From the Director

In 1982, Ronald Reagan was in the second year of his presidency, the first CD player sold in Japan, the Dow Jones reached a high of 1,070, and AT&T lost a landmark anti-trust suit, creating the Baby Bells.

Closer to home at Harvard, Winthrop Knowlton became the first director of the new Center for Business & Government, with a research agenda that included ways of restoring sustained growth to the American economy and enhancing its international competitiveness; improving the impact of public policy on private incentives to invest and innovate; and enacting regulatory reforms.

For 25 years, the Center of Business & Government — now the Mossavar-Rahmani Center for Business & Government (M-RCBG) — has worked to create public value through applied research, teaching, and active engagement of the business and government sectors. We provide a neutral space in which key players from government, business, and civil society can come together, understand each other’s perspectives, and seek consensus — honestly and effectively — with expert help from our faculty. Today our work touches on every aspect of the business and government intersection, and its focus is global as well as national.

This brief publication describes the history of M-RCBG and gives an overview of our many programs and activities as they look today. We are engaged in challenging, contemporary, and significant work, and I invite you to participate in our events, add your voice to the dialogue, bring your expertise to the table, and learn more about our research activities, Fellows program, events, and outreach.

The Center owes a huge debt of gratitude to the hundreds of students, fellows, faculty, staff, donors, speakers, conference participants, and supporters, who for a quarter century now have worked to illuminate some of society’s most vexing problems at the intersection of business and government. Thank you for your many efforts and contributions, and I hope that you will continue to be part of our journey.

John G. Ruggie

Weil Director, Mossavar-Rahmani Center for Business & Government, and Kirkpatrick Professor of International Affairs
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, which also continue, now as 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 that 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.
Roger B. Porter, the IBM Professor of Business and Government at the Kennedy School, was named Director of the Center in 1995. 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. The Regulatory Reform Program was organized under the direction of Robert Glauber and Cary Coglianese; the Asia-Pacific Policy Program was established, and the David T. Kearns Program on Business, Government and Education was launched. 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.

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


F.M. Scherer, Professor of Public Policy and Corporate Management in the Aetna Chair, received the Center’s Distinguished Service Award in 2000. Other recipients have included Raymond Vernon, John T. Dunlop, William W. Hogan, John D. Donahue, and Cary Coglianese.

Raymond Vernon, Clarence Dillon Professor of International Affairs, was a pillar of the Center from its founding until his death in 1999. His work focused on multinational enterprises, the global trading system, privatization, and regulation.
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 took over as Center Director in 2002 and continues to the present day. Ruggie is 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 has 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 he has 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 has 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 has introduced an undergraduate thesis prize, a Center-wide seminar program to bring together the various business-government areas, and he has 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.

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.

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.
The Mossavar-Rahmani Center for Business & Government (M-RCBG) encompasses a broad range of programs and activities, each creating public value through applied research, policy analysis, and active engagement of the private and public sectors. Fifteen of the Center’s programs and activities are described in the pages that follow.

- Corporate Social Responsibility Initiative
- Energy Policy Programs
- Harvard Environmental Economics Program
- Education Program
- Regulatory Policy Program
- Weil Program on Collaborative Governance
- Applied Research: From the Classroom to Congress and Iraq
- Health Care Delivery Policy Program
- Trade and Negotiations Program
- Program on Technology & Economic Policy
- Asia Programs
  - Vietnam Program
  - AIDS Public Policy Training Project
  - Financial Sector Program
- Ethiopia DSA Program
Corporate Social Responsibility Initiative

The Corporate Social Responsibility Initiative (CSRI) is a multi-disciplinary and multi-stakeholder program that 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. It 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. The CSRI Initiative has established an active student-led Corporate Responsibility Council in which several hundred students participate and an alumni network for former students working in this field. It hosts a Visiting Practitioners Series that brings senior executives from companies, international development organizations, nonprofits, and government agencies to meet with students on a regular basis.

The UN, Business, and Human Rights

In July 2005, United Nations Secretary-General Kofi Annan appointed John Ruggie, faculty chair of the CSR Initiative, as his Special Representative for Business and Human Rights. The creation of this unprecedented post was requested by the UN Commission on Human Rights and endorsed by the UN Economic and Social Council. It is the first time that such a position has been created in the area of business. Ruggie’s mandate is intended to “identify and clarify” standards of corporate responsibility and accountability in relation to human rights. In essence, he is to recommend to the UN the rules of the road (legal and otherwise) for multinational corporations in relation to human rights. The questions he is exploring include: Do the home states of corporations, acting on their own or through multilateral means, have any obligations to regulate and adjudicate human rights abuses by “their” multinationals? Do home states have such obligations if they provide material or other assistance to firms? Is there such a requirement in special circumstances — for example, when business operations take place in areas torn by civil war or other forms of conflict? If not, should there be such obligations, and how would they fit into an overall strategy of promoting responsible corporate behavior?

Ruggie’s reports go directly to the Secretary General (now Ban Ki-moon) and the Human Rights Council. His final report will be issued in 2008 and is expected to have a significant impact on how the human rights obligations of the business sector are analyzed and acted upon for years to come.

The Faculty Chair for the CSR Initiative is John G. Ruggie, Kirkpatrick Professor of International Affairs and Weil Director, Mossavar-Rahmani Center for Business and Government, and an Affiliated Faculty member of Harvard Law School. Professor Ruggie also serves as 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. Prior to joining the UN, he was Dean of Columbia University’s School of International and Public Affairs. He has published six books and authored nearly seventy academic journal articles and book chapters. An elected fellow of the American Academy of Arts and Sciences, Ruggie is recipient of the International Studies Association’s Distinguished Scholar Award and the American Political Science Association’s Hubert H. Humphrey Award for “outstanding public service by a political scientist.” A 2005 survey published in Foreign Policy magazine named him one of America’s 25 most influential academics in the field of international relations.
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, policy makers, development practitioners, and business leaders to explore the role of large corporations in contributing to the following three development challenges:

- Expanding economic opportunity
- Strengthening health systems
- Rebuilding after disasters.

The initiative has partnered, for example, with the United Nations Industrial Development Organization (UNIDO), the International Finance Corporation, the United Nations Development Programme (UNDP), the International Business Leaders Forum, and FSG-Social Impact Advisers to undertake research on business linkages between multinational corporations and small enterprises and the development of more inclusive business models that enable the poor to participate as employees, suppliers, distributors, and customers in financially viable ways. The partners have co-hosted workshops in Washington DC, South Africa, and at Harvard exploring development challenges from the perspective of different regions and industry sectors, including food and beverage, banking, information and communications technology, utilities, healthcare, tourism, extractives, and the auto sector.

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 has been the CSR Initiative’s participation in the Kennedy School’s Broadmoor Project in New Orleans, supported by Shell Exploration and Production. This project has engaged community leaders, Kennedy School faculty and students, and a variety of corporate and foundation partners in convening and studying public-private partnerships aimed at supporting rebuilding efforts.

