

M-RCBG's virtual Fall Open House was held on Thursday, September 3, 2020.

John Haigh:

Okay, why don't we get started? First of all, welcome everybody to the Kennedy School if you're new and to the Mossavar-Rahmani Center for Business and Government open house. I have to confess, this is a first, the first time we've ever done a Zoom open house in the history of the Mossavar-Rahmani Center for Business and Government or the history of the Kennedy School. It's not what any of us expected and I hope that you have patience as we are learning how to use Zoom and all the features of Zoom to make this as enjoyable and experience as possible.

John Haigh:

I'm John Haigh, I am the co-director of the Mossavar-Rahmani Center for Business and Government, but I also teach at the Kennedy School and at the business school. I teach three courses, one is the joint degree seminar for the students who are in the joint degree with the business school when they're in their second year.

John Haigh:

I teach the policy analysis exercise seminar for the MPPs when they're in the business and government area when they're in their second year. And I teach a module on corporate citizenship and whether corporations can actually help solve public problems.

John Haigh:

But perhaps most importantly to many of you, I am an MPP, MPP 1982 myself, so I've been where you sit. But I also was in the private sector for many years. I was president of AT&T's international operations and senior vice president for emerging initiatives at AT&T Wireless. Then we got acquired and I left and came to the Kennedy School in 2005 as the executive Dean and stepped down from that role a couple years ago.

John Haigh:

We have a lot to cover today, and so I'm going to get started with some slides here in a second. There are a couple of things that I want to mention. One is Scott Leland is with us. And just as background for you, Scott is the executive director of the center, and he too is an MPP grad, 1992. We're going to cover, I'm going to share my screen, be patient with me, because I have a few slides to go through.

John Haigh:

We have a lot of faculty who have recorded videos to describe their programs and activities to you and we will run through those. And at the end, we'll leave some time for Q&A. Also, if you have a question as we're going through the slides or the discussions, you can type it in and Victoria Groves who works in the center as well and does a lot of public relations and communications will be tracking those, and at the end she will bring those questions forward to us so we can answer them.

John Haigh:

Let's see if we can share the screen. And hopefully all of you see the screen at this point. As you can see, there are large number of people affiliated with the center. In the center, you see myself, but you also see Larry Summers in the middle. Larry is the director of the center, former secretary of the treasury and president of Harvard. The one thing I would point out is that I have the same tie on in that picture that I have on now.

John Haigh:

This is the first time I have put a tie on in five months, so this is a major cultural shift for me personally. But I think we are all adjusting to this new environment. So let me...

John Haigh:

A couple of things, first of all, what is the purpose of the center? It is, as stated here, to create public value at the intersection of business and government. And that is about as broad a definition of a charter as you could imagine because it's very difficult to imagine too many problems that are societal problems that don't require some interaction, some relationships, some collaboration between business and government.

John Haigh:

And the pandemic exacerbates that even more so today as does some of the issues around diversity, and inclusion, and structural racism that need to be addressed. And there is a role for business and government and how those two interact is really what the focus of the center is about.

John Haigh:

We have four broad areas of research and these are the four areas. One is achieving shared, sustainable prosperity. And there are many programs within each of these buckets, over a dozen programs within the center. For example the Growth Policy program, and as you can imagine, Larry Summers is heavily involved in that aspect, and in particular thinking about things like structural stagnation in the economy and on a global basis.

John Haigh:

We have a Sustainability Science with Bill Clark, who you'll hear from later. We have Education with Dick Light. We have a healthcare program with Amitabh Chandra that really is looking at healthcare policy and economics of healthcare, and then a variety of others. We have a program in Regulation and in particular, we've had a long history of energy environment and technology related research with Rob Stavins, Joe Aldy, Bill Hogan, and many of them will have short videos for you to look at as well.

John Haigh:

We've expanded a bit to take a slightly more global perspective focused on China, Asia and the global economic system. Then lastly, Exploring Capitalism and the Role of the Corporation. Those are the four big buckets and there are a lot of activities in each of those buckets. But probably what's most important to most of you as students is really around what's in it for you to be blunt about it. And the first is, there's a lot of course teaching that's done by affiliated faculty of the center and they oftentimes have you as a course assistants.

John Haigh:

That's managed through outside of the center structure, but the linkages to the center can become important opportunities. The second is our research assistant opportunities. We try to fund some over the summer for faculty, so some of you may have worked with those faculty and we're going to try to continue some of that through the year. We have awards, prizes and research grants that we provide to students as well.

John Haigh:

I'm going to turn it over, we have a ton of seminars and events and we really like for you to attend those, they are open. We anticipate this year that we will be remote doing them online, but there are some benefits to that because the transactions cost of watching them are not that great. You can really just engage fairly simply through a Zoom.

John Haigh:

Victoria Groves works, as I mentioned in the public relations and communications aspects of the center. Victoria, do you want to just give a little bit of background on the seminars and events?

Victoria Groves-Cardillo:

Sure. All of our events obviously are going to be virtual this semester, at least. They can be found on our website at mrcbg.org, and they're also all cross posted on the Kennedy School events page as well. We send out an e-blast every Monday morning that contains the events for that week and also recent news and research from our faculty affiliates and our fellows.

Victoria Groves-Cardillo:

The sign up is on our website, but I'm going to put it in the chat so that folks can just link through to it if they'd like to get that on Mondays. If you miss one of our events, we post many of them including this one. In case any of your friends or colleagues weren't able to attend today, we post them on YouTube. You can get that handle as well as our Facebook and our Twitter handle on our website.

