Mission

The mission of the Mossavar-Rahmani Center for Business and 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, with the scope of its work ranging from the local to the global. Drawing on the unparalleled intellectual resources of Harvard Kennedy School and Harvard University, and bringing together leaders and thinkers 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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Harvard Electricity Policy Group (HEPG)

William Hogan, Ashley Brown, Jo-Ann Mahoney, Trudi Bostian

HEPG arose in response to the challenges created in the electricity industry, driven in part by the U.S. Energy Policy Act of 1992 (EPAct). The group’s basic mode of operation entails development of a knowledge network across industry, regulatory agencies, academia, customer groups and the non-profit sector. HEPG does not take positions or seek a consensus; rather, it emphasizes the research and analytical dimensions of investigating and improving understanding of underlying problems.

Selected Highlights

- HEPG held two-day plenary sessions in Chicago, Atlanta, La Jolla, and Cambridge over the past year. The group examined a variety of critical issues regarding the immediate and future directions of the electricity industry including: transmission planning, the impact of various carbon emissions control proposals, reliability rules and their impact on the market, technology incentives, the performance of Regional Transmission Organizations (RTOs), purchase power incentives, the impact of renewables, the smart grid, and transmission investment.

With the advent of economic stimulus and upcoming energy legislation in Washington, DC, HEPG anticipates a policy milestone for the industry. As with EPAct, new legislation will lead to the more difficult work of implementation and HEPG intends to serve as a forum for those conversations.

- Twenty-six member entities comprise HEPG, including generation, distribution, and transmission companies, environmental groups, independent system operators from New York, California, New England, the Midwest, and PJM Interconnection (Pennsylvania, New Jersey and Maryland), and institutions and sector associations. Federal Energy Regulatory Commissioners and senior FERC staff participated in HEPG events throughout the year. State regulators representing Colorado, Delaware, Idaho, Illinois, Maine, Massachusetts, Michigan, New York, Pennsylvania, Ohio, Texas, Utah, and Vermont attended HEPG sessions, as well as commissioners from the Nuclear Regulatory Commission and the Ontario Energy Board.


- William Hogan presented new research on “Scarcity Pricing: More on Locational Operating Reserve Demand Curve” at the March 2009 HEPG plenary session in California and on externalities and incentives at the May 2009 meeting in Cambridge.

- Ashley Brown, HEPG executive director, wrote the Liberian government’s draft laws for electricity and presented on electricity markets to the Technical School of Lisbon and the European School of Regulation in Zurich, and to regulatory agencies in Bangladesh and Brazil. He is currently collaborating on a research paper with Harvard Law School Visiting Professor Jim Rossi on power citing laws in the West.

- Fulbright fellow Baris Dincer from Turkey investigated the establishment of a European energy regulatory agency, akin to FERC’s role with the states. Research fellows from the Italian ENEL Corporation, in residence in spring 2008, worked with HEPG staff and members throughout the country to study U.S. issues with capacity markets and U.S. anti-trust laws governing retail access marketing that could be implemented in the new Italian competitive market. The fellows have remained affiliated with HEPG, attending this year’s plenary sessions. Juha Kiviluoma, a Belfer Center Energy Technology Innovation Policy (ETIP) pre-doctoral fellow from Finland, conducted analyses of clean energy sources. Former fellow Osvaldo Agripino’s research conducted while in residence at HEPG last year resulted in a volume comparing U.S. and Brazilian regulatory policies.

- In a Google search of “electricity policy,” HEPG’s web-based research library (www.hks.harvard.edu/hepg) consistently comes up first. The site is regularly updated and as of June 30, 2009 contained 1335 documents.
The Consortium for Energy Policy Research, begun in 2007 under the name Energy Policy Research Programs, works with Harvard faculty, staff, and students to support increased scope, visibility, and impact for energy policy research at Harvard.

Selected Highlights

During 2008, the Consortium established an inter-faculty steering committee, developed a web site, and adopted its new name. Consortium staff prepared the first of a planned series of annual reports surveying all energy policy-related activities at Harvard. The Consortium cooperated with the Harvard University Center for the Environment in developing content for the new Future of Energy site (www.energy.harvard.edu/), including a comprehensive listing of Harvard professors engaged in energy policy-related research. The Consortium began a seminar series that brought speakers from throughout Harvard’s schools and from outside Harvard to HKS to present their ongoing energy policy research. In addition, it hosted economists from Shell Oil for a workshop on Shell’s latest energy scenarios. The Consortium hosted two energy policy fellows from 2008-2009.

In 2008, Consortium funding supported ongoing energy policy research in the Belfer Center’s Energy Technology Innovation Policy (ETIP) project and provided support for faculty and graduate student research related to energy and transportation. In addition, the Consortium provided travel funding for student energy-related research and supported a student panel on renewable energy in the Caribbean as part of the Black Policy Conference organized by HKS students in spring 2008.

The Populism and Natural Resources Project, supported by the Consortium, continued its work on a volume of essays growing out of the fall 2007 workshop that examined the problems countries face in setting up a credible and stable regime for the exploitation of natural resources. The manuscript, titled The Natural Resources Trap: Private Investment without Public Commitment, has been accepted for publication by MIT in early 2010.

In fall 2008, the Consortium cosponsored a major two-day conference on the topic of “Acting in Time on Energy Policy.” Under the auspices of the Consortium, ETIP brought together more than 130 members of academia, research centers, government, business, and NGOs for intensive discussion on future energy policy directions for the United States. A book based on the work presented at the conference was published by the Brookings Institution in spring 2009.

In spring 2009, the Consortium supported the offering of a new course on energy policy, taught by Professor William Hogan, targeted at graduate students participating in the Graduate Consortium on Energy and Environment.

In spring 2009, the Consortium supported a new seminar series, the “Geopolitics of Energy,” created by Meghan O’Sullivan, Lecturer in Public Policy. The series focused on a systematic examination of the impact of energy needs on geopolitical behavior. The Consortium is currently providing research support for Dr. O’Sullivan as she develops plans for a “Geopolitics of Energy” course to be presented in fall 2010.

The Consortium has been working with Shell to develop strong communications regarding Harvard’s research in areas of particular interest to Shell. Expansion of the existing Consortium website will include links to recent Harvard energy-related publications, organized by topic, to facilitate this communication with Shell and others. The Consortium works closely with the HKS Office of External Affairs to recruit additional supporting members.

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.
Harvard Project on International Climate Agreements (HPICA) and Harvard Environmental Economics Program (HEEP)

Robert Stavins, Jason Chapman, Tyler Gumpright, Rob Stowe; Belfer Center staff Sasha Talcott and Susan Lynch; 25 faculty fellows and 10 pre-doctoral fellows; HEEP International Advisory Board

Funding is provided by the Enel Endowment for Environmental Economics and Shell (HEEP); the Doris Duke Charitable Foundation, Christopher P. Kaneb, Paul and Nicholas Josefowitz, and the Belfer Center for Science and International Affairs (HPICA); and the James M. and Cathleen D. Stone Foundation (HPICA and HEEP).

