

THE MOSSAVAR-RAHMANI CENTER FOR BUSINESS & GOVERNMENT

Celebrates 25 Years
(1982 - 2007)

NEW DIRECTIONS IN REGULATORY POLICY

SPEAKER BIOGRAPHIES

JOSEPH ALDY (PANEL ONE)

Joe Aldy's research addresses questions about climate change policy, mortality risk valuation, energy subsidies to low-income households, and energy policy. He has studied the design of international climate change policy architectures; the costs, effectiveness, and principles of emissions trading programs and other mitigation policies; and the relationship between economic development and greenhouse gas emissions. His research on mortality risk valuation focuses on how individuals' willingness to pay to reduce such risk varies over their lifetime. He has also evaluated how heating subsidies to low-income households can mitigate the effects of wintertime weather and energy price shocks on mortality among the elderly. Aldy served on the staff of the President's Council of Economic Advisers from 1997 to 2000, where he was responsible for an array of environmental and resource issues. While there, he focused on climate change policy, air quality regulations, petroleum markets, electricity restructuring, hazardous waste policy, environmental issues in China, and sustainable development.

SCOTT BARRETT (PANEL ONE)

Scott Barrett is Professor of Environmental Economics & International Political Economy; Director of the International Policy Program; and Director of the Global Health and Foreign Policy Initiative at the Johns Hopkins University School of Advanced International Studies (SAIS) in Washington, DC. His research focuses on institutional remedies to transnational challenges, including global climate change and the control of infectious diseases. He is the author of *Environment and Statecraft: The Strategy of Environmental Treaty-Making*, published by Oxford University Press in paperback in 2005. His new book, *Why Cooperate?: The Incentive to Supply Global Public Goods*, was published by Oxford University Press in September 2007. In addition to his scholarly work, he is active in the international policy arena—most recently as lead advisor to the International Task Force on Global Public Goods. He also holds many outside appointments, including as a member of the board of the Beijer Institute at the Royal Swedish Academy of Sciences, and as an International Research Fellow at the Kiel Institute of World Economics. He received his PhD in economics from the London School of Economics and taught at the London Business School for over a decade before joining SAIS in 1999. In 2006, he was Distinguished Visiting Fellow at the Yale Center for the Study of Globalization, Yale University. He was a visiting scholar at the Harvard University Center for the Environment in May 2007.

CHRISTOPHER COX - KEYNOTE ADDRESS, INAUGURAL ROBERT GLAUBER LECTURE, OCTOBER 24

Christopher Cox is the 28th Chairman of the Securities and Exchange Commission. He was appointed by President Bush on June 2, 2005, and unanimously confirmed by the Senate on July 29, 2005. He was sworn in on August 3, 2005. During his tenure at the SEC, Chairman Cox has made vigorous enforcement of the securities laws the agency's top priority, bringing ground breaking cases against a variety of market abuses including hedge fund insider trading, stock options backdating, fraud aimed at senior citizens, municipal securities fraud, and securities scams on the Internet. He has assumed leadership of the

international effort to more closely integrate U.S. and overseas regulation in an era of global capital markets and international securities exchanges. He has also championed transforming the SEC's system of mandated disclosure from a static, form-based approach to one that taps the power of interactive data to give investors qualitatively better information about companies, mutual funds, and investments of all kinds. In addition, as part of an overall focus on the needs of individual investors, Chairman Cox has reinvigorated the agency's initiative to provide important investor information in plain English. For 10 of his 17 years in Congress, Chairman Cox served in the Majority Leadership of the U.S. House of Representatives. He was Chairman of the House Policy Committee; Chairman of the Committee on Homeland Security; Chairman of the Select Committee on U.S. National Security; Chairman of the Select Committee on Homeland Security (the predecessor to the permanent House Committee); Chairman of the Task Force on Capital Markets; and Chairman of the Task Force on Budget Process Reform. In addition, he served in a leadership capacity as a senior Member of every committee with jurisdiction over investor protection and U.S. capital markets, including the House Energy and Commerce Committee (as Vice Chairman of the Oversight and Investigations Subcommittee); the Financial Services Committee; the Government Reform Committee (as Vice Chairman of the full Committee); the Joint Economic Committee; and the Budget Committee. Among the significant laws he authored were the Private Securities Litigation Reform Act, which protects investors from fraudulent lawsuits, and the Internet Tax Freedom Act, which protects Internet users from multiple and discriminatory taxation. His legislative efforts to eliminate the double tax on shareholder dividends — the subject of a thesis he authored at Harvard University in 1977 — led to the enactment in May 2003 of legislation that cut the double tax by more than half. Chairman Cox also served as Co-Chairman of the Bipartisan Study Group on Enhancing Multilateral Export Controls, which published a unanimous report in 2001. In 1994 he was appointed by President Clinton to the Bipartisan Commission on Entitlement and Tax Reform, which published its unanimous report in 1995. From 1986 until 1988, Chairman Cox served in the White House as Senior Associate Counsel to the President. In that capacity, he advised the President on a wide range of matters, including the nomination of three U.S. Supreme Court Justices, reform of the federal budget process, and the 1987 stock market crash. From 1978 to 1986, he specialized in venture capital and corporate finance with the international law firm of Latham & Watkins, where he was the partner in charge of the Corporate Department in Orange County and a member of the firm's national management. In 1982-83, Chairman Cox took a leave of absence from Latham & Watkins to teach federal income tax at Harvard Business School. He also co-founded Context Corporation, publisher of the English translation of the Soviet Union's daily newspaper, Pravda. In 1977-78, he was law clerk to U.S. Court of Appeals Judge Herbert Choy. In 1977, Chairman Cox simultaneously received an M.B.A. from Harvard Business School and a J.D. from Harvard Law School, where he was an Editor of the Harvard Law Review. He received a B.A. from the University of Southern California in 1973, graduating magna cum laude after pursuing an accelerated three-year course. Chairman Cox was born October 16, 1952, in St. Paul, Minnesota. He and his wife Rebecca have three children.