Victoria Groves-Cardillo:

If there are any specific questions down the road and you really don't know who to reach out to to get in touch, I can put the general M-RCBG mailbox email in the chat as well and we can route those questions to the right person.

John Haigh:

Terrific. Susan Gill works closely with our senior fellows and with Scott, and I on our senior fellows program. We have study groups which are not for credit groups led mostly by our senior fellows. Susan, you want to just talk a little bit about the study groups and how they work?

Susan Gill:

Sure. M-RCBG senior fellows are a really great resource and a really important part of the center. There are people who come to the center to work on a research project, they have usually at least 20 years experience in their field and they're highly accomplished people. So throughout the year, they hold study groups, they're one-off seminars and discussion groups for students to come to.

Susan Gill:

So keep an eye out on our website and as well as on the HKS daily and the weekly e-blast that Victoria mentioned and you'll find listings for those. So register, and please come to those.

Susan Gill:

Also in a couple of weeks, we'll be holding a speed networking event, which is an opportunity for you to sit down virtually in small groups with our senior fellows, get to talk to them about your interests and theirs. Perhaps you'll end up being their RA or going to their study groups. So keep an eye out for both of those. Register and join us. Thanks.

Susan Gill:

And I should mention the date, it's September 18th, which is a Friday. It's at 10:30 to noon for the speed networking event. So please keep an eye out for that. Thanks.

John Haigh:

Terrific, Susan. One of the last things we have is the B&G Professional Interest Council. We have working paper series, we can talk about that later if people have questions, but we have what is called the Business and Government PIC, Professional Interest Council. Scott, you want to touch base on that a little bit?

Scott Leland:

Yes, very happy to. Thank you. We have actually a question that came in on the Q&A, and it's from somebody who says, "To engage with the center in one of the four areas, do I need to wait for an RA opportunity to come up? Or is there any other way to engage proactively as well?" And that's a perfect segue into the Business and Government Professional Interest Council. This is the student-run group that engages directly with our center.

Scott Leland:

Primarily, one of the main focus areas that they're involved with is inviting speakers to various events that they will organize. So if you are particularly interested for example, in FinTech, or impact investing, or public-private partnerships, and there's a speaker that you want to invite at the school, the way that it's set up is you actually have to be part of a student group in order to do that.

Scott Leland:

And the group at the Business and Government would be a great way for you to become involved with the center, to invite those speakers. There are a number of leadership positions, which are open and available, and you can learn about those and how to apply if you go to our website. One of the menu items is Students, and the very first item under that is More Information on the Business and Government PIC.

Scott Leland:

So I hope you'll consider applying for a leadership position or at least to become involved so that you can have more networking opportunities and also help reach out and create new events for other students as well.

John Haigh:

Thanks, Scott, Victoria, Susan. All right. Scott, am I back on the screen? I just put up slide, hopefully everybody sees it, but I'll talk you through it. These are our senior fellows and Susan alluded to this, but they're a terrific group of people, highly accomplished. And as she said, most of them have anywhere from 20 to 25, maybe more years of experience.

John Haigh:

They're at a point where they would like to try to take what they've learned in the world of practice and consolidate some of that into thinking and thoughts about policy problems. And just to give you a few examples, and I'm not highlighting anybody in particular, but if you look for example Jeff Fuhrer is working on monetary policy. And Jeff has been at the Federal Reserve here in Boston as a PhD economist for many, many years and just retired last spring.

John Haigh:

George Chouliarakis deals with financial crisis issues. He was a leading PhD economist in Greece to help deal with the Greek crisis. Somebody described him to me as the individual who was the most thoughtful, most rational in trying to deal with the Greek debt crisis. You've got Megan Greene working on inequality issues in particular economic inequality issues.

John Haigh:

Sajid Javid just joined us as a senior fellow and he has just recently stepped down as a chancellor of the Exchequer for Britain. That's the equivalent of being the Secretary of the Treasury. Very senior position, and he wants to look at various COVID type issues where you have a high impact, low probability events, and that'll be the nature of his work. I could go through many more of the people on this list. There are people working on energy policy like Christof Ruchl.

John Haigh:

Ioana Petrescu was the finance minister of Romania and is a PhD in economics from Harvard and is now here working on political economy in developing countries. Terrific. Wake Smith working on global climate change and in particular some of the technologies to try to address that. So it's just a tremendous group of senior fellows.

John Haigh:

One of the things we do as a center is we fund research assistants for them, so I would encourage you to check our website because we try to post descriptions of the work that the senior fellows are doing. And it's a terrific opportunity to get a chance to do some in depth work and to network with people. For example Eric Salama ran one of the largest public relations firms in the world at one point and he's project is on data privacy and almost thinking about data privacy as the next human right.

John Haigh:

Anyhow, keep an eye out for all of those opportunities, tremendous opportunity for all of you. With that, I'm going to switch it over to Scott. Scott has a series of videos from our various affiliated faculty describing their programs and their research. Then we will come back at the end and give you the opportunity to ask more questions if you have them. Scott, I'm going to quit sharing my screen and I think it is all yours.

Scott Leland:

Great. Thank you, John. As John mentioned, we have actually about a dozen videos from our affiliated faculty. We're going to start with Larry Summers who's the director of the Center for Business and Government, former president of Harvard University, and has had a number of positions within government. And here's his video.