Conducted in collaboration with the Belfer Center for Science and International Affairs, HPICA is a major global initiative to help identify the key design elements of scientifically sound, economically rational and politically pragmatic post-2012 international policy architecture for global climate change.

HPICA Selected Highlights

→ In November 2008, HPICA released its Interim Progress Report, which synthesizes the work of 26 research teams in Europe, the United States, China, India, Japan, and Australia. These teams explore options for policy architectures and policy design elements, and conduct quantitative modeling of some proposals. The Interim Progress Report was presented in Poznan, Poland, at the 14th Conference of the Parties (COP) of the Framework Convention on Climate Change, in December 2008. Project leaders gave a presentation at COP 14 attended by over 200 delegates and stakeholders; hosted a roundtable attended by business and NGO leaders; and met with approximately 20 official delegations to the COP.

→ The work of HPICA research teams has been published as Discussion Papers on the Project’s website and will be published as an edited volume with Cambridge University Press, titled Post-Kyoto International Climate Policy: Implementing Architectures for Agreement. The volume includes an introduction and synthesis chapter by Rob Stavins and Joseph Aldy. Timothy Wirth, President of the United Nations Foundation, has written the preface, and Richard Schmalansee, former dean of MIT’s Sloan School, the epilogue. See page 17 for more information on the recently published executive summary.

→ Professor Stavins and Joseph Aldy participated in several high-level meetings, discussions, and events in 2008, advising government officials, interviewing with journalists, and presenting at conferences. They met with, among others, Ban Ki-moon, MPA 1984, United Nations Secretary-General, and his staff; Paula Dobriansky, Under Secretary of State for Democracy and Global Affairs, and her staff; and Don Marron with the Council of Economic Advisors. The Project’s efforts have received positive press coverage in such venues as NPR, The Wall Street Journal, The New York Times, BBC, and Newsweek.

→ In 2008, HPICA leadership held workshops and roundtables with stakeholders from business and NGOs in Washington, DC, Brussels, and Venice.

Robert N. Stavins is Albert Pratt Professor of Business and Government, Director of Graduate Studies for Doctoral Programs in Public Policy and in Political Economy and Government, Cochair 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 Coeditor 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.
HPICA leadership, in collaboration with Barclays Capital, conducted a stakeholders roundtable in New York on April 30, 2009. Speakers included Paula Dobriansky and Frank Loy—both former Under Secretaries of State for Democracy and Global Affairs; Theodore Roosevelt IV, Managing Director, Barclays Capital; and Nancy Kontou, Head of Cabinet for Stavros Dimas, Commissioner for Environment, European Commission (by videoconference).

HPICA leadership attended the UNFCCC negotiating sessions in Bonn, Germany in early June 2009. They met with members of 22 country delegations and several other NGO representatives, conveying options for international climate policy based on HPICA's research and gaining insights into the international process.

A number of individuals associated with the Harvard Project and HEEP have received appointments in the Obama Administration. The Project's former Codirector, Joseph Aldy, is now Special Assistant to the President for Energy and the Environment, reporting to Carol Browner and Lawrence Summers. (Ms. Browner is Assistant to the President for Energy and Climate Change.) Professor Summers himself was a member of HPICA's Faculty Steering Committee before becoming Director of the National Economic Council in the White House and Assistant to the President for Economic Policy. Jody Freeman, also a former member of the Project's Faculty Steering Committee and a Harvard Law School Professor (currently on leave of absence), is now Counselor for Energy and Climate in the White House, reporting to Carol Browner. Cass Sunstein, another Harvard Law School professor (also on leave) and a co-author of an HPICA book chapter, has become Administrator of the Office of Information and Regulatory Affairs in the White House Office of Management and Budget. William (Billy) Pizer, an HPICA author, is Deputy Assistant Secretary of the Treasury for Environment and Energy. Other Harvard Project authors working on climate change policy in Dr. Pizer's office are Judson Jaffe and Daniel Hall. Finally, Richard Newell, another Project author, has been nominated (but not yet confirmed) as Administrator of the Energy Information Administration in the Department of Energy. Aldy, Newell, and Pizer are former Harvard PhD students and HEEP pre-doctoral fellows.

HEEP develops innovative answers to today's complex environmental issues by providing a venue to bring together faculty and graduate students from across the University engaged in research, teaching, and outreach in environmental and natural resource economics and related public policy. The program develops curricula, sponsors research projects, and convenes conferences to further understanding of critical issues in environmental economics in the United States and around the world. Providing support for students at HKS and the Department of Economics, HEEP currently has 10 pre-doctoral fellows, who organize a weekly luncheon at which they present recent research. Professor Stavins and Professor Martin Weitzman of the Department of Economics lead a seminar on environmental economics on Wednesday afternoons, often hosting distinguished guest speakers, which they have done since the mid-1990s. PhD students take the seminar for credit, but it is open to the public and is attended by masters and doctoral students and faculty from HKS and elsewhere.

**HEEP Selected Highlights**

HEEP hosted the first meeting of its International Advisory Board in November 2008. The Board includes 25 senior leaders from business, non-governmental organizations, and academia. Board members learned more about HEEP’s activities, discussed key issues in environmental policy, and provided advice to the Program for future initiatives. The Board's second meeting will be in November 2009.

Professors Stavins and Weitzman led another very successful year for the Seminar in Environmental Economics and Policy. Guest speakers included Cédric Philibert, International Energy Agency; Thomas Klier, Federal Reserve Bank of Chicago; and Nicholas Muller, Middlebury College.

HEEP Pre-Doctoral Fellow Hunt Allcott graduated from HKS in June 2009. Allcott will be a post-doctoral fellow with MIT's Department of Economics during academic years 2009-2010 and 2010-2011. He will begin an appointment as Assistant Professor of Economics at New York University in fall 2011.

HEEP has received a strong positive response from former pre-doctoral fellows to invitations to participate in an “alumni workshop” in September 2009.
Regulatory Policy Program (RPP)

Erich Muehlegger

RPP’s mission is to serve as a clearinghouse for HKS faculty’s groundbreaking work on regulation. It explores challenges posed and opportunities created by regulation without the limitations imposed by a relying on a single scholarly discipline or policy focus. The program emphasizes research, seminars, conferences, and other activities to facilitate 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.

Selected Highlights

→ RPP has published eight working papers, including “Giving Green to Get Green? Incentives and Consumer Adoption of Hybrid Vehicle Technology” by Kelly Sims Gallagher and Erich Muehlegger; “Linkage of Tradable Permit Systems in International Climate Policy Architecture” by Judson Jaffe and Robert N. Stavins; and “Evaluating the Social Effects of Environmental Leadership Programs” by Jonathan C. Borck, Cary Coglianese, and Jennifer Nash.

→ The RPP seminar series has met 12 times since January 2008, including five sessions on regulating global climate change, and seven sessions on the financial crisis. Speakers included: Allen Ferrell (HLS); Jeffrey Frankel (HKS); Robert Glauber (HKS); Thomas Healey (HKS); Joseph Hirsch (United States Securities and Exchange Commission); Gilbert Metcalf (Tufts University); Frank Mulvev (Surface Transportation Board); William Pizer (Resources for the Future); Aseem Prakash (University of Washington-Seattle); Jay Rosengard (HKS); Paul Willen (Federal Reserve Bank of Boston); and Ian Sue Wing (Boston University).