JOHN C. DUGAN (PANEL TWO)

John C. Dugan was sworn in as the 29th Comptroller of the Currency in August 2005.

The Comptroller of the Currency is the administrator of national banks and chief officer of the Office of the Comptroller of the Currency (OCC). The OCC supervises 1,750 federally chartered commercial banks and about 50 federal branches and agencies of foreign banks in the United States, comprising more than half the assets of the commercial banking system. The Comptroller also serves as a director of the Federal Deposit Insurance Corporation, the Federal Financial Institutions Examination Council, and NeighborWorks® America. Prior to his appointment as Comptroller, Mr. Dugan was a partner at the law firm of Covington & Burling, where he chaired the firm's Financial Institutions Group. He specialized in banking and financial institution regulation. He also served as outside counsel to the ABA Securities Association. He served at the Department of the Treasury from 1989 to 1993 and was appointed assistant secretary for domestic finance in 1992. While at Treasury, Mr. Dugan had extensive responsibility for policy initiatives involving banks and financial institutions, including the savings and loan cleanup, Glass-Steagall and banking reform, and regulation of government-sponsored enterprises. In 1991, he oversaw a comprehensive study of the banking industry that formed the basis for the financial modernization legislation proposed by the administration of the first President Bush. From 1985 to 1989, Mr. Dugan was Counsel and Minority General Counsel for the U.S. Senate Committee on Banking, Housing, and Urban Affairs. There he advised the committee as it debated the Competitive Equality Banking Act of 1987, the Proxmire Financial Modernization Act of 1988, and the Financial Institutions Reform, Recovery, and Enforcement Act of 1989. Among his professional and volunteer activities before becoming Comptroller, he served as a director of Minbanc, a charitable organization whose mission is to enhance professional and educational opportunities for minorities in the banking industry. He was also a member of the American Bar

Association's committee on banking law, the Federal Bar Association's section of financial institutions and the economy, and the District of Columbia Bar Association's section of corporations, finance, and securities laws. A 1977 University of Michigan graduate with an A.B. in English literature, Mr. Dugan also earned his J.D. from Harvard Law School in 1981. Born in Washington, D.C. in 1955, Mr. Dugan lives in Chevy Chase, Maryland, with his wife, Beth, and his two children, Claire and Jack.

DAVID ELLWOOD - DEAN, KENNEDY SCHOOL OF GOVERNMENT

David T. Ellwood, the Scott M. Black Professor of Political Economy, has served as Dean of the John F. Kennedy School of Government since July 1, 2004. As Dean, Ellwood sets the strategic direction of the Kennedy School and leads its efforts to advance the public interest. Ellwood joined the Kennedy School faculty in 1980 and served two separate terms as the School's Academic Dean. In 1993, he was named Assistant Secretary for Planning and Evaluation at the U.S. Department of Health and Human Services (HHS) where he served as co-chair of President Clinton's Working Group on Welfare Reform, Family Support and Independence. At HHS, Ellwood played a key role in the Administration's development and implementation of critical social policy. Recognized as one of the nation's leading scholars on poverty and welfare, Ellwood's work has been credited with significantly influencing public policy in the United States and abroad. A labor economist who also specializes in family change, low pay and unemployment, his most recent research focuses on the changing structure of American families. Ellwood is the author of numerous books and articles, including "Welfare Realities: From Rhetoric to Reform," co-authored with Mary Jo Bane. His book, "Poor Support: Poverty in the American Family," was selected by the New York Times Book Review as one of the notable books of 1988 and by the Policy Studies Organization as the outstanding book of the year. Ellwood was recipient of the David N. Kershaw Award, given by the Association of Public Policy Analysis and Management to outstanding individuals under the age of 40 who have made a distinguished contribution to the field of public policy. He also received the Morris and Edna Zale Award for Outstanding Distinction in Scholarship and Public Service from Stanford University. Ellwood is a Fellow of the American Academy of Arts and Sciences, a Research Associate at the National Bureau of Economic Research, and a Senior Research Affiliate of the National Poverty Center at University of Michigan's Gerald R. Ford School of Public Policy. He is also a Faculty Affiliate of the Joint Center for Poverty Research at Northwestern University/University of Chicago and serves on the Board of Abt Associates and the Malcolm Hewitt Wiener Foundation. A native of Minnesota, Ellwood graduated summa cum laude from Harvard in 1975 and earned a Ph.D. in economics from the University in 1981.