Larry Summers:

Welcome to a year unlike any other at the Center for Business and Government. Think about it, what we're about is business and government, how they interact and challenges that face both of them. The ways in which they cooperate, the ways in which they oppose each other. We're in a year that's going to be defined by coronavirus, by the COVID challenge and it is quintessentially a business and government issue who is going to make the tests.

Larry Summers:

How are the tests going to be distributed, who is going to establish the framework in which testing does or does not take place. That's actually a relatively easy problem compared to the problem of finding a vaccine, distributing a vaccine, deciding how a vaccine is going to be allocated. These are the most vivid, but hardly the only issues bringing together business and government.

Larry Summers:

We've long maintained active programs around the environment and a global climate at the Center for Business and Government, around energy, particularly the production of electricity, around the broad management and regulation of the financial system. I myself have been preoccupied in recent years with the issue of secular stagnation, which has implications for every aspect of financial market.

Larry Summers:

We're concerned at the center both with domestic American issues, with issues that are domestic issues everywhere like maintaining health, and with issues that are by their very essence global like climate change. Normally, I wouldn't be delivering these remarks via a recording. We would all be sipping drinks, and enjoying cheese and crackers. It's going to be awhile before we have in-person interactions, but I think we have an opportunity to see the future this year as we're all forced to interact virtually.

Larry Summers:

I know I put more effort into renewing and refurbishing my course this year than in the last of five because of that challenge, and I see the distance at which we're all going to have to operate as being an opportunity as much as a challenge. I hope you'll feel that way. We will try to innovate in terms of ways of bringing people together and promoting interaction. We will be grateful for any thoughts and advice you have.

Larry Summers:

I know my co-director, John Haigh, executive director, Scott Leland and all the staff at the Center are here to make your experience working, and thinking, and being involved with business and government issues as exciting as possible. Thank you very much.

Scott Leland:

Next up is Jason Furman, who is the professor of Practice of Economic Policy.

Jason Furman:

Hi, I'm Jason Furman, and I'm really looking forward to getting to know all of you over the course of this year. I do research and policy work on a wide range of economic policy topics. The topic that has most seized me and dominated my work for the last six months has been the COVID crisis and the effect it's having on our economy. I came out with an economic plan to deal with it in early March, had some influence on what Congress ultimately did in the United States. And I'm continuing to both work with policy makers, put out ideas, and do talk to help further the understanding.

Jason Furman:

In addition, I do research in a number of different areas, but over the next year, we'll be doing a lot on inequality, how it's measured, its relationship to economic growth. Then also continuing a combination of research and policy work on the decline of competition, the rise of monopolies, and in particular, what to do about digital competition. I chaired a report for the UK government, they're implementing my recommendations on that topic right now, and I'm keen to see the United States follow suit.

Jason Furman:

Thanks so much and I look forward to seeing you around, I guess, mostly on Zoom.

Scott Leland:

Next step is Joe Aldy, Professor of Practice of Public Policy, and also the director of the Center's Program on Regulatory Policy.

Joe Aldy:

... Aldy, Professor of the Practice of Public Policy here at the Harvard Kennedy School and the faculty chair of the Regulatory Policy Program at the Mossavar-Rahmani Center for Business and Government. I've been on the faculty at HKS now for 10 years and I've twice worked in the federal government at the White House and at the Council of Economic advisors.

Joe Aldy:

At HKS, I teach two courses in the spring, our second semester, economics course for MVP ones, resources, incentives, and choices. And I teach an elective, API 165 on energy environment, economics and policy. And in the fall, I join my colleague, Rebecca Henderson at HBS to do a session in our capstone, MBA MBP course for the third year students where we lead a session on energy and climate change, business and policy.

Joe Aldy:

My research here focuses on energy policy, climate change policy and regulatory policy. Some of my recent work has focused on how we could have a climate-oriented investment as a part of a post COVID economic recovery. Thinking about how we could design a carbon tax to drive down emissions in the United States. How are we going to think about the competitiveness impacts of pricing carbon in U.S. manufacturing, as well as how we design more effective international climate agreements.

Joe Aldy:

I've also been doing work in regulatory policy, trying to understand how to institutionalize more effective evaluations of our regulations and to think through what are the best practices in the conduct of benefit cost analysis of regulatory agencies, including recently in assessment of the Clean Air Act, which turns 50 this year. I also laid to seminar series here at HKS, a regulatory policy seminar and the energy policy seminar.

Joe Aldy:

We meet at noon on Thursdays for the regulatory policy seminar. In this semester, we'll host several of our colleagues at Harvard who have books out on regulatory policy, as well as the head of regulation for Google and the former chair of the Federal Energy Regulatory Commission.

Joe Aldy:

The energy policy seminar, we meet at noon on Mondays, we'll host an array of academics, condiments, political scientists, physicists, even an engineer whose work focuses on energy and climate policy, but also people who work for key stakeholders, including the chief economist, the VP, and the chief economist of the Environmental Defense Fund.

Joe Aldy:

For those of you new to Harvard, welcome. And for those of you who are returning, welcome back. Without a doubt, going to be a very unusual year, we want to do everything possible to make the most of it. So if you have questions, feel free to email me. I'd be happy to follow up by email, by phone or by Zoom. If you'd like to attend our seminars, send me an email at joseph_aldy@hksdotharvard.edu and we'll get you on the email list for the regulatory policy seminar or the energy policy seminar.