Erich Muehlegger is an Assistant Professor of Public Policy, faculty chair of the Regulatory Policy Program, and a fellow of the Harvard Environmental Economics Program and the Harvard University Center for the Environment. His research interests include industrial organization, economic regulation, and environmental policy. One set of ongoing research projects study the effect of regulation on illegal activity including estimating the effects of regulatory innovation on fuel tax evasion and modeling cross-border cigarette excise tax avoidance. A second set of projects focus on environmental regulation of energy industries, including estimating consumer preferences for fuel economy, simulating automaker response to fuel economy regulation, and estimating the relative efficacy of different hybrid vehicle incentives. 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.
Program on Business and Human Rights

John Ruggie, Caroline Rees, Rachel Davis, Minoo Ghoreishi, plus consultants Vanessa Zimmerman, Christine Bader, and Andrea Shemberg

John Ruggie is the UN Secretary-General’s Special Representative on Business and Human Rights. His mandate is to “identify and clarify” standards of corporate responsibility and accountability in relation to human rights, thereby providing a more predictable global governance framework for businesses wherever they operate. Appointed by former UN Secretary-General Kofi Annan, he continues to serve in the current administration of Secretary-General Ban Ki-Moon MPA 1984.

Selected Highlights

Professor Ruggie and his team submitted nine additional official reports to the UN Human Rights Council in 2007-2008 and co-published a series of discussion papers, surveys and articles with other organizations. These and other publications can be accessed on the Business and Human Rights Resource Centre’s website. The research has covered a broad range of issues, including issues in corporate law, human rights law, methods for companies to perform adequate human rights due diligence, and empirical examinations of the corporate impact on human rights.

In June 2008, the UN Human Rights Council unanimously endorsed a policy framework proposed by Professor Ruggie, which sets forth three complementary principles: the state duty to protect against human rights abuses by third parties, including business; the corporate responsibility to respect human rights; and the need for greater access by victims to effective remedies. The framework also has been endorsed by the major international business associations and leading human rights organizations; the UN High Commissioner for Human Rights called it “a major milestone.” The Human Rights Council extended the mandate for another three years, tasking Professor Ruggie with “operationalizing” the framework—that is, providing concrete guidance and practical recommendations for its implementation.

In September 2008, Professor Ruggie announced the formation of a leadership group to advise him on his mandate. The 15 member group includes former UN Secretary-General Kofi Annan, former President of Ireland and UN High Commissioner for Human Rights Mary Robinson, as well former CEOs John Browne (BP) and Neville Isdell (The Coca Cola Company). The group met for the first time in June 2009.

In April 2009, Professor Ruggie submitted his interim report, “Promotion of All Human Rights, Civil, Political, Economic, Social and Cultural Rights, Including the Right to Development” to the United Nations Human Rights Council. This report restated the key features of the ‘protect, respect, remedy’ framework proposed by Ruggie in 2008, and outlined the strategic directions of the Special Representative’s work streams in operationalizing the framework.

John Ruggie’s work as the UN’s Special Representative on Business and Human Rights has been cited in more than 1,000 publications, including The Financial Times, American Law Daily, The Guardian, The Economist, the UN Global Compact Quarterly, and Ethical Corporation Magazine.

A major project led by Caroline Rees, Director of CSRI’s Governance and Accountability Program, has been ongoing throughout 2008 and 2009. The project focuses on the role of grievance and dispute resolution mechanisms in advancing corporate accountability in line with human rights. It is currently in the process of launching a wiki-style Dispute Resolution Resource and Learning network (BASESwiki). This web-based resource aims to advance access to, the improvement of, and learning from, non-judicial grievance mechanisms that can address social and environmental disputes between companies and their external, non-commercial stakeholders, for example, communities, groups and individuals their activities impact. This work supports and informs Professor Ruggie’s UN mandate, focusing on the third principle in his ‘protect, respect, remedy’ framework.
CSRI is a multi-disciplinary and multi-stakeholder program that studies and enhances the public role of private enterprise. The initiative explores the intersection of corporate responsibility, corporate strategy, and public policy, with a focus on analyzing institutional innovations that enhance governance and accountability and help to achieve key international development goals. It bridges theory and practice, builds leadership skills, and supports constructive dialogue and collaboration among different sectors.

Selected Highlights

→ In a 2008 book by Boston College Professor Sandra Waddock, *The Difference Makers: How Social and Institutional Entrepreneurs Created the Corporate Responsibility Movement*, 23 individuals are profiled as "visionary social and institutional entrepreneurs who, together, have had a massive impact on getting decision-makers to incorporate social and environmental criteria in the strategies, practices, and purposes of the modern corporation.” Included among these visionaries are John Ruggie, Jane Nelson, and CSRI senior fellows Simon Zadek and David Grayson.

→ In April 2008, CSRI co-sponsored a workshop for New Orleans neighborhood leaders titled Building Effective Partnerships: Increasing Community-Level Resources and Impact through Cross-Sector Alliances. The workshop was the third in a series of Neighborhood Leadership Forums led by the Broadmoor Project. The April event included presentations from four neighborhood leaders highlighting the variety of roles that partners have played since Hurricane Katrina devastated New Orleans in September 2005. Support for this initiative was provided by Shell Oil Company and Walter H. Shorenstein, among others, and formed part of a joint commitment made to the Clinton Global Initiative led by Doug Ahlers and Cindy Testa-McCullagh, Head of Public Affairs at the Shorenstein Company.

→ In the summer of 2008, CSRI launched new research in the area of corporate responsibility in the Middle East. Together with the United Nations and the World Bank, CSRI co-hosted the first in a series of leadership dialogues in Riyadh, Saudi Arabia in November 2008. CSRI is taking this work forward with the King Khalid Foundation to study business partnerships for capacity building through 2009. In May 2009, Jane Nelson and Shannon Murphy traveled to the West Bank to study the role of the private sector in development in conflict areas. A report of that visit is forthcoming.

→ In fall 2008, Boston Consulting Group prepared a list of 46 seminal reports in the area of business and development for the World Economic Forum. Eleven of these reports were produced by CSRI, and CSRI team members advised to, were acknowledged in, contributed to, or co-authored six others.

→ In October 2008, CSRI hosted a dialogue exploring models and cooperation between large global corporations and small enterprises in developing countries. The dialogue was attended by senior officials from the UN, the US government, business leadership coalitions, NGOs, and academics.

→ In May 2009, CSRI Senior Fellow Simon Zadek co-authored the “2009 Responsible Competitiveness in the Arab World Report: Making Sustainable Development Count in Regional Markets.” This report was launched in Amman, Jordan at the World Economic Forum Middle East meeting, and was produced under the patronage of Her Majesty Queen Rania and in partnership with the Jordan-based consultancy, Sustainability Excellence.

→ CSRI has issued of 8 reports and 12 working papers since January 2008 (bringing totals to 34 and 51, respectively), which are viewed an average of 35,000 times per month, or approximately 420,000 times throughout the year.