The Director of the CSR Initiative is Jane Nelson, a Senior Fellow at M-RCBG, a Director of the International Business Leaders Forum, and a non-resident Senior Fellow at the Brookings Institution. A former Vice President at Citibank, she has worked in the office of the UN Secretary-General preparing a report for the General Assembly on cooperation between the UN and the private sector; for the World Business Council for Sustainable Development in preparation for the 1992 Rio Earth Summit; and co-authored four of the World Economic Forum’s Global Corporate Citizenship reports. She has lived and worked in Africa, Asia, Europe and North America, with work experience in Latin America and the Middle East, and serves on a variety of public sector and nonprofit boards and advisory groups. A former Rhodes Scholar, she has written and lectured extensively on corporate responsibility, cross-sector partnership, and the role of business in international development, having published four books and over fifty reports, papers, book chapters, and articles. In 2005, she received the Keystone Center’s “Leadership in Education” Award.
Repsol YPF — Harvard Energy Policy Seminar

In the mid 1980s, the Spanish oil industry prepared for its integration in the European Common Market. For some of the companies controlled by the National Institute for Hydrocarbons (INH), this meant the loss of their status as a government monopoly. INH officials turned to the Kennedy School of Government to organize a jointly sponsored executive seminar on the policy challenges ahead in the international oil market. As a result, the first INH-Harvard Seminar on Petroleum Policy was held in Segovia, Spain in 1987. A great success, the Seminar was repeated in 1988 in Toledo under the sponsorship of the newly privatized Spanish oil company, and continued eventually as the Repsol YPF — Harvard Energy Policy Seminar. Always notable for their timely themes and distinguished participants, including CEOs of major energy companies, government officials and academics, these seminars have enjoyed an international reputation as one of the most important forums for intellectual debate on energy related issues.

The history of the Repsol YPF — Harvard Energy Policy Seminars demonstrates the importance of sessions such as these, since they enable policy makers and executives to foreshadow developments and prepare the intellectual capital to support the policy changes. In 1988, for example, the Seminar participants anticipated an era of low oil prices and began discussing the implications for the oil business and for producing and consuming countries. In later years, topics relating to the influence of environmental concerns on the energy industry, the opening up of competition in the European gas and electricity markets, the impact of the emerging European Unions, and the international turn to the market through privatization and restructuring of the sector, were discussion issues before these developments overtook the industry. HE Sheikh Ahmed Zaki Yamani, former Petroleum Minister of Saudi Arabia and Chairman of the Centre for Global Energy Studies in London, gave the keynote addresses at the 1994 Seminar in Barcelona and in 1996 in Granada. The 1998 Seminar in Santiago de Compostela anticipated the wave of mergers and the changing structure of energy companies. The May 2003 Seminar, entitled “Thinking the Unthinkable,” focused on scenarios difficult to conceive before the terrorist attacks of September 11, 2001; MIT Professor and Former CIA Director John Deutch gave the keynote address. Kennedy School Dean Joseph Nye set the tone for the 2004 Seminar in A Coruna with his speech on “Oil Policy and Transforming the Middle East.”

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. The innovations required fundamentally new approaches to manage the complex transmission grid.

After passage of EPAct92, it was clear that the scope of the necessarily 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. The charter of the HEPG abjured the constraints of consensus, but rather sought to enrich the debate. While HEPG itself does not take positions on issues, the participants do and they have provided much at the forefront of the policy leadership and innovation. The extensive HEPG web site is the first among those addressed to electricity policy. Through its research and seminars the HEPG has nurtured much of the revolution in electricity restructuring, building a bridge between business and government.

With generous support from the Fundación Repsol YPF, fourteen scholars participated in the Repsol YPF — Harvard Kennedy School Fellows program on energy policy over the academic years 2003–2006. These awards were made as a result of an international competition, with the fellows spending a year in residence at the Mossavar-Rahmani Center for Business and Government. The research of the fellows covered a range of issues on energy policy and related topics in environment and natural resources. Pictured from left to right are 2005–2006 fellows Juan-Pablo Montero, Gernot Wagner, Osmel Manzano, Ana Maria Herrera, and Ian Sue Wing, together with William Hogan.

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 he is a past president of the International Association for Energy Economics (IAEE). 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 an attorney affiliated with LeBoeuf, Lamb, Greene and MacRae. 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. HEEP is a university-wide program that includes faculty fellows from the Kennedy School, the Faculty of Arts and Sciences, Harvard Business School, the Graduate School of Public Health, Harvard Law School and the Graduate School of Design. HEEP provides a forum for policymakers, scholars, and advocates to grapple with such difficult questions as whether the Environmental Protection Agency should consider costs as well as benefits when determining regulatory targets; what level of carbon reductions are appropriate to limit global climate change; or whether the United States should open the Arctic National Wildlife Refuge to oil exploration as dependence on foreign oil pushes prices higher.

Professor Stavins led an innovative effort in the late 1980s called “Project 88: Harnessing Market Forces to Protect the Environment.” Project 88 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 to establish a market for tradable permits for sulfur dioxide emissions – part of the Clean Air Act amendments of 1990. The success of the SO2 trading system — at a considerably lower cost than alternative regulatory approaches — is widely acknowledged.

In the last few years, Professor Stavins and his HEEP colleagues have studied potential market mechanisms to address global climate change. A workshop at Harvard engaging the leading economists concerned with this issue yielded an edited volume, published in September 2007 by Cambridge University Press, examining a range of policy options for a climate policy regime to replace the Kyoto Protocol, when it expires in 2012. This volume is, in turn, providing the basis for the new Harvard Project on International Climate Agreements, supported primarily by the Doris Duke Charitable Foundation. The Project’s goal is to identify the design elements of “scientifically sound, economically rational, and politically pragmatic” policy proposals for a successor to the Kyoto regime.

Through these activities, HEEP has provided leadership in proposing solutions to vexing environmental problems, based on sound economics and blending government action and market-based incentives.

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.
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.

Forum on Excellence and Innovation in Higher Education

The newest education project focuses on colleges and universities, and their interaction with business and government. Fourteen of America’s leading institutions, such as Harvard, MIT, Duke, and Georgetown, meet regularly in executive sessions at M-RCBG. This project, funded by the Spencer Foundation for five years, is a systematic effort to help American universities become better learning organizations. The goal ultimately is to strengthen the way higher education is delivered to students across America.

Young Faculty Leaders Forum

Closing the educational achievement gap 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. 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 was funded by two former M-RCBG Senior Fellows, Healey and Robert Steel, Professors Kim and Guryan have been 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 and expand nationally this reading program that was created at M-RCBG’s Young Faculty Leaders Forum.

“More than ever before, better schools and better skills mean better jobs. Business, government and education know that they have a lot to learn from each other if we are to create the best schools in the world for our children. The Young Faculty Leaders Forum is just one example of CBG’s innovative work in this area.”

— The Honorable Lamar Alexander, United States Senator (Tennessee) and former U.S. Education Secretary
The Regulatory Policy Program (RPP) explores the challenges and opportunities posed by regulation without the limitations imposed by a relying on a single scholarly discipline or policy focus. The Program seeks to understand the political, legal, economic, and institutional impacts of regulation in the fields represented by the Center’s diverse research programs. Through research, seminars, conferences, and other activities, RPP facilitates communication and learning among Harvard faculty and students, regulatory officials, and industry participants, and contributes new ideas to both the regulatory community and the private sector.

Kennedy School faculty affiliated with RPP have, among other things, helped shape policy developments in the privatization and deregulation of important sectors such as electricity, railroads, and telecommunications; contributed to the use of market-based instruments for environmental protection; developed risk management strategies used by government agencies around the world; and created and evaluated innovative strategies to leverage both the public and private sectors in the pursuit public goals. With this legacy of groundbreaking work on regulation, RPP continues to move forward to frame and lead the next generation of regulatory policies throughout the world.

Research and engagement on environmental management systems

A new approach to environmental policy advocated by state agencies and the U.S. Environmental Protection Agency is to create “tracks” of environmental performance. The philosophy behind these performance tracking programs is simple: distinguish strong environmental performers from weak ones, giving strong firms special recognition and rewards such as enforcement forbearance and flexibility. State and federal regulators have long viewed the implementation of an environmental management system, or EMS, as a key criterion to determine which companies deserve special treatment.