JEFFREY FRANKEL (PANEL ONE)

Jeffrey Frankel occupies the James W. Harpel Chair for Capital Formation and Growth at Harvard University's Kennedy School of Government. He is a Research Associate of the National Bureau of Economic Research, where he is director of the program in International Finance and Macroeconomics and also a member of the Business Cycle Dating Committee, which officially declared the start and end of the 2001 recession. He is a member of the *Financial Times* Economists Forum and the Bellagio Group. He is an advisor to the Federal Reserve Banks of New York and Boston, and the IMF Independent Evaluations Office. Professor Frankel was appointed to the Council of Economic Advisers by President Clinton in 1996, and subsequently confirmed by the Senate. His responsibilities on the three-member Council included international economics, macroeconomics, and the environment. He moved to Harvard after leaving the White House in March 1999. Before moving East, Jeff Frankel was Professor of Economics at the University of California, Berkeley, having joined the faculty in 1979. He has also spent time at the Institute for International Economics, International Monetary Fund, Federal Reserve Board, Brookings Institution, University of Michigan, Yale University, and World Bank, among other places. He has advised governments including Colombia, Portugal, Kazakhstan and South Africa. Professor Frankel's research interests include globalization, international finance, monetary policy, trade, regional blocs, commodity prices, and global environmental issues. He has written, co-authored, or edited 15 books, including *Regional Trading Blocs in the World Trading System*, *Financial Markets and Monetary Policy*, and *On Exchange Rates*; the textbook *World Trade and Payments*; and the volumes *American Economic Policy in the 1990s* and *Managing Currency Crises in Emerging Markets*. In 1991 he won First Prize in the AMEX Bank Review Awards for his essay, "Is a Yen Bloc Forming in Pacific Asia?" He has published about 300 articles, including "Is Trade Good or Bad for the Environment?" (*Rev. Ec. and Stat.*, 2005), "Contractionary Currency Crashes in Developing Countries" (*IMF Staff Papers*, 2005), "Assessing China's Exchange Rate Regime" (*Economic Policy*, 2007), and "The Effect of Monetary Policy on Real Commodity Prices" (*Asset Prices and Monetary Policy*, J.Campbell, 2007). Op-eds include "A Crude Proposal to Peg the Dinar," June 13, 2003, and "Real Interest Rates Cast a Shadow Over Oil," April 15,

2005 -- both in *the Financial Times*. He was born in San Francisco in 1952, graduated from Swarthmore College in 1974, and received his Ph.D. from M.I.T. in 1978.

ABE FRIEDMAN (PANEL TWO)

Abe Friedman is the Director of Corporate Governance and Proxy Voting and leads Barclays Global Investors' proxy voting operations for the Americas. BGI is the world's largest asset manager with approximately \$2 trillion in assets under management. Prior to joining BGI, Abe served as chief policy officer and general counsel for Glass, Lewis & Co., LLC, a corporate governance and proxy research firm. Abe joined Glass Lewis upon its founding and developed and led Glass Lewis' proxy research business. Prior to that, Abe served as a deputy city attorney for the City and County of San Francisco where, among other things, he served as counsel to the San Francisco Ethics Commission and advised city officials on political ethics laws. Prior to his work in the City Attorney's office, Abe managed telecommunications law and policy matters in-house at two telecommunications companies. Abe holds a JD and Masters in Public Policy from U.C. Berkeley, where he also received a B.A., with honors, in Political Science. He is a member of The Conference Board's Global Corporate Governance Research Center Board, a member of Stanford Institutional Investors' Forum Committee on Fund Governance, a member of the Aspen Institute's Corporate Values Strategy Group, and of the International Corporate Governance Network. In 2007, he delivered the keynote dinner address at the Stanford Directors' Forum, and was a panelist for the International Roundtable on Executive Numeration, the Conference Board's 5th Annual Conference on Executive Compensation, Treasury Secretary Hank Paulson's Capital Markets Competitive Conference, and lectured on corporate governance at the Haas School of Business and the Boalt Hall School of Law at UC Berkeley. Abe also serves as the Vice Mayor for the City of Piedmont, California, and is a member of the Piedmont City Council and the Piedmont Boy Scout Council.

ROBERT GLAUBER (PANEL TWO)

Robert R. Glauber, Adjunct Lecturer in Public Policy, is affiliated with the Center for Business and Government. In September 2006 he retired as Chairman and CEO of the National Association of Securities Dealers and was a Visiting Professor at the Harvard Law School during the spring semester 2007. He served as Under Secretary of the Treasury for Finance from 1989 to 1992, where he was responsible for domestic policy, which included the regulatory overhaul and recapitalization of the S&L industry, deposit insurance reform of commercial banks, and changes to the procedures for auctioning Treasury securities. Prior to joining the Treasury, he was Professor of Finance at the Harvard Business School and Chair of its Advanced Management Program. From 1992 to 2000 he was an Adjunct Lecturer at the Kennedy School. In 1987 he served as Executive Director of the Brady Commission, appointed by former President Ronald Reagan to study the October 1987 stock market crash. His research interests focus on the regulation of financial institutions and markets and on corporate governance issues. He holds an AB and DBA from Harvard.