→ CSRI had a significant presence at several summits and events, including the UN Millennium Development Goal Summit and the annual Clinton Global Initiative meeting in September 2008 and the UN Private Sector Focal Point meeting in October 2008, the latter facilitated by Jane Nelson. She also chaired the Global Forum on Youth Entrepreneurship. Numerous CSRI-related publications were launched and/or profiled at these events.
CSRI Director Jane Nelson spoke at over 40 events in 2008, including the World Economic Forum; the Global Competitiveness Forum in Saudi Arabia; the UN’s Economic and Social Council Ministerial Roundtable; the OECD; the Brookings Institute; the UN Global Compact; the UN Office for Partnerships; the World Bank; the Committee to Encourage Corporate Philanthropy; the Conference Board; CERES; the Economist; Boston College Center for Corporate Citizenship; the Global Alliance for Improved Nutrition; the Initiative for Global Development, and Instituto Ethos in Brazil. She also delivered the annual 2008 Ellsworth Lecture at the University of Hartford, sponsored by the University President’s Office; and spoke at corporate events hosted by Chevron, KPMG, Microsoft, Merck, Weber Shandwick, De Beers and Nestlé.

These presentations have impact. Bruno Kistner, who works for DSM, a nutritional products company based in Europe, attended a presentation by Jane Nelson at the World Bank for the Global Alliance for Improved Nutrition in 2004. In May 2008, he wrote to Jane saying her presentation led him to speak to his CEO about launching a new program on staple food fortification, which today reduces malnutrition by getting fortified food to people who need it, with a 2007 global turnover of almost US $35 million and very ambitious goals for expansion. This anecdote came to light because Mr. Kistner took the time to email; we believe there are many more stories which haven’t been expressed and attributed to CSRI.

John G. Ruggie is Kirkpatrick Professor of International Affairs and Affiliated Professor in International Legal Studies at Harvard Law School. From 1997 to 2001 he was Assistant Secretary-General and Chief Advisor for strategic planning to United Nations Secretary-General Kofi Annan. He has been Dean of Columbia University’s School of International and Public Affairs, where he taught for many years; he has also taught at the University of California’s (UC) Berkeley and San Diego campuses and directed the UC system-wide Institute on Global Conflict and Cooperation. A fellow of the American Academy of Arts and Sciences, Ruggie is a 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. Ruggie has a BA in politics and history from McMaster University in Canada; a PhD in political science from the University of California, Berkeley; and a Doctor of Laws (honoris causa) from McMaster University.

Jane Nelson is director of the Corporate Social Responsibility Initiative, a senior fellow at M-RCBG, a director of the International Business Leaders Forum, and a nonresident 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.
Education Policy Program

Richard Light, and an Advisory Board of Nan Keohane, Richard Brodhead, Amy Gutmann, Thomas Healey, John Clarke son, and Lamar Alexander

The mission of this program is to capitalize on major ideas and best principles from both business and government, and to enhance education innovations and performance in the United States.

Selected Highlights

Funded by the Spencer Foundation, the Forum on Excellence and Innovation in Higher Education has been bringing together 14 of America's great colleges and universities—such as Harvard, MIT, Duke, Georgetown, Williams, Amherst, Bowdoin, and Wellesley—to work collegially to help each campus become a better “learning organization.” The Forum has met four times since the project began in 2005. Former Harvard President Derek Bok was the featured speaker at the inaugural meeting, where he urged university leaders to learn from both business and government on this dimension. Bok pointed out that it is ironic that while universities teach and do research, in fact, both government and selected businesses have a far better developed capacity to become “learning organizations” than most colleges and universities. This theme was further expanded upon at subsequent meetings by guest speakers from Harvard Business School and Tennessee Senator Lamar Alexander.

At the Forum in March 2009, Professor Light invited 30 additional college presidents to join as “guest inquisitors” at the final meeting. These presidents heard about the innovations, and their rigorous evaluation, from each of the 14 “regular” participants. The presidents from the “guest” campuses (Stanford, Vassar, Northwestern, University of Chicago, and 26 others) then gave a constructive critique of what they had learned from listening to the campuses that had tried new experiments. The Spencer Foundation hired a professional video specialist to create a documentary based on this meeting for nationwide viewing by college and university leaders.

Professor Light will begin writing a book on the Forum in the summer of 2010, describing what colleges and universities can learn from examples in business and government about becoming more productive “learning organizations,” to be published by Harvard University Press.

With support from a grant provided by Derek Bok, Professor Light runs discussion groups of undergraduates on a variety of non-academic topics, including the appropriate roles of business and government in modern America. The first discussion took place in the spring of 2008, with approximately 190 students participating. A second discussion took place successfully in spring 2009, and the student ratings are so high that the Freshman Dean's Office at Harvard College has decided to make this initiative a permanent part of the freshman year for all Harvard students.

Richard J. Light is Walter H. Gale Professor of Education, with a PhD in statistics from Harvard. Four Harvard presidents, Derek Bok, Neil Rudenstein, Lawrence Summers, and now Drew Faust, have all invited him to explore how to strengthen colleges. He works to find ways to help all undergraduates succeed. Light’s recent book, Making the Most of College, won the Stone Award for the best book on Education and Society. At Harvard, Light is leading a consortium of America’s leading colleges and universities in a new initiative called “The Forum on Excellence and Innovation in Education.” Light is an elected Fellow of the American Academy of Arts and Sciences, elected Member of the National Academy of Education, former President of the American Evaluation Association, and has won the Lazarsfeld Award for distinguished contributions to science policy. He teaches courses on higher education policy.
Doyukai Program

Roger Porter

The Kansai Keizai Doyukai is a business organization comprised of leading business corporations in the Osaka region of Japan. The Doyukai represents major corporations in one of the largest Japanese markets. One of their primary missions is to examine critical issues that relate to Japan and the Asia-Pacific region, such as regional security, social security, pensions and health care. In 1999, the Doyukai signed a partnership agreement with M-RCBG to provide funding for an annual one-day symposium in Cambridge, the placement of two fellows, and research on topics of joint interest.

Selected Highlights

The 15th annual symposium took place on March 18, 2008, focusing on stability and sustainable growth in the Asia-Pacific region. Featured speakers included HKS Dean David Ellwood, Roger Porter, Joseph Nye, Ezra Vogel, William Hogan, Robert Glauber, and John Ruggie. As in past years, the Doyukai sent approximately 30 participants, many of whom were senior executives of major Osaka companies.

The 16th annual symposium took place on November 12, 2008 focusing on a multi-polar world order and the roles of Japan and the United States under a new president. Featured speakers included Dean Ellwood, Roger Porter, Joseph Nye, Ezra Vogel, Tony Saich, and Jay Rosengard.

The 17th annual symposium is scheduled for November 16, 2009 in Cambridge.

Annually, the Doyukai Program also sponsors a fellow who comes to do independent research at the intersection of business and government. For the academic year beginning September 2009, the Doyukai Fellow is an engineer with Osaka Gas who will be researching strategies to reduce carbon monoxide emissions.