Joe Aldy:

You can also go to my website and sign up for my weekly office hours. I'll be doing those by Zoom. You can find me at scholar.harvard.edu/jaldy, and I'd be happy to discuss how you think about your courses, your extracurricular efforts, what you can do here at Harvard and at the Kennedy School to help contribute to our mission of making the world a better place. Welcome.

Scott Leland:

Next up is Linda Bilmes, the Daniel Patrick Moynihan Senior Lecturer in Public Policy.

Linda Bilmes:

Greetings to the Kennedy School students and to my friends and colleagues at the Mossavar-Rahmani Center for Business and Government. I'm Linda Bilmes and this fall I'm teaching MLD 411M, which is a module starting on October 20th. This is the introduction to budgeting and financial management and we cover basic skills such as cost accounting, variance analysis, revenue forecasting, the balanced scorecard, social equity budgeting, and capital budgeting, and basic tools for evaluating budgets and revenue structures.

Linda Bilmes:

It's a short module, so it's six weeks bootcamp. I'll be teaching it, I'm in the process of modifying it for the online world, but teaching it with a combination of tutorials, workshops, and online exercises. The class meets on Tuesdays at 10:30 in the morning for a general plenary session, and we have two sets of

workshops, you can choose the A or the B, either at 10:30 in the morning or 4:30 in the afternoon on Thursdays, which will be team-based workshops to go through skills.

Linda Bilmes:

This course is also a prerequisite, one of the prerequisites for my field lab course, which is in the spring, MLD 412, which I hope will be at least partially in-person, and fingers crossed we will have at least a hybrid. This is a really fantastic field lab in which we work with communities throughout Massachusetts and the country. For example, we work with the MBTA, we work with Mass Port, we work with small businesses, and we work on a lot of conservation and environmental projects.

Linda Bilmes:

We will have a huge amount of very complex projects this spring related to the economic fallout of the pandemic and communities that are struggling to get back on their feet and to figuring out the fallout and consequences around housing, transportation, and other issues that require money. Overall, my interest is on how resources are allocated. I have done work in my career on war costs, on veterans costs.

Linda Bilmes:

On issues related to the national parks and conservation, as well as to research on public service and State and local budgets and government, which are some of my main interests. And I will be very happy to see some of you and meet some of you, and hopefully have some of you in my classes in this coming year.

Scott Leland:

Next up is William Clark, Bill Clark, Harvey Brooks Professor of International Science, Public Policy and Human Development. And he is also the director of the Center's Sustainability Science Program.

Bill Clark:

Hi, my name is Bill Clark. I'm on the faculty here at the Kennedy School. My background is trading as an ecologist, but I now study and teach sustainable development here at Harvard. Sustainable development as I see it is about treating seriously humanity's reliance on a functioning planet for its longterm prosperity, about finding out ways you can increase human wellbeing in the here and now without undermining the ability of people elsewhere or in future generations to pursue their own wellbeing.

Bill Clark:

My research on that, I've just finished with my colleague, Alicia Harley, a big review of the state of the field. We're expanding that into a monograph for training people, practitioners, and scholars in what science has to say about sustainable development. We're right now running here on campus a program on operational capacities for advancing sustainable development in which we're working from snowballed nominations about best practices in the field, documenting those, and then comparing them back to see what our academics can learn from practitioners vice versa, what practitioners might learn from the scientists.

Bill Clark:

In terms of service, two big activities in which I'm in need of student collaborators. One is at the Kennedy School, I serve as co-chair of the Dean's Sustainability Leadership Council, which plots everything from our solar collectors to our reductions of food waste and plastics initiative. Then for Harvard University, I co-chair the group of the presidential committee on sustainability that is crafting Harvard's second sustainability plan to carry us forward over the next five years.

Bill Clark:

My teaching is, I teach a course in sustainable development, but I teach it in the college, not here at the Kennedy School. I however, am in a perpetual need of teaching fellows for that course, so those of you who are interested in the subject and have some substantial practitioner or scholarly background in it and would like to be a teaching fellow in the spring, let me know. You can find me at the Kennedy School or online at least and I'd be delighted to follow up this conversation with any of you. Thanks very much.

Scott Leland:

Next step is Professor Rob Stavins. Hang on just a sec. He's the A.J. Meyer Professor of Energy and Economic development, and he directs two different programs at the Center on Environmental Policy.

Rob Stavins:

Climate change in the years ahead, particularly after the year 2050 and beyond will possibly and indeed likely now we believe result in very significant changes, not only in temperature, but more importantly in precipitation patterns. That will be particularly important for countries that are highly dependent upon agriculture. And that of course, means developing countries who by definition get a larger share of their gross domestic product from agriculture.

Rob Stavins:

So the Harvard Project on Climate Agreements is an international effort bringing together scholars, people from business and people from NGOs from around the world, from 40 countries working together in order to help design and identify the key design elements of a future climate agreement that makes sense in terms of being scientifically sound, economically sensible, and therefore politically pragmatic.

Rob Stavins:

Several years ago I was boarding a plane to go to the Annual Climate Conference, and that year, it was in Bali in Indonesia. I boarded the plane early so I was able to see the others as they came on board. It was essentially a set of negotiators, negotiators from the United States, from Germany, from the Netherlands, from countries all over the world. And one after another, we saw them boarding with a copy of our book in their hands.