IRA JACKSON - (LUNCHEON PANEL & DISCUSSION)

Ira A. Jackson is the Henry Y. Hwang Dean and Professor of Management at the Peter F. Drucker and Masatoshi Ito Graduate School of Management at Claremont Graduate University. The Drucker School engages in extensive research and teaching, designed to produce more effective managers and more ethical leaders for all sectors of society. While offering MBA and EMBA degrees, the Drucker School considers itself an "M" School, not a traditional "B" School, and focuses on both competence and compassion, analysis and intuition, leadership and teamwork, and doing good and doing well. Throughout his career, Jackson has brought entrepreneurship and excellence to government, higher education, and the nonprofit sector. At the age of 26, he was chief of staff to Boston's Mayor Kevin White. At 32, he was the Senior Associate Dean of Harvard's John F. Kennedy School of Government, where he helped lead the School during its period of rapid growth and institutional transformation. He left the Kennedy School to become Commissioner of Revenue for the Commonwealth of Massachusetts, where he was credited with being one of the architects of the "Massachusetts economic miracle." Jackson established an innovative model of "honest, fair and firm" tax administration that restored public confidence in the integrity, professionalism, and responsiveness of the agency through vigorous reforms. His leadership was recognized by the Massachusetts Taxpayers' Association with their first Lyman Ziegler Award for Outstanding Public Service, and his management style and experience is the subject of a widely used, management case study written by Prof. Robert Behn of Duke University. Jackson served as Executive Vice President of BankBoston for a dozen years. During his tenure at BankBoston, the company consistently received Outstanding Community Reinvestment Act ratings

from federal regulators for leadership in strengthening inner-city communities. This leadership was recognized by the Conference Board with the Ron Brown Award for Corporate Citizenship at a ceremony at the White House. Jackson's role in helping to support and expand CityYear earned him their "Big Citizen Award." For his work in the public, private and nonprofit sectors, the Kennedy School presented Jackson with its Outstanding Alumni Award in its second year. Jackson returned to Harvard as the Director of its Center for Business and Government at the Kennedy School and later became the first president of the Arthur M. Blank Family Foundation in Atlanta. Prior to coming to Claremont, he was President and CEO of the Arizona State University Foundation. Under Jackson's leadership, the Foundation achieved close alignment with the University, restructured and strengthened its board and governance structure, and made strides toward becoming a highly professional, donor centric, and entrepreneurial institution. The Foundation, an independently governed 501(c)3 organization whose chairman is Craig Weatherup, former chairman and CEO of PepsiCo, has \$621 million in assets. During his tenure, ASU's endowment grew by 45% to \$403 million, investment returns on the Foundation's pooled endowment fund increased 22%, and fundraising from individuals, corporations and foundations virtually doubled from its historic base, to \$150 million. Throughout his career in business, government, and the university, Jackson has been active in civic and community life and has assumed leadership roles in a number of innovative nonprofit organizations, including CityYear, Jumpstart, and Facing History and Ourselves. He chaired the United Way's award-winning Success by Six campaigns in Massachusetts, chaired the program and grants committee of the Boston Foundation, and has been a leader in a wide variety of other organizations, from the New England Council to the South Boston Neighborhood House. Jackson received an A.B. from Harvard College and an MPA from the Kennedy School of Government, and attended the Advanced Management Program at the Harvard Business School. He is coauthor (with Jane Nelson) of *Profits with Principles: Seven Strategies for Delivering Value with Values* (Doubleday, 2004), described by Tom Peters as "a stunning achievement...and a survival guide for business executives and a survival guide for capitalism itself." Jackson is married to Martha White Jackson, a teacher and community activist. They have four children: Kate (28), Joseph (25), Matthew (22) and Alex (19).

MARK MCCLELLAN, KEYNOTE ADDRESS, OCTOBER 23

In July 2007, Dr. Mark B. McClellan, Senior Fellow, became the Director of the Engelberg Center for Healthcare Reform at the Brookings Institution. The Center will study ways to provide practical solutions for access, quality and financing challenges facing the U. S. health care system. In addition, Dr. McClellan is also the Leonard D. Schaeffer Chair in Health Policy Studies. Dr. McClellan has a highly distinguished record in public service and in academic research. He is the former administrator for the Centers for Medicare and Medicaid Services (2004-2006) and the former commissioner of the Food and Drug Administration (2002-2004). He also served as a member of the President's Council of Economic Advisers and senior director for health care policy at the White House (2001-2002). In these positions, he developed and implemented major reforms in health policy. These include: the Medicare prescription drug benefit and other innovative coverage options, including the move from indemnity insurance to personalized, prevention-oriented care; innovative approaches to coverage in Medicaid and the State Children's Health Insurance Program, including roadmaps that states have used to update and expand coverage and the "Money Follows the Person" initiatives in long-term care; the development of the FDA's Critical Path initiative, regulatory reforms to modernize pharmaceutical manufacturing, efficient risk-management methods to better address safety issues, and reforms to speed the approval of low-cost generic medicines and improve the availability of safe and effective treatments; and public-private initiatives to develop better information on the quality and cost of care, and steps to help consumers and providers use this information to improve care, including performance-based provider payment reforms, and Health Savings Accounts and Health Reimbursement Arrangements. In the Clinton administration, Dr. McClellan was deputy assistant secretary of the Treasury for economic policy from 1998-1999, supervising economic analysis and policy development on a range of domestic policy issues. Dr. McClellan was also an associate professor of economics and associate professor of medicine (with tenure) at Stanford University, from which he was on leave during his government service. He directed Stanford's Program on Health Outcomes Research and was also associate editor of the *Journal of Health Economics*, and co-principal investigator of the Health and Retirement Study (HRS), a longitudinal study of the health and economic status of older Americans. His academic research has been concerned with the effectiveness of medical treatments in improving health, the economic and policy factors influencing medical treatment decisions and health outcomes, the impact of new technologies on public health and medical expenditures, and the relationship between health status and economic well being. He has twice received the Kenneth J. Arrow Award for Outstanding Research in Health Economics. Dr. McClellan is a Member of the Institute of Medicine of the National Academy of Sciences, a Research Associate of the National Bureau of

Economic Research, and a Visiting Scholar at the American Enterprise Institute. A graduate of the University of Texas at Austin, Dr. McClellan earned his M.P.A. from Harvard's Kennedy School of Government in 1991, his M.D. from the Harvard-MIT Division of Health Sciences and Technology in 1992, and his Ph.D. in economics from MIT in 1993. He completed his residency training in internal medicine at Brigham and Women's Hospital, Boston. Dr. McClellan has been board-certified in Internal Medicine and has been a practicing internist during his academic career.