Roger B. Porter is IBM Professor of Business and Government and was named the current director of the Mossavar-Rahmani Center for Business and Government in August 2008. Joining the Kennedy School faculty in 1977, he 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 Executive Secretary of the President’s Economic Policy Board during the Ford Administration. He is the author of several books on economic policy, including Presidential Decision Making and Efficiency, Equity and Legitimacy: The Multilateral Trading System at the Millennium. An alumnus of Brigham Young University, Porter was a Rhodes Scholar at Oxford University, where he received his BPhil degree. He was a White House Fellow from 1974 to 1975 and received his MA and PhD degrees from Harvard University.
Trade and Negotiations Program

Robert Lawrence

This 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 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 is Albert L. Williams Professor of International Trade and Investment, a senior fellow at the Peterson Institute for International Economics, and a Research Associate at the National Bureau of Economic Research. He currently serves as faculty chair of the Practice of Trade Policy executive program at Harvard Kennedy School. 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 Crimes and Punishments? Retaliation under the WTO; Regionalism, Multilateralism and Deeper Integration; Single World, Divided Nations?; and Can America Compete? He is coauthor of Has Globalization Gone Far Enough? The Costs of Fragmentation in OECD Markets (with Scott Bradford); A Prism on Globalization; Globophobia: Confronting Fears About Open Trade; A Vision for the World Economy; and Saving Free Trade: A Pragmatic Approach. 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.

Weil Program on Collaborative Governance

Jack Donahue, Richard Zeckhauser

The mission of this program is to clarify analytics and develop managerial toolkits relevant to public-action models that feature a sharing of discretion between the public sector and its private-sector collaborators.

Professors Donahue and Zeckhauser have completed a revised draft of their book Leverage: Public Goals, Private Roles and anticipate publication later this year or early 2010. Cases and curricular material developed wholly or partly by the Weil Program are now in use in at least five courses, including the HKS-HBS Joint Degree Seminar launched this year. This program will likely conclude by the end of 2009.

John D. Donahue is Raymond Vernon Lecturer in Public Policy faculty chair of the HKS Case Program and the SLATE teaching initiative. His teaching, writing, and research mostly deal with public sector reform and with the distribution of public responsibilities across levels of government and sectors of the economy, including extensive work with the HKS-HBS joint degree program. He has written or edited ten books, including Disunited States (1997), The Privatization Decision (1989, with four translations 1990-92) and most recently, The Warping of Government Work (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 business and governmental organizations, including the National Economic Council, the World Bank, and the RAND Corporation, and serves as a trustee or advisor to several nonprofits. A native of Indiana, he holds a BA from Indiana University and an MPP and PhD from Harvard.
Dr. Jerome Grossman, the founding director of HCDP, passed away unexpectedly on April 1, 2008. Members of HCDP’s Policy Group met on March 28, 2009 to discuss Dr. Grossman’s final book, *The Innovator’s Prescription: A Disruptive Solution for Health Care*, co-authored with Clay Christensen. Featured speakers included Tom Daschle, former Senator and health policy expert, and Jon Kingsdale, Executive Director of the Massachusetts Health Insurance Connector Authority. The group has not scheduled any future meetings.

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**Leadership Council**

For more than a decade and a half, M-RCBG has convened breakfast forums for members of its ‘Leadership Council,’ drawn primarily from the 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 a wide variety of institutions including Fidelity, Genzyme, Wilmer Hale LLP, and the Commonwealth of Massachusetts. Through presentations and discussions, Council members engage members of the Center’s faculty and Fellows on challenging regional, national, and international economic issues. The Council gathers for quarterly breakfast seminars focused on issues relevant to business-government relations. Members are also invited to attend the weekly lunch seminars organized by the Center as well as the annual symposium with the Kansai Keizai Doyukai and the Annual Dean’s Weekend focusing on current policy issues.

During the past year, the Leadership Council members breakfast forums were presented by Roger Porter (*The 2008 Election: Who Will Win and What Will They Do*?), William Hogan (*Acting in Time on Energy Policy*), Robert Glauber (*The Financial Crisis: How Deep are the Woods and How Do We Get Out*?), and Edward Glaeser (*Negotiating the Collapse: The State of the Nation’s Housing Market*).
Profiles of Key Faculty

Linda J. Bilmes is a full-time faculty member at the Harvard Kennedy School, where she teaches budgeting, applied budgeting and public finance. She has held senior positions in government, including Assistant Secretary and Chief Financial Officer of the US Department of Commerce, Deputy Assistant Secretary of Commerce for Administration, and US Representative to several high-ranking commissions, including a Treasury Department commission to examine the viability of the Inter-American Investment Corporation. She is co-author (with Joseph Stiglitz) of the New York Times bestseller *The Three Trillion Dollar War: The True Cost of the Iraq Conflict* (Norton 2008) and co-author (with W. Scott Gould) of *The People Factor: Strengthening America by Investing in Public Service* (Brookings). She has written extensively on financial and budgetary issues in newspapers, magazines and academic journals, and she has testified at numerous congressional hearings on veteran benefits, public service and the cost of the Iraq War. Bilmes previously spent 10 years as a management consultant with The Boston Consulting Group, advising major corporations and governments on strategy and financial management. She is the recipient of the 2008 Speaking Truth to Power Award from the American Friends Service Committee. Bilmes holds a BA and MBA from Harvard University.

Jeffrey A. Frankel is James W. Harpel Professor of Capital Formation and Growth. He directs the Program in International Finance and Macroeconomics at the National Bureau of Economic Research, where he is also on the Business Cycle Dating Committee, which officially declared the 2001 recession. Nominated by President Clinton in 1996 to be a member of his Council of Economic Advisers, Frankel’s responsibilities included international economics, macroeconomics, and the environment. Before coming to Harvard in 1999, he was Professor of Economics at the University of California at Berkeley, having joined the faculty in 1979. Past appointments also include the Federal Reserve, Institute for International Economics, International Monetary Fund, University of Michigan, and Yale University. His research interests include international finance, monetary policy, regional blocs, and international environmental issues. Books include *American Economic Policy in the 1990s* (2002). Born in San Francisco in 1952, he graduated from Swarthmore College in 1974, and received his economics PhD from MIT in 1978.