Rob Stavins:

And not only a copy of the book, but lots of little yellow noted slips throughout where they were reading. That showed me as I think it's shown everyone that the Harvard Project on Climate Agreements and the products we've produced, our books, our working papers, our meetings, our conferences are having a significant effect in terms of the thinking of the negotiators.

Scott Leland:

Next step is Jane Nelson who's a lecturer in Public Policy at the Kennedy School and also the director of our Corporate Responsibility Initiative.

Jane Nelson:

I'd like to send a very warm welcome to everyone, and very much look forward to meeting many of you, either virtually or in-person during the academic year. My name is Jan Nelson and I direct Corporate Responsibility Initiative, CRI here at the Kennedy School. Our initiative focus is on the three main areas of the role of the private sector, which inform all of our research, and our student engagement, and our public outreach.

Jane Nelson:

First, we look at the corporate responsibility to respect human rights and how companies are implementing the United Nations guiding principles on business and human rights throughout their operations and their value chains. Secondly, we look at the role of business as a partner in working with governments and civil society and other organizations to help achieve the sustainable development goals and to implement the Paris Climate Agreement with a very strong focus on what companies are doing through their core business activities, their value chains.

Jane Nelson:

But also through community investment and their engagement in policy, dialogue and advocacy. Then thirdly, over the last six months, we've been working with a global online platform called Business Fights Poverty and with a group of farm companies, nonprofit organizations and governments to focus in on what companies are doing to support the most vulnerable people who have had such devastating impacts on their lives, and their livelihoods, and their learning as a result of the COVID-19 pandemic.

Jane Nelson:

So there we've been looking very much again, at how business through their core business, their community investment philanthropies, through policy advocacy can support and help to protect lives, and health and safety of people, as well as support livelihoods and learning during both the very difficult time that we were all in, but also looking longer term at a more inclusive and sustainable recovery.

Jane Nelson:

In all three of those areas, our focus is very much on how companies are working in partnership with others. So in partnership with other companies, in partnership with civil society organizations, in partnerships with governments and intergovernmental organizations, and really what are some of the different governance models that can both help to mobilize resources, but also to ensure that corporate engagement is transparent and accountable?

Jane Nelson:

So I think just in summary and like I said, in all three of these areas, respecting human rights, achieving global goals and sustainable development, and addressing climate change, and thirdly, and responding to and recovering and helping people to respond to and recover from the pandemic and other systemic risks. Our focus is very much on first and foremost, how business can be more transparent, accountable, and responsible in its impact on people and the planet in a way that is still profitable.

Jane Nelson:

Then secondly, how business can create shared value and mobilize all its capabilities, technologies, products, services, business models, and financing to try and deliver solutions. I personally feel that the role of the private sector, both some of the challenges associated with that role and the growing discourse around the concept of stakeholder capitalism, and some of the very positive contributions that business makes is arguably more important than it's ever been.

Jane Nelson:

So during your time here at the Kennedy School, I hope you will, at a minimum reflect on the role of business and how companies can be both more transparent and accountable, as well as how we can mobilize and work with business to mobilize their resources. I'm hoping some of you will want to dig into it in more depth. But regardless of the direction your time here takes you, I hope it will be a very personal and professionally fulfilling time.

Jane Nelson:

And wonderful to have you as part of the both Kennedy School and Center for Business and Government community. Thank you.

Scott Leland:

Next up is Roger Porter. He's the IBM Professor of Business and Government, Director also of the Kansai Keizai Doyukai Program at our Center, which looks at the Japan and Asia-Pacific policy.

Roger Porter:

My name is Professor Roger Porter and joined with many colleagues, welcoming you to the Mossavar-Rahmani Center for Business and Government. I'm a long time faculty member here, and like many of you, looking forward to the coming academic year. This year, I will be teaching two courses, one in the fall, one in the spring. The course in the fall is entitled, The American Presidency.

Roger Porter:

It is a course about the U.S. political system from the vantage point of the president. And provides an opportunity for students to assess among other things, how much power the president really has, the process by which we go about selecting and electing the president. How the president manages his part of the government, the executive branch, the way in which presidents go about making decisions and making decisions on national security policy and on economic and domestic policy.

Roger Porter:

The second part of the course looks at strategy and the question of how presidents manage the transition from the election term in office, how they seek to shape the national agenda, and how they manage their relations with those elements of the political system that are outside of their control, the Congress, the courts, organized interest groups, the press, and the public.

Roger Porter:

The final section of the course deals with the question of how do we evaluate executives, including presidents and exercise appropriate judgment. In the spring, I'll be teaching the business government relationship in the United States. This is the survey course in business and government for those who

are concentrating in Business and Government Kennedy school and students from the business going to law school and other places are also welcome.

Roger Porter:

Like all survey courses, it begins by looking at the broad landscape of what's in the historical evolution, and the relationship between business and government in the United States. What it's like managing at the top of business, what it's like managing at the top of government, and a variety of ways in which business and government interact with one another.

Roger Porter:

And we turn to the second section of the course, which deals with business and government, and the quest for prosperity. We look at what are the elements of economic growth, we looked at fiscal policy, tax policy, regulatory policy, research and development, education. In each of these, we seek to look at what is optimal policy if you were in charge and could do whatever you wanted to do? What would that policy look like?

Roger Porter:

And secondly, how do we explain the policies that we have, what are the forces that go into play in producing the kinds of policies that emerge in our political systems? The next part of the course looks at business government and the achievement of social objectives. And here we look at labor market policies, healthcare, environmental, and regulatory policies.