ELIZABETH ANNE (“BETSY”) MOLER (PANEL FOUR)

Ms. Moler is the Executive Vice President for Government and Environmental Affairs and Public Policy of the Exelon Corporation. Moler, 58, joined Unicom Corporation, now Exelon Corporation, as senior vice president, government affairs and policy in January 2000 and was promoted to executive vice president in 2002. She heads the company's Washington, D.C. office, and serves as a member of Exelon's strategy and policy committee. She is responsible for all aspects of Exelon's federal government affairs initiatives. She is also responsible for Exelon's corporate environmental, health, and safety initiatives, and leads Exelon's wholesale market development team efforts. Moler had a long career in government service. She was a staff member on Capitol Hill for 20 years. She served as counsel and senior counsel for the United States Senate Committee on Energy and Natural Resources from 1976 to 1988. In 1988, she was appointed by President Ronald Reagan, and confirmed by the United States Senate, to serve as a member of the Federal Energy Regulatory Commission. She was reappointed twice by Presidents George H.W. Bush and William Jefferson Clinton. In 1993, she was designated by President Clinton to serve as the Commission's chair. She continued to serve as the Commission's chair until June 1997, when she was appointed by President Clinton and confirmed by the Senate to serve as the Deputy Secretary of Energy. During 1999 she was a partner in the law firm of Vinson & Elkins and a member of the Unicom board of directors. Moler is a member of the District of Columbia Bar Association, American Bar Association and serves on the board of directors for the Henry M. Jackson Foundation. Moler received her bachelor's degree in 1971 from The American University and Juris Doctor degree from The George Washington University in 1977. Moler also completed graduate study courses at Johns Hopkins University. Moler has been a recipient of the National Energy Resources Organization Distinguished Service Award, the Energy Daily Annual Public Policy Leadership Award, and the Women's Council on Energy and the Environment, Woman of the Year Award. She was recognized as one of sixteen Top Corporate Lobbyists in Washington by The Hill newspaper in 2003 and 2004 and she is listed in the Who's Who of American Women, Who's Who in American Law and The Energy Who's Who Directory. Moler is married to Thomas B. Williams and has two children.

ERICH MUEHLEGGGER (PANEL FOUR)

Erich Muehleegger is an Assistant Professor of Public Policy at the John F. Kennedy School of Government, 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.

JOSEPH NEWHOUSE (PANEL THREE)

Joseph P. Newhouse, John D. MacArthur Professor of Health Policy and Management, is head of the Interfaculty Initiative on Health Policy and chairs the Committee on Higher Degrees in Health Policy, which administers the PhD program in Health Policy at Harvard. He edits the *Journal of Health Economics*, is a member of the editorial board of *The New England Journal of Medicine*, serves on the Board of Health Advisors of the Congressional Budget Office, and has been a member and vice chair of the Medicare Payment Advisory Commission. He is a member of the Institute of Medicine and is a Fellow of the American Academy of Arts and Sciences. Newhouse was the first recipient of the David Kershaw Prize of the Association of Public Policy and Management and has received the Distinguished Investigator Award of the Association for Health Services Research, the Kenneth J. Arrow award, the Zvi Griliches award, and the Paul A. Samuelson Certificate of Excellence for various writings. He is a director of Aetna, Abt Associates, and the National Committee for Quality Assurance

DAVID NEXON (PANEL THREE)

David Nexon is Senior Executive Vice President of the Advanced Medical Technology Association (“AdvaMed”), where he is responsible for domestic policy. Prior to joining AdvaMed, Mr. Nexon served for more than twenty years as the Democratic Health Policy Staff Director for the Senate’s Health, Education, Labor and Pensions Committee and as the Senior Health Policy Advisor to Senator Edward M. Kennedy. In these capacities, he has been involved with most of the major health policy issues of the last two decades. Prior to joining Senator Kennedy’s staff, Mr. Nexon was Senior Budget Examiner in the Health Branch of the Office of Management and Budget, where he was responsible for the Health Care Financing Administration. Mr. Nexon held several academic appointments prior to entering government service. He received his BA from Harvard College and his Ph.D. from the University of Chicago.