Beginning in 2001, the Regulatory Policy Program initiated a broad effort to determine whether the mere presence of an EMS is an appropriate metric for differentiating among firms. The Program convened two major public meetings to review what was known about environmental management systems and their role in public policy, engaging with state and federal regulators, business and environmental groups, and fellow researchers from law, economics, and political science. Cary Coglianese, former RPP faculty chair, and Jennifer Nash, RPP Director, have led a research program that has resulted in two edited books and numerous journal articles. Their work has been influential in showing policymakers that the EMS tool by itself is not sufficient for firms to create superior environmental improvement. Since improvements depend on how effectively and ambitiously an EMS is implemented, how well the organization is managed overall, and how committed the managers are to seeing that the firm achieves real and continuous improvement, regulatory agencies now are demanding more than just the presence of an environmental management system as part of their performance tracking programs.

Erich Muehlegger

Erich Muehlegger is an Assistant Professor of Public Policy at the Kennedy School, the faculty chair of M-RCBG’s Regulatory Policy Program, and a fellow of the Harvard Environmental Economics Program. His research interests include industrial organization, economic regulation, and environmental policy. His current research projects include estimating the effects of regulatory innovation on illegal activity, modeling cross-border cigarette excise tax avoidance, and estimating the relative efficacy of different hybrid vehicle incentives. Other research interests include the effects of heterogeneous regulation and policy implications of behavioral economics. He received his PhD in economics from the Massachusetts Institute of Technology in 2005, where his research studied market impacts of state and local environmental regulation of gasoline content.
Jennifer Nash is Director of the Center’s Regulatory Policy Program and Executive Director of the Corporate Social Responsibility Initiative. Her research evaluates the effectiveness of industry self-regulation and policy tools such as management and performance-based regulation. She is the co-editor (with Cary Coglianese) of two books on environmental policy innovation: *Leveraging the Private Sector: Management-Based Strategies for Improving Environmental Performance* (2006) and *Regulating from the Inside: Can Environmental Management Systems Achieve Policy Goals?* (2001). She is a member of the U.S. Environmental Protection Agency’s National Advisory Council for Environmental Policy and Technology and co-chairs NACEPT’s stewardship workgroup.

“...It’s important for a school of public policy to consider market design as a mechanism to regulate what businesses do and to promote governance that’s vigilant, efficient, and fair. CBG offers the unique perspective of efficiency that comes out of business and the understanding about how markets can best inform the way public policy is developed and formed.”

—Robert Glauber, M-RCBG Affiliated Faculty member; former Chairman and CEO of the National Association of Security Dealers (NASD); former Undersecretary of the U.S. Treasury for Finance; former Co-Faculty Chair of the Regulatory Policy Program
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 Director of the Weil Program on Collaborative Governance. His teaching, writing, and research center on the distribution of public responsibilities across levels of government and sectors of the economy. Since 1999 he has co-directed the Kennedy’s School’s Spring Exercise, an integrative policy simulation that caps the MPP core curriculum. Donahue has written or edited 11 books, including Disunited States; The Privatization Decision (four translations); and most recently The Warping of Government Work (forthcoming). He and Richard J. Zeckhauser are at work on the Weil Program’s central scholarly project, a book entitled Leverage: Public Goals, Private Roles, with publication anticipated in 2008. He served in the first Clinton administration as an Assistant Secretary and then as Counselor to the Secretary of Labor. Donahue has consulted for a wide range of business and governmental organizations and serves as a trustee or advisor to several nonprofits.

Frank and Denie Weil, whose early support helped establish the Center for Business & Government and whose gift created the Weil Program on Collaborative Governance.
Applied Research: From the Classroom to Congress & Iraq

Professors expect that questions in the classroom will provoke dialogue and encourage debate. In 2005, however, a Kennedy School student's query prompted faculty research that has generated three papers, significant media attention and testimony before Congress. Professor Linda Bilmes was explaining how to fully calculate the long-term costs of entitlement programs such as Medicare when a student asked, “How much does the war [in Iraq] cost if you look at it from a similar perspective?”

Bilmes recalls, “So I began to analyze the full budgetary and economic costs of the war simply to find the answer to that question.”

In 2006, with Columbia economics professor and Nobel Laureate Joseph Stiglitz, Bilmes co-authored *The Economic Costs of the Iraq War: An Appraisal Three Years after the Beginning of the Conflict* which estimated that the total costs of the war would reach nearly $2 trillion. Subsequently, several veterans groups approached Bilmes and urged her to do further research on the long-term costs of providing health and disability benefits to US servicemen returning from Iraq and Afghanistan.

Bilmes began to examine “the capacity of the US to care for wounded veterans from Iraq and Afghanistan,” and in January 2007, published, *Soldiers Returning from Iraq and Afghanistan: The Long-term Costs of Providing Veterans Medical Care and Disability Benefits.*

She concluded that the cost of treating these veterans could reach $275–$660 billion over 40 years, and that the Veterans’ Benefits Administration (VBA) is already overwhelmed by a backlog of 600,000 veterans disability claims — many still pending from previous wars. When testifying before the House Veterans’ Affairs Committee Subcommittee on Disability Assistance and Memorial Affairs in March of 2007, she proposed several major systemic reforms. These include that the VBA shift presumption so veterans with disabilities can begin receiving benefits immediately after they are discharged, with subsequent audits to fine-tune the monthly payment schedules; that the Defense Department require mandatory full medical examinations for all soldiers upon their return from duty; and expanding mental health care in veterans health facilities.

Since Bilmes’ testimony, 18 separate bills have been introduced into Congress incorporating her suggestions. Numerous veterans organizations and outgoing VA Secretary Jim Nicholson have also endorsed a number of her proposals.

Bilmes, the former Chief Financial Officer and Assistant Secretary for Management and Budget at the US Department of Commerce, hopes that her work forces the government to understand that “war spending has long-term economic consequences. Even if we leave Iraq, we will be paying to replenish the military and to take care of veterans for many years to come. We must change the way we think about spending money.”

Linda J. Bilmes

Linda J. Bilmes, Lecturer in Public Policy, teaches budgeting, applied budgeting, and public finance. She has written widely on the cost of the Iraq War, veterans issues, and federal workforce reform. During the Clinton administration, she served as Assistant Secretary for Management and Budget in the U.S. Department of Commerce. Previously, she spent 10 years with the Boston Consulting Group, where she focused on industrial finance and public sector privatization in Eastern Europe. Recent papers include *The Economic Cost of the Iraq War: An Appraisal Three Years After the Beginning of the Conflict* (coauthored with Joseph Stiglitz) and *Soldiers Returning from Iraq and Afghanistan: The Long-Term Costs of Providing Veterans Disability Benefits and Medical Care.* She has appeared on numerous TV and radio programs, including the *Newshour with Jim Lehrer*, CNN’s *Lou Dobbs Show* and *In the Money*, NPR’s *Marketplace*, *All Things Considered*, and *On Point*. Her articles have appeared in the *New York Times*, *Washington Post*, *Financial Times*, *Los Angeles Times*, *Boston Globe*, and the *Atlantic Monthly*. In 1998 she coauthored *Gebt uns das Risiko Zuruck* (Give Us Back the Risk), a best-seller in Germany. She has two books forthcoming in 2008: *The People Factor* (co-authored with W. Scott Gould) on civil service reform and a book on the Iraq war (co-authored with Joseph Stiglitz). Bilmes holds a BA and an MBA from Harvard University.
Health Care Delivery Policy Program

The Health Care Delivery Policy (HCDP) Program provides a forum for the health care industry’s leading institutions and analysts to collaboratively assess strategic challenges and synthesize strategic care in the largest industrial category in the American economy, accounting for 15% of the Gross Domestic Product.