Roger Porter:

Then the final section of the course deals with business government and the international economy. We look at the ways in which the United States is integrated with the rest of the world. We look at specific industries like the steel industry and the ways in which it is undergoing adjustment. We look at trade policies and the use of trade sanctions to try to achieve economic objectives.

Roger Porter:

And we look at the future of the global trading system and what has happened and is happening to the WTO. It's a broad survey course and it provides lots of opportunities for students to learn across a broad spectrum of topics. I'm also working with a colleague on a volume that looks at State and local pensions, and the growing challenge that they are experiencing and have been for the last couple of decades and where this is heading. And what can be done by State and local governments to deal with this, what we call the gathering storm.

Roger Porter:

I'm looking forward very much to hopefully meeting a large numbers of you, certainly, virtually during the fall semester. We'll have to wait and see in the spring whether or not we're in-person or not. But whether we are virtual or in person, I'm confident it will be a great year. And as I say, I'm looking forward very much to meeting each of you.

Scott Leland:

Next up is Richard Cavanagh. He's an adjunct lecturer in Public Policy.

Richard Cavanagh:

My name is Dick Cavanagh, and I have been teaching courses about entrepreneurship, social entrepreneurship, and business entrepreneurship for a couple of decades at the Kennedy School. I want to talk about the course that is going to happen this fall, which is called MLD 830, entrepreneurship in the business and social sectors. The first thing I have to say for people who might be interested in it is that you have to be financially literate to be able to take course or else you'll just struggle and it won't be any fun at all.

Richard Cavanagh:

Financially literate means that either by dint of education or by dint of professional experience, you know the basics of how to create proforma financial statements. If you are not financially literate, there are courses that you can take, but I think we really want folks who at least understand the language.

Richard Cavanagh:

Let me tell you about the course. This is a course, it's a seminar and it's a course that involves 12 cases, half of them about business entrepreneurship and half of them about social entrepreneurship. The reason for the mix is that my belief is that there are more similarities than differences in these two forms of entrepreneurship. And in six of the cases, we have visitors who are featured in the cases who will actually tell us what really happened and how our analysis was either right or wrong.

Richard Cavanagh:

The course is going to meet two times a week on Mondays and Fridays at 3:00 PM. And importantly, the clients will divide up into three groups of six people who will create and present their own business plans for social enterprises or business enterprises that they're interested in pursuing.

Richard Cavanagh:

Oddly enough, sometimes these groups which are put together and pick topics out of the air wind up doing them, and sometimes they wind up winning Harvard competitions. So you learn a lot from your fellow students.

Richard Cavanagh:

Secondly, I try to bring some value to it. I've been present at the creation of three for profit businesses, the most notable one being BlackRock, which is a very large asset manager where I currently sit on the board and chair the board. Then [Shocker 00:46:18] and Echoing Green, which are not for profit institutions that fund and find social entrepreneurs.

Richard Cavanagh:

That's it in a nutshell. In the spring, I teach a workshop, which is very similar to the course I just described, except that students are those who are really committed to being entrepreneurs, and they work on their own business plan rather than group business plans. And I also teach a module with John Haigh about corporate citizenship.

Richard Cavanagh:

And in some sense I think I could say that I've been preparing for that for the last 20 years.

Scott Leland:

Next, we're going to hear from Malcolm Sparrow, Professor of Practice of Public Management.

Malcolm Sparrow:

Hello, my name is Malcolm Sparrow. I'm delighted to join all of my colleagues in welcoming you, crop of students to the Kennedy School. You will have the most fabulous time. I actually joined the faculty way back in 1988, so I've been here now 32 years if my mathematics is correct. But before that, I was a police officer working in British Police Service and Kent and I came to the school in the first case as a mid career student, 1985 and graduated 1986, at which point the school decided that they thought I belonged here on the faculty.

Malcolm Sparrow:

When I came, it was obvious that they should work on lease management and strategy, and there's plenty going on in that field at the moment. But I also started working with other regulators too. I worked with tax environment, and in occupational safety, and customs. And before long, the subject that I have pursued for 30 years is the work of regulatory practice. So I worked most of the time in executive education with practitioners, senior practitioners from a whole range of regulatory and law enforcement, and security, and intelligence organizations from all over the world.

Malcolm Sparrow:

I'm very happy to be affiliated with the Center of Business and Government and the Regulatory Policy Program. I have one problem with them, it's called the Regular Policy Program and my focus has always been regularly practice, because I believe that once the law is in place and once the policy has been set, there's still an awful lot of decisions that can be taken, and that regular practitioners inhabit the space between the state of the law as enacted and the quality of protections as delivered to the public and to society.

Malcolm Sparrow:

I made this point last year, I'll make it again, and I think that the program should be called the Program Regulatory Policy and Practice. I'll make the same point next year if necessary. What that does mean is I'm very happy to meet with anyone that's [inaudible 00:49:23] practitioner and to talk about your experience and the range of difficult choices that you have to make in these times. And again, welcome to the school.

Scott Leland:

Okay. We have three speakers that are left, the first being Mark Fagan, Lecture in Public Policy.

Mark Fagan:

I'm Mark Fagan, I'm on the faculty at Kennedy School, and I'm also a former senior fellow at the epicenter. I want to start with that question, and the question is, in the past 48 hours, have you experienced a poor service delivery? You went for a license and there was a long line. You went to the grocery and there was a big, long queue. Or maybe there was just a confusing process.