JOHN G. RUGGIE (LUNCHEON PANEL & DISCUSSION)

John Gerard Ruggie is Kirkpatrick Professor of International Affairs and Director, Mossavar-Rahmani Center for Business and Government, at Harvard University’s John F. Kennedy School of Government; Affiliated Professor in International Legal Studies at Harvard Law School; and Faculty Chair of the Kennedy School’s Corporate Social Responsibility Initiative. He also serves as the United Nations Secretary-General’s Special Representative for business and human rights. From 1997-2001 Ruggie was Assistant Secretary-General and chief adviser for strategic planning to UN Secretary-General Kofi Annan. He advised the Secretary-General on the positioning of the United Nations vis-à-vis key global challenges and constituencies, including institutional reforms and priorities, UN-US relations and UN relations with the global business community. In 2001, Annan and the United Nations as a whole were awarded the Nobel Peace Prize for “bringing new life” to the organization. Ruggie’s major responsibilities included designing and overseeing the Global Compact, Annan’s flagship initiative to engage the corporate sector in promoting UN principles in the areas of human rights, labor standards, environmental sustainability and anti-corruption, which now engages some 3,000 firms worldwide. He also played a central role in preparing the United Nations Millennium Summit in 2000, including drafting the summit report (*We the Peoples: The Role of the United Nations in the 21st Century*), as well as the summit’s final “Declaration,” which adopted the Millennium Development Goals that have brought renewed energy and focus to the fight against global poverty. Prior to joining the UN, Ruggie was Dean of Columbia University’s School of International and Public Affairs, where he taught for many years. He has also been on the faculty of the University of California’s Berkeley and San Diego campuses, and directed the UC systemwide Institute on Global Conflict and Cooperation. Much of Professor Ruggie’s scholarly work deals with the impact of globalization on global rule making and the evolving global political order. His books include *Winning the Peace: America and World Order in the New Era*, and *Constructing the World Polity*. He has authored more than seventy articles in academic journals and books, and provided numerous op-ed and TV commentaries around the world. After earning a BA in politics and history from McMaster University in Canada, Ruggie studied political science at the University of California, Berkeley, from which he received a PhD in 1974. In 2000, McMaster University awarded him the degree Doctor of Laws honoris causa. An elected fellow of the American Academy of Arts and Sciences, Ruggie is a recipient of the International Studies Association’s Distinguished Scholar Award for “his contributions to the theory of International Relations and International Political Economy, his continuing engagement in the practice of world politics, and his dedication to a vision of a multilateral world.” He has also received 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 twenty-five most influential academics in the field of international relations. Ruggie has held visiting appointments at the Carnegie Endowment for International Peace in Geneva; the Royal Institute of International Affairs in London; Beijing University; and the European University Institute in Florence. He has served as president of the Association of Professional Schools of International Affairs, and on the Council of the American Political Science Association. He is a member of the Council on Foreign Relations, the National Council of UNA-USA, and a former board member of the Foreign Policy Association as well as the Academic Council on the United Nations System. He has also been an elected member of the Board of Education in Bronxville, New York. John Ruggie is married to Mary Ruggie, former Professor and Chair of Sociology at Columbia University, who now also teaches at the Kennedy School. Their son Andreas, trained as a classical and rock musician, is currently an MBA student at MIT’s Sloan School of Management.

THOMAS RUSSO (PANEL TWO)

Thomas A. Russo is a Vice Chairman of Lehman Brothers Inc. and the Firm's Chief Legal Officer. He is responsible for the Firm's Corporate Advisory Division, which includes Legal, Compliance, Corporate Audit, Government Relations, and Transaction Management. In addition, he is Chairman of the Firm's New Products Committee and Operating Exposures Committee. Mr. Russo is a member of and serves as Counsel to Lehman Brothers' Executive Committee. Prior to joining Lehman Brothers in January, 1993, Mr. Russo was a partner and member of the Management Committee of the law firm Cadwalader, Wickersham & Taft. He received his J.D. and M.B.A. degrees from Cornell University. He was elected to the honor societies Phi Beta Kappa and Phi Kappa Phi. From 1969-1971, Mr. Russo was an attorney in the Division of Market Regulation of the Securities and Exchange Commission. From 1971-1975, he was an associate with Cadwalader, Wickersham & Taft. Subsequently, he became Deputy General Counsel and later the first Director of the Commodity Futures Trading Commission's Division of Trading and Markets. Mr. Russo holds board positions with the March of Dimes (*Treasurer, National Board of Trustees; Chairman, Finance Committee and Pension Investment Committee; member, Executive Committee and Nominating Committee*); The Institute for Financial Markets (*vice chairman, Board of Trustees; member, Executive Committee and Audit Committee*); the Institute of International Education, which administers the Fulbright Scholarship Program (*chairman, Executive Committee; member, Development Committee, Vision & Outreach Committee, Executive Compensation Committee, Scholar Rescue Fund Committee, Scholar Rescue Fund Selection Committee, and the Scholar Rescue Fund Board; co-founder, Scholar Rescue Fund*); the Financial Industry Regulatory Authority (*member, Executive Committee, Interim Board of Governors*); and the United States Council for International Business. He is a member of the Cornell University Council; The Economic Club of New York; the Federal Reserve Bank of New York's International Advisory Committee; and the Committee on Capital Markets Regulation. He is also a member of the Fellows of the Phi Beta Kappa Society. Mr. Russo has written numerous articles on topics in the commodities, securities and banking fields relating to financial market regulation. He co-authored a book on the federal securities laws entitled, *Regulation of Brokers, Dealers and Securities Markets*, published by Warren, Gorham & Lamont. Mr. Russo also authored *Regulation of the Commodities Futures and Options Markets*, a two-volume treatise on the federal commodities laws published by Shepard's/McGraw-Hill. He is listed in *Who's Who in America, Who's Who in American Law, Who's Who in Finance and Business*, and *Who's Who in American Education*. Mr. Russo has been listed in the *National Law Journal* as one of the "100 Most Influential Lawyers in America." Mr. Russo frequently lectures on financial market issues and has testified before Congress on numerous occasions. Mr. Russo is an inaugural inductee into the Futures Industry Association Hall of Fame.