Since the Harvard/Kennedy School Health Care Delivery Policy Program was created seven years ago, the exposure of the present American health care delivery system as unsustainable due to its unsafe character, low quality, and steeply rising cost has made it the primary domestic issue demanding reform. Much of the debate on system reform centers on the balance between the roles of business and government.

Three times a year, HCDP gathers 20 senior executives from all sectors of health care delivery to debate nearly every aspect of America’s highly complex and dysfunctional health care delivery system. HCDP works to develop options for systemic transformation that the group’s members subsequently introduce to the market.

HCDP’s director, Jerome H. Grossman, M.D., is leading three efforts to bring these general ideas to the public. He co-authored the joint National Academy of Engineering and Institute of Medicine (NAE/IOM) report, Building a Better Delivery System; the Committee on Economic Development (CED) report, The Employer-Based Health Insurance System is Failing — What We Must Do About It; and a forthcoming book co-authored with Clay Christensen and Jason Hwang on the impact of disruptive technology on health care. HCDP affiliate Karen Eggleston, with participation of Joseph Newhouse and Ernie Berndt, has also advanced research on productivity in diabetes treatment.

In addition to their formal meetings, the Health Care Delivery Policy group works to regularly present and update information central to research on delivery system reform. Cara Helfner, HCDP’s Medical Librarian/Research Associate, has developed and maintained the program’s multifaceted website, which includes presentations made by group speakers, a synopsis of HCDP’s projects and research, and The Numbers — a particularly in-depth resource that collects and analyzes data ranging from the total population of the United States to the number of individuals insured, by types of coverage. HCDP also issues reports on healthcare cost estimates, a volume of the fifteen leading chronic medical conditions, and insurance coverage by income quintile. All provided information has extensive bibliographies and is continually updated. With the 2008 election fast approaching, HCDP has become an increasingly essential resource for anyone concerned with healthcare reform as a political issue.

Dr. Jerome H. Grossman

Dr. Jerome H. Grossman, Senior Fellow at the Mossavar-Rahmani Center for Business and Government and Director of the Harvard/Kennedy School Health Care Delivery Policy Program, is also an Honorary Physician and Adjunct Professor of Medicine at Tufts University School of Medicine. He has served as the director of Ambulatory Care at MGH and CEO of New England Medical Center, where he was a founder of Tufts Associated Health Plan. A member of the IOM since 1983, he serves as Chair of NAE/IOM Committee on Engineering and Health Care System. He is director/trustee of several organizations including: The Mayo Clinic Foundation and Penn Medicine (University of Pennsylvania Medical School and Health System). He has also served as Chairman of the Federal Reserve Bank of Boston.
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.

A central goal of the program is to make the global trading system work better for developing countries. 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 that provides a wide array of materials for researchers and others interested in trade policy and negotiations.

Robert Z. Lawrence

Robert Z. Lawrence is 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. Lawrence has also been a Senior Fellow at the Brookings Institution. He has taught at Yale University, where he received his PhD in economics. 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 Program on Technology & Economic Policy

The Program on Technology & Economic Policy focuses on productivity measurements; the role of human and physical capital in U.S. economic growth; the effects of tax and environmental policies on welfare; and economic relations between the U.S. and Japan. One major product of the Program is the measurement of productivity change in the U.S., with data covering 35 industries.

Dale W. Jorgenson

Dale W. Jorgenson is the Samuel W. Morris University Professor at Harvard University and Director of M-RCBG's Program on Technology & Economic Policy. Jorgenson received the prestigious John Bates Clark Medal of the American Economic Association in 1971 and has conducted groundbreaking research on information technology and economic growth, energy and the environment, tax policy and investment behavior, and applied econometrics. He is the author of 241 articles in economics and the author and editor of thirty books. He served as Chairman of the Harvard Department of Economics from 1994 to 1997 and as President of the American Economic Association in 2000; he was named a Distinguished Fellow of the Association in 2001. He was a Founding Member of the Board on Science, Technology, and Economic Policy of the National Research Council in 1991 and has served as Chairman of the Board since 1998. He has been honored with numerous memberships, awards, and honorary doctorates from institutions and universities around the world.
Harvard, facilitating individual government officials coming to Cambridge to engage in research. Qunshan Zhang, a New World Fellow in the fall of 2006 says, “I’ve built up a stronger confidence to speak about and to cope with the difficult realities [in a quickly changing China] that I face on a daily basis. I believe that, because of my research at M-RCBG, I’ve got a promotion from a vice governor of provincial government up to a standing committee member of provincial party committee, that is the core of leadership.”

With support from companies and individuals who see the long-term benefit of better governance capacity in China, these officials have attended custom training programs, existing executive education programs, or researched specific policy topics at the Kennedy School. Significant numbers of these officials have reported that they found the approaches taught at the Kennedy School to be of immediate value in the course of their jobs. A recent example: one mayor’s successful application of his newly acquired crisis management skills in a consumer poisoning scandal led to his promotion to a provincial level leadership position.

Asia Programs

Established in 1999 to coordinate the Kennedy School’s various projects and initiatives related to Asia, Asia Programs addresses a wide spectrum of public policy issues and promotes top-quality research in public policy analysis through targeted executive training, teaching, working conferences, and various fellowship positions.

In addition to the three programs described in their own sections below, Asia Programs manages: The Hefner China Fund, the Kansai Keizai Doyukai Program, the Taiwan Leadership Program and The China Public Policy Program.

The China Public Policy Program

The China Public Policy Program supports the training of Chinese officials to manage policy in rapidly changing domestic and international public environments; engage in capacity building in China to further the teaching and analysis of public administration and public policy issues; and promote superior research and policy dialogues on current developments in China and those issues central to US-China relations. The China Public Policy Program has engaged hundreds of mid and senior level Chinese government officials over the past decade. The program also sponsors annual New World Fellows at

Beijing Executive Public Management Training Program, May 2006
Julian Chang is the Executive Director of Asia Programs. He received his Ph.D. in political science from the Department of Government at Harvard University in 1995. His dissertation examined the marketing of the Soviet Union in China in the 1950s as a case study of the evolution of the Chinese propaganda system. He received his B.A. from Yale University and was a Yale-China “ELI” at Wuhan University, China, where he taught English and American history. In 1996, he went to Stanford to become assistant director of the Center for East Asian Studies. He left CEAS in 1997 to establish the Asia/Pacific Scholars Program, a university-wide fellowship program for graduate students from Asia. He joined Stanford’s Asia Pacific Research Center (A/PARC) as deputy director in the fall of 1998. His research interests include Sino-Soviet/Russian relations, communications, and mass media in China.
The Vietnam Program

Since it was first established in 1988, the Vietnam Program has become one of the world’s leading centers for the study of Vietnam’s economic reform process. Through a combination of research, teaching and policy advising activities, the Vietnam Program has been able to make important contributions to the process of transition in Vietnam as well as the teaching of the economics of development at Harvard University. The Vietnam Programs’ flagship program is the Fulbright Economics Teaching Program (FETP) established in 1994.

In 2005, the Vietnamese Prime Minister paid an official visit to the United States, the first by the leader of a unified Vietnam. Boston was one of three US cities on the tour. Before participating in a spirited debate about institutional reform in higher education at the Kennedy School, the Prime Minister hinted to President Larry Summers why Harvard Yard was such a prominent stop on his historic trip: the insights of the Kennedy School Vietnam Program had informed policymaking at critical junctures in his country’s reform process.

