, 2) Put People at the Center, 3) Spread Economic Opportunity, 4) Engage in New Alliances, 5) Be Performance-driven in Everything, 6) Practice Superior Governance, 7) Pursue Purpose Beyond Profit. More than a book about achieving value with values, Profits with Principles is a roadmap to restoring public trust and investor confidence in the corporate world.
Events

During the 2010-2011 academic year, M-RCBG organized and hosted more than 60 seminars, conferences, and other events. Many hundreds more events have been organized by the Center since its founding in 1982 — included here is a sampling. Additional listings are available on the M-RCBG website, www.hks.harvard.edu/m-rcbg/events.htm.
Annually Since 1992— The Kansai Keizai Doyukai Conference

Since 1992, the Center has co-sponsored an annual U.S.-Japan symposium with the Kansai Keizai Doyukai, a business organization comprised of executives from leading business corporations in the Osaka region of Japan. At the yearly one-day meetings, Doyukai members and Harvard faculty and researchers meet to discuss issues of mutual interest as they apply to Japan and East Asia. The most recent symposium focused on national security, energy resources, and regional economic zones in the Asia/Pacific region.

March 1998 — First Business & Education Symposium

This symposium simultaneously honored David T. Kearns, a former chairman of Xerox and former Deputy Secretary of Education, and marked the start of a new research, teaching, and outreach initiative at the Center. Speakers and panelists — including Lamar Alexander, Harvard Business School’s Rosabeth Moss Kanter, and Doug Becker, the president of Sylvan Learning Systems — explored how the United States could meet some of its urgent education challenges by better utilizing the private sector. Participants touched on ideas ranging from the past, present and future of business and education partnerships, to the role of for-profit companies in American education, to how the profit motive could be best harnessed to improve education. Education Secretary Richard W. Wiley closed the conference with a Forum address overviewing the American education system. Following the symposium, Center faculty and staff worked to consolidate the day’s research and teaching to create resources for those tackling the shortcomings of America’s education system.

June 2000 — The Multilateral Trading System at the Millennium

Scholars and trade policy experts from Harvard and around the world gathered for three days to chart the future of globalization and the multilateral trading system at a conference in honor of Raymond Vernon, a leading figure in the postwar international economic architecture and one of the trading system’s most distinguished scholars. The conference focused on how best to address and reconcile the values of efficiency, equity, and legitimacy in the global trading system from a variety of disciplinary perspectives. Organized by Roger Porter and three Center Fellows, Pierre Saure, Arvind Subramanian, and Americo Zampetti, the conference discussed nearly a score of original papers presented by Jagdish Bhagwati, Jeffrey Sachs, Jeffrey Frankel, Robert Keohane, Joseph Nye, Robert Hormats, and others. The gathering produced a volume, edited by the conference organizers, candidly assessing the strengths and limitations of the global trading system and its future direction.

June 2001 — American Economic Policy in the 1990s Conference

Co-chaired by Harpel Professor Jeffrey Frankel and Peter Orszag, the President of Sebagio Associates, Inc., this four-day conference convened leading policy-makers and economists to discuss economic performance and policy-making during the 1990s. The gathering generated a Frankel- and Orszag-edited volume, with submissions on monetary policy, fiscal policy, tax policy, international finance and crises in emerging markets, trade policy, information technology, industrial organization, energy policy, environmental policy, labor and education, poverty and welfare, health care and tobacco policy, medicare policy, and process.

Thursday Afternoons since 1989 — Business & Government Seminar Series

Since 1989, the Center has held weekly seminars on topics relevant to interaction between business and government. The series kicked off with a seminar by then-Director John Dunlop speaking on “Management Challenges in the 1990s: Maintaining Dynamism in Service Through Public/Private Partnership.” Over the past 18 years, the series has featured academics and practitioners addressing such issues as shareholder rights, the policy challenges of globalization, the behavior of American hospitals, developments in global climate policy, financial crises in Asia and Latin America, acid rain emissions trading programs, securities regulation in a global market, the roots of California’s energy crisis, transnational corporations and human rights, as well as many other topics. The Center’s current list of seminar speakers is posted on its website, and seminars are open to all.

Since 1993 – Harvard Electricity Policy Group Sessions

Prompted by the passage of the Energy Policy Act of 1992, the Harvard Electricity Policy Group (HEPG) has convened senior level forums at Harvard and throughout the country on the transition of the industry to competition. For 18 years, these meetings have brought together leading thinkers in the field—senior executives, federal and state regulators, academics and representatives from the non-profit sector, and policymakers—to address timely issues such as market design, transmission planning, and climate change. Since the initial meeting of the group at the Kennedy School in 1993, HEPG has held 65 two-day plenary sessions and 32 special sessions.
Thank You

The Mossavar-Rahmani Center for Business & Government would not exist without the generosity, vision, and commitment of the hundreds of individuals, foundations, businesses, institutions, and governments that support our work, many of whom are listed on the following pages. We are enormously grateful for your support.

Staff

A few of the M-RCBG faculty and staff.

Gretchen Bartlett
Area Manager, International and Global Affairs

Annmarie Basler
Finance Manager

Trudi Bostian
Staff Assistant, Harvard Electricity Policy Group

Ashley Brown
Executive Director, Harvard Electricity Policy Group

Marah Brown
Executive Assistant

Jason Chapman
Project Coordinator, Harvard Project on International Climate Agreements

Rachel Davis
Research Fellow, Corporate Social Responsibility Initiative

Bryan Galcik
Program Assistant

Jaime Georgia
Faculty Assistant

Minoo Ghoreishi
Faculty Assistant, Program Coordinator for Business & Human Rights

Victoria Groves
Communications and Events Manager

Scott Leland
Executive Director, Mossavar-Rahmani Center for Business & Government

Louisa Lund
Program Director, Consortium for Energy Policy Research

Jo-Ann Mahoney
Program Director, Harvard Electricity Policy Group

Claire McCarthy
Executive Assistant

Jennifer Nash
Associate Director, Mossavar-Rahmani Center for Business & Government; Executive Director, Regulatory Policy Program

Jane Nelson
Senior Fellow and Director, Corporate Social Responsibility Initiative

Marli Belle Porth
Program Director, Corporate Social Responsibility Initiative

Shana Rabinowich
Faculty Assistant

Caroline Rees
Director, Governance and Accountability Program

Julie Shample
Senior Executive Assistant

Paul Sherman
Program Coordinator, Consortium for Energy Policy Research

Robert Stowe
Executive Director, Harvard Environmental Economics Program