SEE RESEARCH PROGRAMS SECTION FOR THE FOLLOWING KEY FACULTY

--- John D. Donahue | Raymond Vernon Lecturer in Public Policy and faculty chair of the HKS Case Program and the SLATE teaching initiative (profile on page 13)
--- William W. Hogan | Raymond Plank Professor of Global Energy Policy, chair of the Appointments Committee, and research director of Harvard Electricity Policy Group (profile on page 4)
--- Robert Z. Lawrence | Albert L. Williams Professor of International Trade and Investment and faculty chair of the Practice of Trade Policy executive program (profile on page 13)
--- Richard J. Light | Walter H. Gale Professor of Education (profile on page 11)
--- Erich Muehlegger | Assistant Professor of Public Policy, faculty chair of the Regulatory Policy Program, and a fellow of the Harvard Environmental Economics Program and the Harvard University Center for the Environment (profile on page 7)
--- Roger B. Porter | IBM Professor of Business and Government and director of the Mossavar-Rahmani Center for Business and Government (profile on page 12)
--- John G. Ruggie | Kirkpatrick Professor of International Affairs and Affiliated Professor in International Legal Studies at Harvard Law School (profile on page 10)
--- Robert N. Stavins | Albert Pratt Professor of Business and Government, director of Graduate Studies for Doctoral Programs in Public Policy and in Political Economy and Government, cochair of the MPP/MBA and MPA/ID/MBA Joint Degree Programs, and director of the Harvard Environmental Economics Program (profile on page 5)
Robert R. Glauber is an Adjunct Lecturer at Harvard’s Kennedy School of Government and a Visiting Professor at Harvard Law School. Previously, he served as Chairman and Chief Executive Officer of NASD (now FINRA), the private-sector regulator of the U.S. securities markets, from September 2001 to September 2006, after becoming NASD’s CEO in November 2000. Prior to becoming an officer at NASD, he was a Lecturer at the Kennedy School from 1992 until 2000, Under Secretary of the Treasury for Finance from 1989 to 1992 and previously to that, was a Professor of Finance at the Harvard Business School. Mr. Glauber served as Executive Director of the Task Force (Brady Commission) appointed by President Reagan to report on the 1987 stock market crash. He has served on the boards of the Federal Reserve Bank of Boston, a number of Dreyfus mutual funds, the Investment Company Institute, and as president of the Boston Economic Club. Mr. Glauber presently is a director of Moody’s Corporation, Interim Chairman of Freddie Mac and Chairman of XL Capital Ltd., as well as a trustee of the International Accounting Standards Committee Foundation. He has been a Senior Advisor at Peter J. Solomon Co., an investment bank, since November 2006. Mr. Glauber graduated from Harvard College and received his doctorate from Harvard Business School.

Herman B. “Dutch” Leonard is George F. Baker Jr. Professor of Public Management at the Kennedy School and Eliot I. Snider and Family Professor of Business Administration and co-chair of the Social Enterprise Initiative at Harvard Business School. He teaches leadership, organizational strategy, crisis management, and financial management. His current research concentrates on crisis management, corporate social responsibility, and performance management. He is a member of the boards of directors of Harvard Pilgrim Health Care, a one-million-member Massachusetts HMO, of the ACLU of Massachusetts, and of the Hitachi Foundation. He was formerly a member of the board of directors of the Massachusetts Health and Education Facilities Authority and of Civic Investments, a nonprofit organization that assists charitable enterprises with capital financing; a member of the Research and Education Advisory Panel of the General Accounting Office; a member of the Massachusetts Performance Enhancement Commission; and a member of the Alaska Governors Council on Economic Policy. He served as Chair of the Massachusetts Governors Task Force on Tuition Prepayment Plans. He received his PhD in economics in 1979 from Harvard.

Brigitte Madrian is Aetna Professor of Public Policy and Corporate Management. Before coming to Harvard in 2006, she was on the faculty at the University of Pennsylvania Wharton School (2003-2006), the University of Chicago Graduate School of Business (1995-2003) and the Harvard University Economics Department (1993-1995). She is also a research associate at the National Bureau of Economic Research and coeditor of the Journal of Human Resources. Dr. Madrian’s current research focuses on household saving and investment behavior. Her work in this area has impacted the design of employer-sponsored savings plans in the U.S. and has influenced pension reform legislation both in the U.S. and abroad. She has also examined the impact of health insurance on the job choice and retirement decisions of employees and the hiring decisions of firms. Dr. Madrian received her Ph.D. in economics from the Massachusetts Institute of Technology and studied economics as an undergraduate at Brigham Young University. She is the recipient of the National Academy of Social Insurance Dissertation Prize (first place, 1994) and the TIAA-CREF Paul A. Samuelson Award for Scholarly Research on Lifelong Financial Security (2002).

F.M. Scherer is Professor of Public Policy and Corporate Management in the Aetna Chair, Emeritus. From 1974 to 1976, he was chief economist at the Federal Trade Commission. His research specialties are industrial economics and the economics of technological change, leading inter alia to books on Industrial Market Structure and Economic Performance (third edition with David Ross); The Economics of Multi-Plant Operation: An International Comparisons Study (with three coauthors); International High-Technology Competition; Competition Policies for an Integrated World Economy; Mergers, Sell-offs, and Economic Efficiency (with David J. Ravenscraft); Innovation and Growth: Schumpeterian Perspectives; and The Weapons Acquisition Process (two volumes, one with M. J. Peck).
The Center distributes its research through reports and working papers. Faculty members promote their research in the online Kennedy School faculty working paper series, and Center programs and affiliates do so through the M-RCBG website. In 2008, the Regulatory Policy Program published eight working papers, the Corporate Social Responsibility Initiative published twelve working papers and four reports, and the Harvard Environmental Economics Program published nine working papers. A paper written by Dr. Jerry Grossman, former director of the Health Care Delivery Policy Program was posthumously published by the peer-reviewed International Journal of Medical Banking.

Below are some recent books published by Mossavar-Rahmani Center for Business and Government-affiliated faculty:

**Post-Kyoto International Climate Policy: Summary for Policymakers**

*Joseph Aldy and Robert Stavins*  
*Cambridge University Press*  

The Harvard Project on International Climate Agreements (HPICA) seeks to identify key design elements of a scientifically sound, economically rational, and politically pragmatic post-2012 international policy architecture for global climate change. It draws upon leading thinkers from academia, private industry, government, and non-governmental organizations from around the world to construct a small set of promising policy frameworks and then disseminate and discuss the design elements and frameworks with decision-makers. This volume is a highly topical contribution to climate policy debates that searches for a new treaty to succeed Kyoto when it expires in 2012. The Harvard Project is entirely non-partisan and is the world’s most comprehensive and authoritative study of all aspects of climate policy whose advice is sought by the UN and national governments. Distills key findings from the Harvard Project into an easy reference for policymakers, journalists, climate activists, and amateurs with an interest in climate policy. See page 5 for more information about HPICA.
Successful businesses have spent the past two decades retooling and rethinking how to manage their people better. Most big companies that have survived and prospered in the 21st century view employees as a vital strategic asset. In comparison, the U.S. federal government is a Stone Age relic, with its top-down bureaucracy, stovepiping of labor and responsibilities, and lack of training and investment in its own public servants. The inevitable result is a government not keeping up with the complex demands placed on it. In *The People Factor*, Linda Bilmes and Scott Gould present a blueprint for reinvigorating the public sector in order to deliver results for America. Their premise is that the federal government can achieve the same gains as the best private sector and military organizations by managing its people better. Their new vision for public service is based on the People Factor, a set of management tools drawn from best practices in successful companies, the military, and high-performing government agencies.

Now that anticommunist alliance-building no longer sustains American engagement in support of a stable world order, what goal can act as the guiding principle of this nation's foreign policy? In *Winning the Peace*, John Gerard Ruggie answers that question with a compelling vision of American foreign policy into the next century. Ruggie cautions that a combination of case-by-case accounting of American interests abroad, an all-or-nothing military doctrine, and the domestic insecurity bred by the forces of globalization are likely to tilt U.S. foreign policy back to neoisolationism. Instead, Ruggie calls for the promotion of cooperative security relations, economic multilateralism, and a new domestic social contract.