The University’s policy engagement with the Vietnamese government began in 1989 when Harvard experts, under the leadership of Professor Dwight Perkins, first visited Hanoi to advise on the country’s then nascent reform efforts. Over the proceeding 16 years, the Vietnam Program has supported the advancement of innovative public policies through teaching, research, and dialogue. Under the leadership of Professor Perkins and Professor Tony Saich, the Program is a leading center for the study of Vietnam’s socioeconomic transformation.

The Program’s flagship initiative, the Fulbright School in Ho Chi Minh City, educates officials, scholars, journalists, and private sector executives in applied economics and public policy. It is also a forum where representatives of government and business discuss key policy problems in the context of globalization. Through articles and media appearances, the Program’s Vietnamese experts are active participants in Vietnam’s increasingly vibrant public policy debate. A steady exchange of people and ideas with Cambridge is the Fulbright School’s lifeblood. Vietnamese instructors forge strong links to the Kennedy School by attending degree programs, executive courses, and as M-RCBG fellows. KSG faculty regularly teach and research at the Fulbright School. A number of KSG students pursue summer internships at the Fulbright School, where they observe and study the transformation of Vietnamese society and the implications of globalization for economic development.

The pace of Vietnam’s economic integration is accelerating. Seizing the opportunities and skirting the pitfalls of globalization will require sophisticated policy analysis and formulation capacity that Vietnam, despite its successes, presently lacks. In this context, the Vietnam Program’s research stands out for its scope and candor. Its insights are often sought by the government, most recently in June 2007, when, together with University Professor Henry Rosovsky, the Program organized a forum on higher education and development for the President of Vietnam. By bringing together Fulbright School and KSG faculty with Vietnamese government experts to cooperatively examine cross-cutting policy problems, the Program and its government counterparts are pioneering an alternative to the orthodox policy apparatus.

Thomas J. Vallege

Thomas J. Vallege is the Director of the Vietnam Program and a research associate at the Mossavar-Rahmani Center for Business and Government. He is responsible for directing the Program’s research efforts into Vietnam’s economy, as well as its teaching and exchange programs, both in the United States and Vietnam. He helped to establish the Fulbright Economics Teaching Program in Ho Chi Minh City.

In addition, Vallege conducts research on specific aspects of Vietnam’s development for the United Nations Development Programme, the World Bank, and the Japanese Ministry of Finance. Prior to becoming director of the Vietnam Program, Vallege served with the US Marine Corps in Vietnam and was a Senior Research Fellow at the Kennedy School, where he worked on strategic and military issues in East and Southeast Asia. He has worked as a political consultant and was elected to the Massachusetts House of Representatives in 1980, serving until 1987. Vallege received a bachelor’s degree from the University of Massachusetts and an M.P.A. from the Kennedy School of Government.
Looking forward, the Vietnam Program’s focus will be on guiding the development of innovative public policy education initiatives at the Fulbright School and on pursuing vibrant, research-driven, high-level policy dialogue that will further strengthen Vietnam’s policy analysis capacity.

The Vietnam Program receives core funding from the US State Department. Additional support is provided by the United Nations, the Ford Foundation, AIG, and in the past by the Atlantic Philanthropies.

Through a combination of research, teaching and policy advising activities, the Vietnam Program has been able to make important contributions to the process of transition in Vietnam as well as the teaching of the economics of development at Harvard University.
AIDS Public Policy Training Project

The AIDS Public Policy Training Project develops the capacity of public officials in China and Vietnam to respond to the AIDS epidemic in their countries.

After years of working in China to hasten the country’s response to AIDS, M-RCBG’s AIDS Public Policy Training Project founder and director Joan Kaufman realized that China’s “main problem was a lack of true local level understanding and leadership — and how to plan and successfully implement multi-sectoral programs.”

In 2002, Kaufman co-authored a policy forum article in Science analyzing China’s AIDS policies, and subsequently launched the China AIDS Public Policy Training Project to address the policy and training needs the piece identified. Benefiting from collaboration amongst Boston-based and Chinese faculty, the program develops the capacity of senior and local Chinese officials to respond to the HIV/AIDS epidemic. The China AIDS Public Policy Training Project can be credited with greatly improving the governmental response to AIDS, together with the fact that, in the aftermath of the 2003 outbreak of SARS, China has increased its transparency in dealing with infectious diseases. Through the Central Party School apparatus, the program’s Chinese faculty have even created an internal governmental program that closely resembles the one developed by Kaufman.

When the joint initiative with Tsinghua University was introduced, it was the first activity at the University on HIV/AIDS, still a sensitive issue. Since then, using the AIDS Public Policy Training Program as its base, Tsinghua launched its own five-school program on HIV/AIDS involving the AIDS Policy Research Center, Tsinghua’s School of Public Policy and Management, its Law School, its Journalism School, and the NGO Research Center. Numerous important programs on AIDS have evolved from this initiative, including a unique program on AIDS and journalism.

The success of the China AIDS Public Policy Training Project led to the launch of a similar program in Vietnam, which ran from 2004-2007. The Vietnam project was led by Lisa Messersmith, who had spent the previous 20 years working in Asia, Africa and South America fighting HIV/AIDS. During its four years, the Vietnam AIDS Public Policy Training Project had a significant impact on helping to build capacity among government and Communist Party leaders for the development and implementation of multi-sectoral, rights-based and gender sensitive AIDS policies and programs in Vietnam.
Joan Kaufman is a Lecturer in Social Medicine at Harvard Medical School and founding Director of the AIDS Public Policy Training Project at the Kennedy School. She is a Senior Scientist at the Schneider Institute for Health Policy at the Heller School for Social Policy and Management at Brandeis and is the China director for the International AIDS Vaccine Initiative (IAVI). She was a 2001-2002 Bunting Fellow at Radcliffe and was a 2005-2006 Soros Reproductive Health and Rights Fellow. Previous positions include Program Officer for the Ford Foundation’s China office, Lecturer on Population and Reproductive Health at the Harvard School of Public Health, Senior Associate at Abt Associates, and UNFPA Program Officer for China, as well as service on advisory committees for the World Health Organization and National Institutes of Health. Her writing focuses on health and social policies, AIDS, gender equity, and reproductive health and rights. Current research includes studies on health, governance, and women’s participation in China’s countryside, Chinese AIDS orphans, and AIDS public policies. Her book *A Billion and Counting* examined China’s population policy, and her edited book on *AIDS and Social Policies in China* was published in 2006. She received her ScD (doctorate in science) from the Harvard School of Public Health.

“We know now that AIDS is a development issue that requires leadership at all levels of government and society. We know that AIDS cannot be addressed through a health sector response alone, that a multi-sectoral approach involving different government sectors, civil society, the academy, business and those vulnerable to and affected by HIV/AIDS is necessary for addressing the determinants and impacts of AIDS.”

—Lisa Messersmith, Director of the Vietnam AIDS Public Policy Project
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.

Twenty Years of Support for Microbanking

In December 2003, the Financial Sector Program reached a rare milestone in development assistance: it concluded 20 years of Harvard advisory services to Bank Rakyat Indonesia (BRI), the world’s largest commercially-based micro banking institution. Twenty years earlier, BRI was faced with a dilemma: either close its more than 3,600 Unit Desas (Village Units) around Indonesia, or find a way to make them profitable. Originally created to help finance the Green Revolution, the adoption of high-yield, fertilizer-responsive rice varieties to make Indonesia self-sufficient in rice production, the Unit Desas had served their purpose and the Ministry of Finance could no longer afford to subsidize them. However, if BRI, a full-service, government-owned commercial bank, closed its Unit Desas, most of Indonesia’s rural population would lose their only access to formal financial services.