JACK SCHULER (PANEL THREE)

Jack Schuler is Chairman of Ventana Medical Systems, Inc. and Chairman of Stericycle, Inc. In addition, he is a founding partner of Crabtree Partners. From 1972 to 1989 Mr. Schuler was employed at Abbott Laboratories, the last three years of which he was President and Chief Operating Officer. Prior to his career at Abbott, he was employed by Texas Instruments and served the company for eight years in France, Germany and Japan. Mr. Schuler is a member of the Board of Directors of *Medtronic, Inc.* and of *Quidel Corporation*; additionally he serves on the *National Academies' Board on Science, Technology and Economic Policy* and is a Trustee of *Carleton College*. He received a Mechanical Engineering degree from Tufts University in 1962 and an MBA from Stanford University Graduate School of Business Administration in 1964.

JORGE SEGRELLES (PANEL FOUR)

Mr. Segrelles was born in Madrid, 1952. He attended the Universidad Complutense de Madrid and was awarded a Degree in Law with Honors. From 1976 - 1977, he attended the Escuela de Inspección Financiera, followed by "Stages" at the European Commission in Legal Services, Budget & Taxation in Brussels. From 1980 - 1981, he was at Harvard, where he received his Master of Laws (L.L.M.) from Harvard Law School, and a certificate from the school's International Tax Program. From 1977 through 1982, Mr. Segrelles held various posts at the Gabinete Técnico de la Subsecretaría de Hacienda and the Secretaría General Técnica [Technical Cabinets]. He was Professor of the Financial and Fiscal Inspection School of the Ministry of the Treasury, at the "Master's degree programme on "Tax Consultancy" of the Instituto de Empresa, and the "Master's degree programme on the European Community" of the Universidad San Pablo – CEU. He also worked in the Ministry of the Treasury, and the Financial Counselor of the Spanish Embassy to the OCDE in Paris. Since coming to Repsol, he has served, at Repsol S.A., as the External, International Relations General Manager, the Marketing General Manager, and the Europe Refining and Marketing General Manager. Mr. Segrelles has also served as the Chairman

of Repsol, S.A. and Petronor S.A. From 2002 - 2005, he was the Downstream Vice-President (CEO) and Member of the Executive Management Committee of Repsol YPF, S.A., and since 2005, he has served as President of the Instituto Superior de la Energía, the General Manager of the Fundación Repsol YPF. He is also the Chairman of the Organizing Committee of the 19th World Petroleum Congress, to be held in Madrid in 2008, and a member of the Executive Committee of the World Petroleum Council in London. Mr. Segrelles is a former board member of the European Petroleum Industry Association, Europia, and served as Chairman of its Fiscal Committee. He was the Chairman of the Club de Harvard in Spain from 1994 - 2000, and from 2001-2005, was the Chairman of the Spanish Downstream Oil Industry Association (AOP).

ROBERT N. STAVINS (PANEL ONE)

Robert N. Stavins is the Albert Pratt Professor of Business and Government, Director of the Harvard Environmental Economics Program, Chairman of the Environment and Natural Resources Faculty Group at the John F. Kennedy School of Government, Director of Graduate Studies for the Doctoral Program in Public Policy and the Doctoral Program in Political Economy and Government, Co-Chair of the Harvard Business School-Kennedy School Joint Degree Programs, and Co-Director of the Harvard Project on International Climate Agreements. He is a University Fellow of Resources for the Future, a Research Associate of the National Bureau of Economic Research, the Chair of the Scientific Advisory Board of the Massachusetts Executive Office of Environmental Affairs, the Editor of the *Review of Environmental Economics and Policy*, and a Member of: the Board of Directors of Resources for the Future, the Board of Academic Advisors of the AEI-Brookings Joint Center for Regulatory Studies, the Executive Board of the U.S. Environmental Protection Agency's (EPA) Science Advisory Board, the Editorial Boards of *Resource and Energy Economics*, *Environmental Economics Abstracts*, *B.E. Journals of Economic Analysis & Policy*, and *Economic Issues*. He is also an editor of the *Journal of Wine Economics*. He was formerly a member of the Editorial Board of *Land Economics*, *The Journal of Environmental Economics and Management*, the Board of Directors of the Association of Environmental and Resource Economists, a member and Chairman of the Environmental Economics Advisory Committee of the U.S. Environmental Protection Agency's (EPA) Science Advisory Board, a member of the Executive Committee of the Harvard University Center for the Environment, a Lead Author of the Second and Third Assessment Reports of the Intergovernmental Panel on Climate Change, and a contributing editor of *Environment*. He holds a B.A. in philosophy from Northwestern University, an M.S. in agricultural economics from Cornell, and a Ph.D. in economics from Harvard. Professor Stavins' research has focused on diverse areas of environmental economics and policy, including examinations of: policy instrument choice under uncertainty; competitiveness effects of regulation; design and implementation of market-based policy instruments; diffusion of pollution-control technologies; and depletion of forested wetlands. His current research includes analyses of: technology innovation; environmental benefit valuation; political economy of policy instrument choice; and econometric estimation of carbon sequestration costs. His research has appeared in the *American Economic Review*, *Journal of Economic Perspectives*, *Quarterly Journal of Economics*, *Journal of Economic Literature*, *Science*, *Nature*, *Journal of Environmental Economics and Management*, *Ecology Law Quarterly*, *Journal of Regulatory Economics*, *Journal of Urban Economics*, *Journal of Risk and Uncertainty*, *Resource and Energy Economics*, *The Energy Journal*, *Energy Policy*, *Annual Review of Energy and the Environment*, *Explorations in Economic History*, *Brookings Papers on Economic Activity*, other scholarly and popular periodicals, and several books. He is the editor of the fifth edition of *Economics of the Environment* (W. W. Norton, 2005), co-editor of *Environmental Protection and the Social Responsibility of Firms* (Resources for the Future, 2005), editor of *The Political Economy of Environmental Regulation* (Edward Elgar, 2004), co-editor of the second edition of *Public Policies for Environmental Protection* (Resources for the Future, 2000), and the author of *Environmental Economics and Public Policy: Selected Papers of Robert N. Stavins, 1988-1999* (Edward Elgar, 2000). Professor Stavins directed Project 88, a bi-partisan effort co-chaired by former Senator Timothy Wirth and the late Senator John Heinz, to develop innovative approaches to environmental and resource problems. He continues to work closely with public officials on matters of national and international environmental policy. He has been a consultant to the National Academy of Sciences, several Administrations, Members of Congress, environmental advocacy groups, the World Bank, the United Nations, the U.S. Agency for International Development, state and national governments, and private foundations and firms. Prior to coming to Harvard, Stavins was a staff economist at the Environmental Defense Fund; and before that, he managed irrigation development in the middle east, and spent four years working in agricultural extension in West Africa as a Peace Corps volunteer.