John Ruggie introduced the concept of embedded liberalism in a 1982 article that has become one of the most frequently cited sources in the study of international political economy. The concept was intended to convey the manner by which capitalist countries learned to combine the efficiency of markets with the broader values of the community that socially sustainable markets themselves require in order to survive and thrive. Examining the concept and the institutionalized practice of embedded liberalism, this collection provides a survey of the macro patterns in industrialized countries. Leading scholars combine to demonstrate the benefits of embedded liberalism in practice as well as its gradual erosion at national levels, and to analyze public opinion. They provide a better understanding of what embedded liberalism means, why it matters and how to reconstitute it in the context of the global economy. The contributors contextualize the current challenge historically and theoretically so that students, scholars and policy makers alike are reminded of what is at stake and what is required.
The Three Trillion Dollar War
Linda Bilmes and Joseph Stiglitz
W. W. Norton

Apart from its tragic human toll, the Iraq War will be staggeringly expensive in financial terms. This sobering study by Nobel Prize winner Joseph E. Stiglitz and Harvard professor Linda J. Bilmes casts a spotlight on expense items that have been hidden from the U.S. taxpayer, including not only big-ticket items like replacing military equipment (being used up at six times the peacetime rate) but also the cost of caring for thousands of wounded veterans—for the rest of their lives. Shifting to a global focus, the authors investigate the cost in lives and economic damage within Iraq and the region. Finally, with the chilling precision of an actuary, the authors measure what the U.S. taxpayer’s money would have produced if instead it had been invested in the further growth of the U.S. economy.

Global Development 2.0:
Can Philanthropists, the Public and the Poor Make Poverty History?
Lael Brainard and Derek Chollet, eds.
Brookings Institution Press

Jane Nelson writes on “Effecting Change Through Accountable Channels,” Simon Zadek writes on “Collaborative Governance: The New Multilateralism for the Twenty-First Century” and Mark Kramer writes on “Philanthropy, Aid and Investment: Alignment for Impact,” in the Brookings Institute’s Global Development 2.0. The fight against global poverty has quickly become one of the hottest tickets on the global agenda—with rock stars, world leaders, and multibillionaires calling attention to the plight of the poor at international confabs such as the World Economic Forum and the Clinton Global Initiative. While philanthropic foundations and celebrity goodwill ambassadors have been part of the charitable landscape for many years, the unprecedented explosion of development players heralds a new era of global action on poverty. Global Development 2.0 celebrates this transformative trend within international aid and offers lessons to ensure that this wave of generosity yields lasting and widespread improvements to the lives and prospects of the world’s poorest.

The Warping of Government Work
John D. Donahue
Harvard University Press

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

M-RCBG hosts approximately 16 senior fellows annually. Fellowships allow senior-level business or government executives with twenty or more years of professional experience to design their time to pursue independent research or projects around the engagement of business and government. Fellows participate in the life of the center through seminars, lunches, conferences, student activities, and classes. The selection process is competitive. Fellows submit research proposals which are reviewed by the center director, executive director, and a sponsoring faculty member. Fellows participate in a monthly work-in-progress luncheon where they present their research, and they are evaluated on an informal and individual basis.

Selected Highlights

→ Luc Can: Authored a research paper comparing the Vietnamese and U.S. financial systems. Can is the Director of International Banking at the Bank for Investment and Development of Vietnam (BIDV), one of the top government-owned banks of Vietnam.

→ Mark Fagan: Gave seminars during the past academic year on the financial crisis, housing foreclosures, Ponzi schemes, and financial bubbles; and helped lead the Transportation and Infrastructure Study Group throughout the year. Fagan is founding partner of the management and consulting firm, Norbridge, Inc. and is a former Vice President at Mercer Management Consulting.

→ Chip Feiss: Began publishing a column in The Financial Times on the role social entrepreneurship and its relation to business and government. Feiss is the President of M2 Inc., a boutique investment advisory and venture capital firm. He is former CEO of Vivid Image Technology.

→ Fiona Hamill: Researched public sector financing and will be returning in summer 2009 to teach in HKS faculty member Steve Peterson’s executive education course on public financial management. Hamill is the Deputy Treasury Officer of Accounts for the Northern Ireland Civil Service.

→ Deidre Phillips: Organized a panel event on How to Manage Risk when the Government is now your Shareholder with HKS faculty member Thomas Healey, Regina Sullivan (Bank of America) and Jacques Longerstaey (State Street Global Advisors). Phillips is a former managing director, government relations, at Putnam Investments.

→ Joelle Schmitz: Assisted in placing two students with the CSX Corporation for their Policy Analysis Exercise, and co-hosted a conference with the National Center for Intermodal Transportation at the University of Denver in May 2009. Schmitz serves in a regulatory position at CSX, a Fortune 200 railroad with 21,000 route-miles in the United States and Canada.

→ John Sherman: Makes regular and significant contributions to John Ruggie’s UN mandate on business and human rights. Sherman is Vice Chair of the Corporate Responsibility Committee of the International Bar Association and a member of the UN Global Compact Human Rights Working Group. He recently retired after thirty years as deputy general counsel for National Grid.

→ Mario Valdivia: Developed and led a two-day Family Foundation Chilean Philanthropy conference (cosponsored with the David Rockefeller Center for Latin American Studies, with assistance from the Hauser Center for Nonprofit Organizations) in November 2008. Valdivia co-founded Excel Chile in 1991, an investment banking firm which was affiliated with Credit Suisse First Boston.

→ Bryn Zeckhauser: Published a book on executive leadership and decision-making: How the Wise Decide. Zeckhauser is a Principal at Equity Resource Investments, a firm that invests in real estate in the United States and Asia.
Student Activities

Students are an important part of the M-RCBG community, and the Center actively pursues student involvement and participation in a variety of ways.

Selected Highlights

Financial Assistance and Staff Support

→ In FY 2009, seven students received tuition fellowships supported by the Center. Additional fellowships will be awarded in FY 2010, although at a lower amount due to the drop in value of the University’s (and therefore Center’s) endowment accounts.


→ Each year, M-RCBG awards the John Dunlop Thesis prize for the best undergraduate thesis written on a topic at the intersection of business and government. The 2008 winner was Michael Sperling AB 2008, for his thesis entitled “The Unintended Consequences of Government Interventions in the Domestic Ethanol Market.” In 2009 there were two winners: Anna Katherine Barnett-Hart for “The Story of the CDO Meltdown: An Empirical Analysis” and Vivek Viswanathan for “Crafting the Law of the Sea: Elliot Richardson and the Search for Order in the Oceans.” There has been a doubling of submissions since the Prize’s inception in 2007.

Academic Impact

→ In March 2008, M-RCBG awarded grants to: Brigitte Madrian, to develop a new finance course; Jay Rosengard, to develop a new case on the Turkish Akbank for use in his course on “Public Finance in Theory and Practice” (PED-210); and Alan Trager, to develop a public-private module for use in Executive Education.

→ M-RCBG contributes staff time for logistical support of the HBS-HKS joint degree seminar.