Over the next 20 years, Harvard University, through the Harvard Institute for International Development (HIID), and later the Financial Sector Program directed by Professor Jay Rosengard, provided technical support to the Indonesian efforts to commercialize microbanking at BRI. These efforts included assistance directly to BRI in savings mobilization, credit instruments and delivery systems, strategic management, information technology, human resource development, and BRI’s International Visitor’s Program. Rosengard documented many of these efforts in a book co-authored with Richard Patten in 1991, Progress With Profits: The Development of Rural Banking in Indonesia.

BRI’s microbanking services are now the largest and most successful example of commercially-based microfinance in the world. As of September 30, 2006, BRI had 3.4 million microloans outstanding totaling $2.9 billion, and 33.1 million microsavings accounts totaling $4.3 billion. It made 268,582 new microloans totaling $322 million in September 2006, loan arrears were only 1.42 percent, and microbanking profits in 2005 were $266.7 million.

Harvard assistance to BRI was intentionally phased out beginning about 10 years ago, and the last consultants were withdrawn at the end of 2003, when BRI had a very successful IPO (initial public offering). The relationship between the Financial Sector Program and BRI is an excellent example of providing technical support without fostering an unhealthy dependency on foreign assistance, and the two continue to collaborate on applied research and development, joint policy conferences and workshops, and participation of BRI officers and staff in Kennedy School Executive Education opportunities.

Jay Rosengard

Jay Rosengard, Lecturer in Public Policy, is the Director of the Financial Sector Program within M-RCBG’s Asia Programs. He has 30 years of international experience designing, implementing, and evaluating development policies in public finance and fiscal strategy, municipal finance and management, intergovernmental fiscal relations, banking and financial institutions development, microfinance, tax reform, management information systems, monitoring and evaluation, human resource development, 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 both the FIPED (Financial Institutions for Private Enterprise Development) Executive Program, which focuses on sustainable and effective microfinance and SME (small and medium enterprise) finance, and the COMTAX (Comparative Tax Policy and Administration) Executive Program, which addresses key strategic and tactical issues in tax design and implementation.
Ethiopia DSA Project

Ethiopia and the DSA project have implemented one of the most ambitious decentralization programs in Africa, by delegating financial management to remote local governments.

Is it possible to introduce fundamental change in one of the poorest countries in the world? M-RCBG’s Decentralization Support Activity (DSA) project has done it in Ethiopia. Twice the size of Texas, the second most populous country in Africa (84 million people), per capita annual income of less than $100, Ethiopia confronts the ‘four horsemen of the apocalypse’—war, famine pestilence and death. Despite these formidable constraints, the project has successfully transformed public financial management in Ethiopia.

Over the past twelve years, the project has moved the country from single to double-entry bookkeeping, cash to modified cash accounting, line item to cost center budgeting, performance based fiscal transfers, and spreadsheets to a web-based custom integrated financial information system that can operate from stand-alone computers to a country-wide satellite system. Over 70,000 government staffs have been trained to use these systems.

These reforms have had a significant impact. The six year backlog of accounts has been eliminated, budgets are submitted to parliament a month ahead of the fiscal year (rather than a day), and automation provides numerous accurate and timely reports for management and oversight. These new systems have assured foreign aid agencies to continue and expand their assistance which provides 35% of public expenditure. Ethiopia is currently the largest recipient of foreign aid in Sub-Saharan Africa. The DSA Director, Stephen Peterson, warns that despite these increasing resource flows, Ethiopia needs to carefully manage their meager resources as it has an appalling fiscal gap (the difference between needs and resources). Its education budget provides $5 per annum per student and its health budget has only $6 per annum per capita.

Peterson writes that “the project has succeeded for four reasons: context, ownership, purpose, and strategy. The context was not a crisis but rather a reasoned need to rebuild the civil service after two decades of neglect and political strife. The government owned the reform and limited the disruptive and short term faddist approaches of foreign aid agencies. The purpose was to support the government policy of fiscal decentralization. The strategy was to evolve and then change existing systems to ensure that staff with limited education in remote administrative areas could operate the system. Four other factors certainly contributed to success of this reform — twelve years of hard work, consistency of staff, $35 million in support from funders, and good fortune.”
Faculty Affiliates

Linda J. Bilmes
Lecturer in Public Policy

Iris Bohnet
Professor of Public Policy

Lewis M. Branscomb
Aetna Professor in Public Policy and Corporate Management, Emeritus.

Pepper D. Culpepper
Associate Professor of Public Policy

John D. Donahue
Raymond Vernon Lecturer in Public Policy; Director of the Weil Program on Collaborative Governance; Faculty Chair of the Health Care Delivery Policy Group

Dennis J. Encarnation
Adjunct Lecturer in Public Policy

Jeffrey Frankel
Harper Professor of Capital Formation and Growth

Archon Fung
Associate Professor of Public Policy

Robert R. Glauber
Adjunct Lecturer in Public Policy

Jose A. Gomez-Ibanez
Derek C. Bok Professor of Public Policy and Urban Planning

Thomas J. Healey
Adjunct Lecturer in Public Policy

William W. Hogan
Raymond Plank Professor of Global Energy Policy; Research Director of the Harvard Electricity Policy Group

Arnold M. Howitt
Adjunct Lecturer in Public Policy

Sheila Jasanoff
Pforzheimer Professor of Science and Technology Studies

Dale Jorgenson
Samuel W. Morris University Professor; Director of the Program on Technology and Economic Policy

Calestous Juma
Professor of the Practice of International Development

Elaine C. Kamarck
Lecturer in Public Policy

Joan Kaufman
Adjunct Lecturer in Public Policy; Director, AIDS Public Policy Program

Robert Lawrence
Albert L. Williams Professor of International Trade and Investment; Director of the Program on Trade & Negotiations

David Lazer
Associate Professor of Public Policy

Henry Lee
Lecturer in Public Policy

Herman B. (“Dutch”) Leonard
George F. Baker, Jr. Professor of Public Sector Management

Richard Light
Walter H. Gale Professor of Education; Director, Young Faculty Leaders Forum and Forum on Excellence in Higher Education

Brigitte Madrian
Aetna Professor of Public Policy and Corporate Management

Viktor Mayer-Schoenberger
Associate Professor of Public Policy

Erich Muehlegger
Assistant Professor of Public Policy, Faculty Chair of the Regulatory Policy Program
Nolan Miller
Associate Professor of Public Policy

John D. Montgomery
Ford Foundation Professor of International Studies, Emeritus.

Dwight H. Perkins
Harold Hitchings Burbank Professor of Political Economy; Principle Investigator for the Vietnam Program

Stephen Peterson
Lecturer in Public Policy & Senior Development Fellow; Faculty Chair of the Executive Program in Public Financial Management; Director of the Ethiopia Decentralization Support Activity

Roger B. Porter
IBM Professor of Business & Government

Jay Rosengard
Lecturer in Public Policy; Director of the Financial Sector Program

John G. Ruggie
Kirkpatrick Professor of International Affairs; Frank and Denie Weil Director at the Mossavar-Rahmani Center for Business and Government; Faculty Chair of the Corporate Social Responsibility Initiative

Mary Ruggie
Adjunct Professor of Public Policy

Tony Saich
Daewoo Professor of International Affairs; Faculty Chair of Asia Programs

F. M. Scherer
Professor of Public Policy and Corporate Management in the Aetna Chair, Emeritus

Robert Stavins
Albert Pratt Professor of Business and Government; Director of the Harvard Environmental Economics Program

Alan M. Trager
Adjunct Lecturer in Public Policy

Ezra Vogel
Henry Ford II Research Professor of Social Sciences at Harvard

Richard Zeckhauser
Frank Plumpton Ramsey Professor of Political Economy

Andy Zelleke
Lecturer in Public Policy
Fellows and Visitors

Fellows are a vital part of M-RCBG as the Center seeks to create public value by engaging individuals from both the public and private sectors. Over 300 fellows have been part of the Center to date, with roughly 35 in residence each year.