JAMES L. SWEENEY (PANEL FOUR)

James (Jim) Sweeney is Professor of Management Science and Engineering, Senior Fellow of the Stanford Institute for Economic Policy Research, and Senior Fellow of the Hoover Institution on War, Revolution and Peace. His professional activities focus on economic policy and analysis, particularly in energy, natural resources, and the environment. At Stanford he has served as chairman of the Department of Engineering-Economic Systems, chairman of the Department of Engineering-Economic Systems and Operations Research, Director of the Energy Modeling Forum, Chairman of the Institute for Energy Studies, and Director of the Center for Economic Policy Research (now the Stanford Institute for Economic Policy Research). In the early 1970's he was Director of the Office of Energy Systems Modeling and Forecasting of the U.S. Federal Energy Administration. He was a founding member of the International Association for Energy Economics, co-editor of the Journal Resource and Energy Economics, and vice-president for publications of the International Association for Energy Economics. He is a Senior Fellow of the U.S. Association for Energy Economics and a Fellow of the California Council on Science and Technology. He is on the National Advisory Council of the National Renewable Energy Laboratory and a member of Governor Schwarzenegger's Council of Economic Advisors. He holds a B.S. degree from MIT in Electrical Engineering and a Ph.D. from Stanford University in Engineering-Economics.

ALISON TAUNTON-RIGBY (PANEL THREE)

Alison Taunton-Rigby, PhD, OBE, has been a senior executive in the biotechnology industry for over 25 years. She is Founder, President and Chief Executive Officer of RiboNovix, Inc., an early stage biotechnology company developing novel anti-infectives that are less susceptible to drug resistance. RiboNovix has laboratories in Lexington Massachusetts. Dr. Taunton-Rigby was President and Chief Executive Officer of Aquila Biopharmaceuticals, Inc., a public life sciences company that was merged in late 2000 with Antigenics Inc. She was also President and Chief Executive Officer of Cambridge Biotech Corporation, where she led the turn-around, re-structuring and emergence from bankruptcy. In addition, she has served as President and Chief Executive Officer of Mitotix Inc., now merged with GPC Biotech. Previous to this position, she was Senior Vice President, Biotherapeutics, at Genzyme Corporation, where she had overall responsibility for Genzyme's biotherapeutics division. Dr. Taunton-Rigby has also served in senior management positions at Vivotech Inc., Biogen, Inc. and Collaborative Research, Inc. (now Genome Therapeutics Inc.). Dr. Taunton-Rigby received her doctorate in chemistry from the University of Bristol in England, and is a graduate of the Advanced Management Program of the Harvard Business School. She is a Director of Healthways, Inc., Abt Associates, Inc., Idera Pharmaceuticals, Inc., RiverSource Funds (formerly American Express Funds), the Massachusetts Women's Forum, a trustee of The Children's Hospital Boston, and a member of the Board of Associates of the Whitehead Institute for Biomedical Research, and Bentley College Center for Business Ethics. In 2002 she was awarded the OBE (Officer of the Order of the British Empire) by Queen Elizabeth II for her work as a leader in the research, development and promotion of biotechnology.

JOHN P. WHITE (LUNCHEON PANEL & DISCUSSION)

John P. White joined the Center for Business & Government 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.

JANET WOODCOCK, M.D. (PANEL THREE)

Deputy Commissioner and Chief Medical Officer, FDA. She oversees scientific and medical regulatory operations for FDA. Dr. Woodcock most recently served as the Deputy Commissioner for Operations and Chief Operating Officer, FDA 2005-2007. Dr. Woodcock served as Director, Center for Drug Evaluation and Research at FDA 1994-2005. She previously served in other positions at FDA including Director, Office of Therapeutics Research and Review and Acting Deputy Director, Center for Biologics Evaluation and Research. Dr. Woodcock received her M.D. from Northwestern Medical School, and completed further training and held teaching appointments at the Pennsylvania State University and the University of California in San Francisco. She joined FDA in 1986.