→ M-RCBG-affiliated faculty offered 64 courses in 2008-09.

→ M-RCBG employed seven student research assistants during calendar year 2008.

→ In 2008, M-RCBG awarded travel grants for students researching their Policy Analysis Exercises (PAEs), and supported students for internship travel. The PAE grants saw a 12-fold increase in applications from 2007-2008 to 2008-2009. Additionally, several M-RCBG fellows and staff have assisted students with finding PAE clients, informally advised them on topics, and helped identify summer internship opportunities.

→ All of the Center’s seminars are open to students, with up to 60 students in attendance at some of the more popular seminars. Students also participate in select conferences and other events throughout the year by invitation.

Career and Networking Opportunities

→ A career panel, dubbed “Speed Networking,” was held in November 2008, with approximately 35 students networking with seven senior fellows.

→ Approximately 20-25 students participated in a year long study group on transportation, infrastructure and public-private partnership, organized by M-RCBG senior fellows Mark Fagan, John Foote, and Joelle Schmitz, meeting three to four times each semester in 2008-2009. These same fellows organized an infrastructure career panel coordinated with the Kennedy School’s Office for Career Advancement.

→ Senior fellows and program staff have served as informal mentors to well over a dozen students. Students organized three “Take a Fellow to Lunch” events with senior fellows for career and industry advice.

→ M-RCBG works closely with the Business and Government Policy Interest Council and underwrites its activities, events, and speakers.
Since January 2008, the Center has hosted more than 60 events including seminars, panels, forum events, and informal brown bag lunches. Recent seminar topics have focused mainly on four areas: the financial crisis, climate change, corporate social responsibility and energy policy. The Center has expanded its offerings to include panels informed by student interest, for example, “Financial Crisis 101: A Student Panel,” and the Transportation Study Group series. Attendance at Center seminars has steadily increased, regularly attracting more than 35 participants from the Kennedy School, other Harvard schools, and the public, approximately a 25% increase in average attendance over the past three years. The seminar on The Three Trillion Dollar War, a book co-authored by Linda Bilmes and Joseph Stiglitz, attracted the largest audience for any Center seminar in the past four years, with more than 130 people in attendance.

Beyond the seminar series, individual programs convene targeted groups, including Harvard Electricity Policy Group’s quarterly meeting for members; the Center’s annual Doyukai conference, executive sessions with leaders in higher education, and Corporate Social Responsibility Initiative conferences on economic opportunity and accountability mechanisms for business and human rights.

The following is a partial list of seminars and events from the 2008-2009 academic year.

**Fall 2008**


→ October 2: Funding Public Pensions: Who’s Afraid of Private Equity, Hedge Funds, Real Estate and Infrastructure? Josh Lerner (HBS), MA State Treasurer Tim Cahill, and Brant Maller (Pillsbury Law); Business and Government Seminar.


→ October 23: Beyond Good Company: Next Generation Corporate Citizenship. Bradley Googins (Boston College); Business and Government Seminar.

→ October 30: A Plan for Addressing the Financial Crisis. Lucian Bebchuk (HLS); Business and Government Seminar.

→ October 30: Financial Crisis 101: A Student Panel. Roger Porter (Moderator), Adam Heilemann (State Street Corporation; MPA 2010), Adam Chepenik (JP Morgan; MBA 2009/MPA 2010), George Saravelos (Deutsche Bank; MPA/ID 2010); Student Seminar.

→ November 5: A Million Home Foreclosures. Mark Fagan; Seminar.


→ December 1: Hot Cars and the Bailout of the Auto Industry: Good Idea or Bad? F.M. Scherer, Roger Porter, John E. Kwoka, Jr. (Northeastern University); Business and Government Seminar.

→ December 4: Macro Oversight of Micro Banking: Regulation and Supervision of Microfinance. Jay Rosengard; New Directions in Regulation Seminar.
Spring 2009

→ February 5: ‘Capital’ and ‘Leverage’ for Financial Institutions, with Lessons from the S & L Debacle for the Current Debacle. Larry White (NYU); Business and Government Seminar.


→ February 19: Railroads, Regulation, and Recession: the Role of the Surface Transportation Board. Frank Mulvey (Surface Transportation Board); New Directions in Regulation Seminar.


→ February 25: Europe. Nick Butler (BP); Geopolitics of Energy Seminar.

→ February 26: CSR is Here to Stay. V. Kasturi Rangan (HBS); Business and Government Seminar.

→ February 26: The Icelandic Economy: Recovery for the First Victim of the Financial Crisis. Dr. Gylfi Magnusson (Iceland’s Minister of Commerce); Joint Business and Government/BCSIA Seminar.


→ March 5: Legal and Economic Issues in Litigation Arising from the Credit Crisis. Jennifer Bethel (Babson College) and Allen Ferrell (HLS); New Directions in Regulation Seminar.

→ March 11: The United States. Amy Myers Jaffee (Rice University); Geopolitics of Energy Seminar.

→ March 12: The Persistent Elusiveness of Accountable Global Governance. Jonathan Koppell (Yale University); Business and Government Seminar.

→ March 18: Russia. Fiona Hamill (National Intelligence Council); Geopolitics of Energy Seminar.

→ March 19: Making Sense of the Subprime Crisis. Paul Willen (Federal Reserve Bank of Boston); New Directions in Regulation Seminar.


→ March 30: Making Hard Choices in Troubling Times: How Massachusetts is Addressing its Fiscal Crisis. Leslie Kirwan (Massachusetts Secretary of Administration and Finance) and Charles Murphy (Chair of the Massachusetts House Ways and Means Committee). Joint Business and Government/Taubman Center/Rappaport Institute Seminar.

→ April 1: India. Varun Rai (Stanford University); Geopolitics of Energy Seminar.

→ April 2: The Impact of the Financial Crisis on the Business-Government Relationship. David Rubenstein (Carlyle Group and HKS Visiting Committee); Seminar.

→ April 2: Maximizing State Assets During a Fiscal Crisis. Alan Trager; Business and Government Seminar.


→ April 9: The Financial Crisis: How Did We Get Here and How Will Regulation Change? Robert Glauber; New Directions in Regulation Seminar.

→ April 22: Financial Bubbles: Letting the Air Out Before they Burst. Mark Fagan; Seminar.

→ April 22: Energy, Markets and Geopolitics. Tom Fingar (Stanford University); Geopolitics of Energy Seminar Series.


→ April 28: How to Manage Risk when the Government is Now your Shareholder. Thomas Healey, Regina Sullivan (Bank of America), Jacques Longerstaey, (State Street Global Advisors); Seminar.


Clockwise from the top left: Harvard Law School Professor Allen Ferrell; Harvard Law School Professor Lucian Bebchuck; Sharmin and Bijan Mossavar-Rahmani; Jennifer Patter, President & CEO of the Initiative for Global Development; Senior Fellow Bryn Zeckhauser; Senior Fellows & Visiting Scholars (back row: Peter Burgstaller, Mark Fagan, Malcolm McPherson, Chip Feiss, Mario Valdivia; front row: Paul Kattuman, Miranda Daniloff Mancusi (staff director), Osvaldo Agripino de Castro, and Greg Mennis.