Invited by the Center’s faculty, fellows have worked on such issues as trade policy, US-China relations, corporate governance, accountability, environmental regulation, electronic information and privacy, medical reform, civic engagement, innovation in the public sector, pension reform, public-private partnership, and transportation. They have produced discussion papers, assisted with conference planning, written op-eds, articles and books. They have mentored students and infused the world of practice into the halls of the academe.

The policy impact that fellows have had is broad reaching: from the first comprehensive book about the private management of public schools, to a proposal for public financing of coal-gasification in the 2005 Energy Bill, to testifying in Congress on transportation issues. Fellows have been CEOs, professors at other institutions, bank presidents, regulators, Chinese-Vice Ministers and former Premiers of Taiwan. They have come to M-RCBG from the World Bank and the New York Stock Exchange, from Goldman Sachs and Fidelity, and from the US Treasury. Each fellow has deepened his or her understanding of their particular area, probed boundaries and formed new frameworks for action.

Over the years, the Center has had a number of named fellowships, including the DuVeV Fellows (a pre-doctoral fellowship), the Sloan Fellow, the Jacob Wertheim Fellowship, the Kansai Keizai Doyukai Fellows, the Michael R. Sandler Fellow in Education, the New World Fellows, the Chinese Ministry of Finance Fellows, and Repsol Fellows, funded by the Fundación Repsol YPF and focused on energy and environmental policy.

In addition to fellows, the Center also hosts Visiting Scholars and Visiting Executives. The former are academics from other institutions, often spending a sabbatical at M-RCBG, while the latter are private sector practitioners at the CEO or CFO level who visit for a few days to a week. Doug Daft, the former CEO of Coca-Cola, was the first Visiting Executive when the program was inaugurated in 2005.

“My experience at the M-RCBG added weight to my point of view (as I have been able to call upon research conducted while a Fellow) and my effectiveness as an advocate for change in higher education.”
— John Ebersole, President of Excelsior College; Sandler Fellow in Education, Fall 2006

“(I was) influenced to write opinion articles for the first time and to throw myself into the academic challenge of teaching and research. (It also) pushed me to remember my first dream — that of running for public office. Today, I am a federal Liberal candidate in Canada.”
— Penny Collenette, Adjunct Professor, Faculty of Law, University of Ottawa; Senior Fellow 2002-2003

“A Repsol-YPF Fellowship supported [my] research on the relationship between economic development and carbon dioxide (CO2) emissions, especially how per capita CO2 emissions change as incomes grow. This research served as the basis for a chapter in [my] dissertation and yielded four journal articles.”
— Joseph Aldy, Resources for the Future; Repsol Fellow 2003-2004
Fellows for 2007-2008

**Senior Fellows**
- Osvaldo Agripino de Castro
- Susan Anderson
- Giancarlo Bruno
- Kriengsak Charewongsak
- Mark Fagan
- Chip Feiss
- John Foote
- David Grayson
- Jerry Grossman
- Mark Kramer
- Jun Kunihara
- Malcolm McPherson
- Greg Mennis
- Jane Nelson
- Mario Valdivia
- William Symonds
- Holly Wise
- Simon Zadek

**Visiting Scholars**
- Peter Burgstaller
- Paul Kattuman
- Jennifer Light

**Asia Fellows**
- Ilan Alon
- Koji Aoyama (Doyukai Fellow)
- Cheng Ge
- Kue-pong Huang
- Yanming Han (New World Fellow)
- Joo-Hyun Kang
- Chung-ok Koo
- Joo-Sueb Lee
- Yun-Jie Lee
- Alec Li
- Huanzhen Luo
- Jiaming Miao
- Gang Peng
- Manh Hao Quach
- Soichiro Takagi
- Jichao Xu (New World Fellow)
- Jin Xu
- Gang Xue
- Qiang Zhang
- Yuwen Zhang
- Zhengyong Zhao (New World Fellow)

“The interaction of corporations and government is becoming deeper and deeper, yet there often isn’t clear understanding of each other. CBG provides a forum for bridging the gap between corporations and government, which are now, and will be in the future, more interrelated than ever before in history.”

—Marshall N. Carter, Chairman of the New York Stock Exchange and former M-RCBG Senior Fellow

Leadership Council

Since 1990, the Mossavar-Rahmani Center for Business & Government has convened breakfast forums for members of its ‘Leadership Council,’ drawn primarily from the local Boston business community. The Leadership Council brings together business leaders, scholars, government officials and policy experts who have a serious interest in public policy issues that affect business and government. Council members have come from Fidelity, Genzyme, Wilmer Hale LLP; the Commonwealth of Massachusetts, and many other institutions. Through presentations and discussions, Council members engage members of the Center’s faculty and Fellows on challenging regional, national, and international economic issues. Activities include quarterly breakfast seminars focusing on current issues relevant to business-government relations; weekly lunch seminars highlighting academic contributions to the study of business and government; annual symposium with the Kansai Keizai Doyukai bringing together academic and business leaders from Japan and the United States; the Annual Dean’s Weekend focusing on current critical policy issues; and invitations to select events and dinners sponsored by the Center and the John F. Kennedy School of Government. If you are interested in learning more, please visit our website at: [www.ksg.harvard.edu/m-rcbg/mrcbgleadershipcouncil.html](http://www.ksg.harvard.edu/m-rcbg/mrcbgleadershipcouncil.html)
Students

M-RCBG is deeply committed to promoting student involvement in the Center. Students from the Kennedy School and the larger Harvard campus regularly attend the Center’s seminar series on business and government. Many students join one of two groups affiliated with the Center: the Corporate Social Responsibility Council, active in promoting CSR, and the Business and Government Professional Interest Council, which focuses on issues and careers that span both sectors. Activities include study groups, “Speed Networking,” bringing in speakers, working with faculty and fellows as research assistants, and interacting with executives from Fortune 500 companies. Students also find internships through contacts at the Center and some have traveled to Vietnam and Ethiopia as interns on M-RCBG projects. See www.ksg.harvard.edu/m-rcbg/mrcgbstudents.htm for a complete list of student offerings, including courses in business and government, funding opportunities, professional interest councils, networking events and more.

John T. Dunlop
Pablo M. Tsutsumi

John T. Dunlop Undergraduate Thesis Prize in Business and Government

Established in the spring of 2007, the John T. Dunlop Thesis Prize in Business and Government is given to the Harvard College graduating senior who writes the best thesis on a challenging public policy issue at the interface of business and government, especially those relating to regulation, corporate responsibility, energy, the environment, health care, education, technology, and human rights.


The prize is named after John T. Dunlop, the Center’s second Director. See page 5 for a brief biography.

Faculty members of the Harvard-managed Fulbright School in Ho Chi Minh City, Vietnam, together with Harvard student interns Tomás Recart and Cristina Arango (Kennedy School), and Patrick Behrer (Harvard College), on a visit to a Nike factory, summer 2007. Writes Recart (far right, above): “With the internship at the Fulbright School, not only was I able to apply some of the tools I learned in the MPAID program, but I also got to know part of Vietnam and its people at a very important moment in history. I was struck by the School’s achievements and outreach in Vietnam. It got me thinking about the power of investing in education and how wise governments would be to focus more on that.”
The [Corporate Responsibility Council] has served as a sounding board for Fortune 500 executives interested in a fresh perspective from tomorrow’s leaders. This has included participating in reviews of draft company sustainability reports and forming focus group panels to provide input to leading companies on CSR issues.”