Mark Fagan:

My guess is that each and every one of us probably in the past couple of days have experienced that. I want to eliminate that experience for you and I want our students including yourselves to do it. I teach a course on operations management in the fall, and our goal is to help you identify service failures, to diagnose them, to re-engineer them, and to implement them successfully.

Mark Fagan:

I also teach a course in the spring on supply chain management. It has become very timely in the COVID world, and I welcome you to explore that as well. Finally, a couple of years ago, I was bitten by the autonomous vehicles bug and I now run the autonomous vehicles policy initiative here at this school.

Mark Fagan:

Since it's at least initially not likely that I'll meet you in the hallway, please feel free to reach out to me. I'd be delighted to meet you and explore areas of mutual interest. Thanks and welcome.

Scott Leland:

Our second to last speaker for the open house is Dick Light. He has a joint appointment both at the Kennedy School and also the School of Education, and he is the director of the Center's Education Policy Program.

Richard Light:

Hello everyone. I am Richard Light, L-I-G-H-T. My colleagues and many of my students know me as Professor Dick Light. I'm a longtime professor at Harvard, I'm connected to both the Grad School of Education and of course the Kennedy School of Government, specifically at the Center for Business and Government, Mossavar-Rahmani CBG.

Richard Light:

Let me just very briefly summarize the education activities that go on in M-RCBG and this exciting piece of the Kennedy School of Government. We have in education have focused on higher education, and I'm going to give three very short examples or projects to illustrate what we do. One project has actually just been completed.

Richard Light:

We were asked by the leadership of about six different colleges and universities, not just Harvard, but Boston College, [inaudible 00:52:39] and the University of Richmond and others to organize a group of study group discussions for students to enrich their residential experience at a superb strong college campus. Now, this is for undergraduates, not for graduate students like you who are me.

Richard Light:

But anyway, here at M-RCBG, a group of colleagues and I prepared it, Harvard instituted it last year. We've had now close to 1,000 undergraduates take this, and it's all a production of the Mossavar-Rahmani Center for Business and Government. The second example, this is an ongoing project, is to pose the question at colleges and universities, especially stronger colleges and universities, what are the fastest growing group of undergraduates?

Richard Light:

Let me get right to the answer, it's first generation in their family to attend colleges, to attend college in their family. Many campuses, especially strong ones like Ivy League schools and many others are reaching out to attract these terrifically talented young undergraduates. Question, what can a campus do to help these wonderfully talented, but often who attended under-resourced high schools, what can the college do to help these young men and women succeed?

Richard Light:

That's a project we're working on right now, and there's actually going to be a book for coming next spring. Third and final example to wrap up is, we have annual meetings of about 30 people ranging from very strong faculty future leaders of campuses. They're now young faculty, typically in their 30s, they're going to be future leaders of campuses.

Richard Light:

Presidents, deans, provost, and we pose questions such as, what are challenges facing a rapidly changing landscape in American higher education? I hope I'll stop there. I hope those three examples, one of a project that's been actually completed and very successful, and the other two underway right now as we speak, I hope that illustrates what M-RCBG is doing with higher ed. Thank you. Have a good day.

Scott Leland:

Our last speaker for the day is Richard Zeckhauser, Professor of Political Economy. He's also the director together with John Haigh of our Senior Fellows Program. I'll just note that the quality of the video in the first 40 seconds or so is not very good, but it does improve a little bit later.

Richard Zeckhauser:

Good afternoon. I'm Richard Zeckhauser. I teach a course called Analytic Frameworks for Policy. It covers such areas as decision analysis, game theory and behavioral decision. The basic purpose of the course is to understand how human beings and organizations behave and why, and to help you improve your own decision making.

Richard Zeckhauser:

Then we look at the implications for policy across a wide variety of areas, frequently focusing on contemporary policy issues such as Black Lives Matter, climate change, the election, the decline in the economy and so forth. The idea is not to make policy prescriptions, but rather to see how the tools we use can illuminate those particular subjects.

Richard Zeckhauser:

Given my orientation, which is predominantly conceptual, my research spreads across a variety of areas. Recent areas where I've been working include climate change, where I worry about a three-problems strategy for dealing with climate change that's not just the mitigation, which is controlling greenhouse gases, but adaptation, which is protecting various areas that are threatened, and amelioration, which would include things like geoengineering.

Richard Zeckhauser:

I also work in finance. I'm currently engaged in research on how the way managers speak, what that implies about how the companies will perform and how their stocks are appreciated by the market. We

looked at the ag cut and jobs act and see how the stock market reacted, and whether that was the sensible reaction. And most recently, we've been looking at the reactions to COVID.

Richard Zeckhauser:

I've just turned in the manuscript with a jointly authored a book called The Dragon, the Eagle, and the Private Sector, which is basically how China and the United States draw on the private sector to serve their public goals. The final area is the operation of online markets. I recently published an article on the Sharing economy, which would relate to such companies as Airbnb, and Uber, and Lyft.

Richard Zeckhauser:

And we're now engaged in a study with a former KFC student who's become a professor at MIT on why internet sites would give out free opportunities to operate on their site when they also sell those opportunities. We're looking at things like dating site through job sharing sites. So my basic approach to research is to say, I have some conceptual tools and I'm very eager to look at a broad array of policy problems, which I frequently do with my colleagues and students.