“[S]tudent members of the Corporate Social Responsibility Council at Harvard’s Kennedy School of Government provided constructive criticism on our Review. This input was shared with the [Corporate Responsibility] Committee of the Board and helped shape our plans for future [Corporate Responsibility] publications and initiatives. For example, we have gained agreement from our Board to set environmental targets and publicly report progress. Feedback also prompted us to include stakeholder commentaries in this Report.”

—Coca-Cola Enterprises’ 2006 Sustainability Report
During the 2006–2007 academic year, M-RCBG faculty, fellows and staff published over 50 books and papers. Many hundreds more publications have been published by the Center since its founding in 1982. Below is a small sample. Additional listings are available on the M-RCBG website, www.ksg.harvard.edu/m-rcbg.

**Leveraging the Private Sector**

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. Cary Coglianese and Jennifer Nash bring together original empirical studies by the nation’s 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. This book breaks new ground by investigating a new and promising approach for advancing the economy and the environment.

**Handbook for Evaluating Infrastructure Regulatory Systems**

Ashley Brown, Jon Stern & 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). It describes how to “operationalize” the independent regulator model and elements of possible transitional regulatory systems. Examples are generally drawn from electricity regulation but the analytical framework, questionnaires and interview protocols can be easily adapted to other infrastructure sectors.
Environmental Protection and the Social Responsibility of Firms
Robert Stavins. Everyone agrees that firms should obey the law. But beyond the law — beyond compliance with regulations — do firms have additional social responsibilities to commit resources voluntarily to environmental protection? How should we think about firms sacrificing profits in the social interest? May they do so within the scope of their fiduciary responsibilities to their shareholders? In Environmental Protection and the Social Responsibility of Firms, some of the nation’s leading scholars in law, economics, and business examine commonly accepted assumptions at the heart of current debates on CSR and provide a foundation for future research and policymaking.

Profits With Principles
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. 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.

Making the Most of College: Students Speak Their Minds
Richard Light. Taken from 10 years worth of interviews with Harvard seniors, Richard Light distills encouraging — and surprisingly practical — answers to fundamental questions. How can you choose classes wisely? What’s the best way to study? Why do some professors inspire and others leave you cold? How can you connect what you discover in class to all you’re learning in the rest of your life? Filled with practical advice, illuminated with stories of real students’ self doubts, failures, discoveries, and hopes, Making the Most of College is a handbook for academic and personal success.

Seattle, the WTO and the Future of the Multilateral Trading System
Roger Porter and Pierre Sauvé, Editors. 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. The Center’s aim in bringing together the diverse views contained in these essays is to offer readers some contextual background with which to launch a forward looking discussion of the challenges of governance and rule-making in today’s global environment.

Governance and Politics of China
Tony Saich. In Governance and Politics of China, CBG Professor Anthony Saich provides analysis of recent economic and political reform measures in China and postulates on the key policy problems China faces as an emerging member of the world community. How did China change from an isolated nation to one of the foremost economies in the world? As the country faces accession to the WTO and other key challenges of the twenty-first century, it becomes increasingly crucial to understand how decisions the Chinese government makes will impact the Asia region and the world. From the economy and trade to social policy, security and the environment, Governance provides a thorough introduction to these changes and to all aspects of politics and governance in post-Mao China.
During the 2006–2007 academic year, M-RCBG organized and hosted more than 40 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.ksg.harvard.edu/m-rcbg/events.htm.
1992 & Annually Since — The Kansai Keizai Doyukai Conference

Since 1992, the Center has cosponsored 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 & 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 on an overview of 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 systems 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 CBG Fellows, Pierre Sauve, Arvind Subramanian and Americo Zampetti, the conferees discussed nearly a score of original papers presented by Jagdish Bhagwati, Jeffrey Sachs, Jeffrey Frankel, Robert Keohane and Joseph Nye, Robert Hormats, Alan Sykes, Andre Sapir, Alan Deardorff, Robert Howse and J.H.H. Weiler, among others. The gathering produced a volume, edited by the conference organizers, candidly assessing the strengths and limitations of the global trading system and the possibilities for its future direction.

June 2001 — American Economic Policy in the 1990’s Conference

Co-chaired by Harpel Professor Jeffrey Frankel and Peter Orszag, the President of Sebago Associates, Inc., this four day conference convened leading policy-makers and economists to discuss economic performance and policy-making during the 1990’s. 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. Seminars are open to all.
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.

SUPPORTERS

A few of the faculty, staff, and supporters of M-RCBG

Adam Abate
Ethiopia DSA Project

Trudi Bostian
Staff Assistant, Harvard Electricity Policy Group

Ashley Brown
Executive Director, Harvard Electricity Policy Group

Julian Chang
Executive Director, Asia Programs

Eric Chijioke
Ethiopia DSA Project

Amy Conly
Program Administrator, Vietnam Program

David Dapice
Chief Economist, Vietnam Program

Anne Doyle
Senior Program Officer, Vietnam Program

Kristin Efler
Program Manager, China and Vietnam AIDS Public Policy Program

Jessica Eykholt
Program Coordinator, China Public Policy Program

Jaime Georgia
Faculty Assistant

Minoo Ghoreishi
Faculty Assistant

Cara Helfner
Research Associate, Health Care Delivery Policy Program

Beth Jenkins
Director of Policy Studies, Corporate Social Responsibility Initiative

Kathleen Kaminski
Project Coordinator, Harvard Electricity Policy Group

Stephane Lamour
Financial Assistant, Vietnam Program

Amy Lehr
Research Fellow, Business and Human Rights

Scott Leland
Executive Director
Laura Ma  
Associate Director, China Programs

Jo-Ann Mahoney  
Program Director, Harvard Electricity Policy Group

Miranda Daniloff Mancusi  
Associate Director, Visiting Programs, M-RCBG Core

Shannon Murphy  
Associate Director for Administration & Communications

Jennifer Nash  
Executive Director, Corporate Social Responsibility Initiative; Director, Regulatory Policy Program

Jane Nelson  
Senior Fellow and Director, Corporate Social Responsibility Initiative

Kathy O’Brien  
Program Coordinator, China Public Policy Program

Gerald Pachoud  
Research Fellow, Business and Human Rights

Caroline Rees  
Research Fellow, Corporate Social Responsibility Initiative

Jennifer Shultis  
Faculty Assistant

Vidya Sivan  
Program Coordinator, Corporate Social Responsibility Initiative

Helen Solomon  
Associate Director of Budget and Finance

Robert Stowe  
Program Manager, Harvard Environmental Economics Program

Annmarie Talacci  
Finance Associate

Thomas Vallely  
Director, Vietnam Program

David Vermijs  
Research Fellow, Corporate Social Responsibility Initiative

Camiliakumari Wankaner  
Faculty Assistant

Ben Wilkinson  
Program Officer, Vietnam Program

Brenda Costello Williamson  
Associate Director for Finance and HR, Asia Programs

“We’re fortunate to have a group of incredibly talented and dedicated staff at M-RCBG. It’s the staff that organize events, get contracts signed, get people paid, receive visitors, update websites, and take care of the hundreds of other details required to run a center with 80 faculty and fellows and more than a dozen programs. This is a wonderful group of people and a major reason why working at the Center is such a rewarding experience.”

—— Scott Leland, M-RCBG Executive Director
Clockwise from the top: An event at the Kennedy School Forum; KSG faculty member Elaine Kamarck; William Overholt, RAND Corporation, and M-RCBG Senior Fellow Jun Kurihara; students in a class; KSG faculty member Richard Zeckhauser.