Richard Zeckhauser:

Thank you and I hope to see you in my course.

Scott Leland:

Okay. With that, you have an overview of 13 of our different faculty members. There are in fact, many more affiliated faculty with the Center, but that gives you a flavor. Let me go ahead and turn it back over to John Haigh and we're also very interested if there are any questions that people have.

John Haigh:

Thank you, Scott. Hopefully that gives you a pretty good flavor of what all of the faculty are doing that spoke. As Scott said, there are many faculty who are affiliated who were not able to provide us with recording. So you should look through the affiliated faculty lists of the Center, and if there are specific questions or opportunities, we're happy to answer those either now or through the website.

John Haigh:

Victoria, some questions, I think have been coming in. Do you want to just read the questions or let us know what the questions are and then we'll answer as best we can at this point?

Victoria Groves-Cardillo:

Sure. There's a question here from Godwin Chan, who's asking, "I'm coming to HKS to learn more about public-private partnerships, and infrastructure. How can I get involved?"

John Haigh:

Okay. It's a great question and it's obviously a topic of relevance. Going back to not all faculty were able to provide recordings, one of the faculty affiliated with the Center is Akash Deep, and I don't know if you know Akash or have met him. But Akash teaches finance, but he also teaches basically a lot of cases around infrastructure development and many public private partnerships engaged around various infrastructure questions.

John Haigh:

He would be a great person for you to reach out to and have a conversation, and he can help bridge, I think, a bit some of the connections to other parts of the Kennedy School and potentially even more broadly across Harvard. The other thing I would say is if you really want to think about the PIC, the Professional Interest Council, in the past, we've had students set up within the PIC groups and focused on areas where they have interest.

John Haigh:

We've had a public-private partnership subgroup within PIC, which has invited... There's been a person who's led it and a group of people who meet regularly, students and they've reached out and invited various speakers to come in to provide sessions. That would be a natural way for you to get involved and be a direct active manager of some of the activities in the PPP area. Hopefully that helps.

John Haigh:

You can reach out if you have more questions. I don't know if Scott you want to add anything on, on top of that

Scott Leland:

No, I thought that's perfect and I would just underscore the PIC. It's a great opportunity for Godwin or others who are interested in PPPs or any particular topic to get involved, to invite speakers and create opportunities for your fellow students.

John Haigh:

Victoria, any other questions?

Victoria Groves-Cardillo:

I think we are good for questions. Someone asked earlier about whether this would be recorded because they're probably gone now, they were heading to class, but this will be recorded. If any of you found this information to be a lot all at once and you want to refer back to it, this should be up on our YouTube channel by the end of the day tomorrow and you can review.

Victoria Groves-Cardillo:

There's another question that just came through, let's see. It came through on the chats. "I'm interested in further understanding of monopolies and antitrust, particularly in the digital age. What are some of the opportunities within the Center?"

John Haigh:

Okay. Great question and one that I have a particular interest in. A couple of things, Pinar Dogan teaches a course on antitrust considerations in the spring. It's a module and it covers a lot of the issues in some detail, primarily from an economist perspective. The module that I teach with Dick Cavanagh on corporate citizenship, about a half that course, we focus on various social media platforms and the questions of how they should be regulated or not.

John Haigh:

Obviously part of that includes antitrust. I don't know if you follow the hearings in the spring where they had five of the major social media... Oh, four of the major social media CEOs testify before Congress. I think Congress did a much better job of doing its homework and asking sophisticated questions, and they did a year earlier when they talked with some of these same people.

John Haigh:

There are some people within the center, the Mossavar-Rahmani Center, we just brought in an individual named Dipayan Ghosh. Dipayan has a PhD in electrical engineering who is focused on these issues. He and I are writing some papers in this area now and I would be happy to talk further about ways to get involved on those issues. I think Eric Salama, who is one of the senior fellows is also looking at issues of data privacy in particular, as I mentioned earlier.

John Haigh:

And that may be a natural place to think about engaging as well. And again, back to the PIC, I think that helps set up a pick. Somebody asked a question, "How do you get involved with PICs?" And I think if you reach out through the mailbox, the Center mailbox, Scott, and Susan, and Victoria, and I will pick some of that up and help work through that process.

John Haigh:

I did notice somebody asked earlier that are research assistantships all paid? Scott, you may be the best person to answer that, but I believe the answer is yes. In fact, I think it's a requirement that we do that under Massachusetts State Law. I don't know if there's anything to add, Scott.

Scott Leland:

No. I would just say yes, they are all paid and it is a requirement under, I think, federal and State law.

John Haigh:

Okay. Victoria, anything else?

Victoria Groves-Cardillo:

I think last call folks, if anyone has any other questions. I think we're good.

John Haigh:

All right. Last thing I just want to say is, thanks to all of you for joining. Don't hesitate to reach out if you've got specific questions and you think about them later and decide you'd like to get some more information about the Center. We're happy to help. I realized this is one of the most unusual times I've ever experienced.

John Haigh:

I thought the financial crisis that we experienced in 2007, 2008 was difficult, 2009. This is even more bizarre in many ways. As Larry said in his introductory comments, I think the way to look at this is, how do we create opportunities from this and how do we use it to generate the best experience possible for all of you. And I hope you get a chance to enjoy the year.

John Haigh:

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Again, thank you so much and we will hopefully talk soon virtually, and hopefully soon in-person. Thank you very much.

John Haigh:

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