M-RCBG Advisory Council
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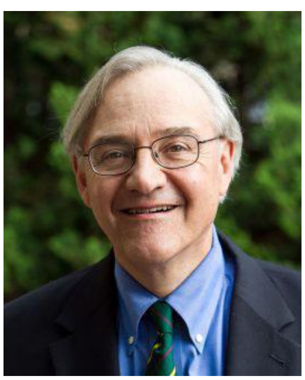
Speakers

Ash Carter served as the 25th Secretary of Defense. For over thirty-five years inside government under presidents of both political parties as well as in the private sector, Carter has leveraged his extraordinary experience in national security, technology and innovation to defend the United States and make a better world. Carter served as Defense Secretary from 2015 to 2017. Leading the largest organization in the world with more than three million civilian and military employees and an annual budget of more than half a trillion dollars, Carter became known for his savvy leadership and for ensuring the Pentagon thought "outside its five-sided box." At a time of global change and congressional gridlock, Carter transformed the way the Defense Department fought adversaries, stood with allies and partners, planned and budgeted, partnered with private enterprises, and managed its talent. As Secretary, Carter advised President Obama and transformed the department's strategic thinking and operations on critical global challenges and across the domains of armed conflict - not just sea and air and land, but also in space and cyberspace. He changed the trajectory of the military campaign to deliver ISIL a lasting defeat, coordinating a global coalition of dozens of nations, simultaneously conducting operations in Iraq, Syria, Afghanistan, Libya, and beyond, and eliminating ISIL's leaders and plotters. Carter also designed and executed the strategic pivot to the Asia-Pacific, established the Defense Department and NATO's new playbook for confronting Russia's aggression, and launched the Defense Department's latest cyber strategy. At the same time Carter directed America's global operations, he also spearheaded revolutionary improvements to the Defense Department. To develop new technological and operational capabilities, he pushed investments in research and development to nearly $72 billion dollars in the fiscal year 2017 budget alone. Carter also launched six transformative 'Force of the Future' initiatives to change the way the department recruits, trains, and retains quality people, and he also directed the opening of all military positions to women without exception. And to make the department more innovative, Carter created the Defense Digital Service to bring tech experts into the Pentagon for a tour of duty. He also opened Pentagon outposts in Silicon Valley, Boston, Austin, and other tech hubs to reconnect the government and military with visionary private sector leaders and companies, and established the Department's first Defense Innovation Board, which attracted thought leaders such as Google Alphabet's Eric Schmidt, astrophysicist Neil Degrasse Tyson, LinkedIn's Reid Hoffman, and many more, as well as the Pentagon's Chief Innovation Officer position. Before becoming Secretary of Defense, Carter served in the department's number two and number three jobs. Earlier in his government career, Carter served as Assistant Secretary of Defense for International Security Policy from 1993 to 1996. In the Defense Department and on Capitol Hill during the Cold War, Carter was known for his work on missile defense and the then-Strategic Defense Initiative, as well as basing options for the MX Missile. Over the past three decades, Carter has also served on the Defense Policy

Board, the Defense Science Board, and the Secretary of State's International Security Advisory Board. In addition to his government service, Carter has taught at many of the world's outstanding academic institutions. He has been a distinguished visiting fellow at Stanford University's Hoover Institution and a lecturer at Stanford's Freeman Spogli Institute for International Studies. At Harvard's Kennedy School from 1996 to 2009, Carter was a Professor of Science and International Affairs and Chair of the International & Global Affairs faculty. He served as a physics instructor at Oxford University, a postdoctoral fellow at Rockefeller University and M.I.T., and an experimental research associate at Brookhaven and Fermilab National Laboratories. Secretary Carter is also author or co-author of 11 books and more than 100 articles on physics, technology, national security, and management. Outside of government and the university, Carter was a Senior Executive at the Markle Foundation's America-wide initiative to shape technology and trade strategies to enable all Americans to flourish in a networked global economy. Previously Carter was a Senior Partner of Global Technology Partners focused on advising major investment firms in technology, and an advisor on global affairs to Goldman Sachs. Carter has also served on the boards of the MITRE Corporation, Mitretek Systems, and Lincoln Laboratories at the Massachusetts Institute of Technology (M.I.T.) and as a member of the Draper Laboratory Corporation. He was also elected a Fellow of the American Academy of Arts and Sciences and is a member of the Council on Foreign Relations and the Aspen Strategy Group. For his government service, Secretary Carter has been awarded the Department of Defense Distinguished Service Medal, the department's highest civilian honor, on five separate occasions, and he twice received the Joint Distinguished Service Medal from the Chairman and Joint Chiefs of Staff. Secretary Carter earned his bachelor's degrees in physics and in medieval history, summa cum laude, at Yale University, where he was also awarded Phi Beta Kappa; and he received his doctorate in theoretical physics from Oxford University, where he was a Rhodes Scholar. A native of Philadelphia, he is married to Stephanie Carter and has two grown children.



E. J. Dionne is a distinguished journalist and author, political commentator, and longtime op-ed columnist for the *Washington Post*. He is also a senior fellow in Governance Studies at the Brookings Institution, a government professor at Georgetown University, and a frequent commentator on politics for National Public Radio, ABC's "This Week," and MSNBC. Professor Dionne currently holds a joint appointment with Harvard's Faculty of Arts and Sciences and the Harvard Kennedy School. Dionne's published works include a recent book with Norman Ornstein and Tom Mann, "One Nation After Trump: A Guide for the Perplexed, the Disillusioned, the Desperate and the Not-Yet-Deported," the influential 1991 bestseller *Why Americans Hate Politics*, which argued that several decades of political polarization was alienating a silent centrist majority. Later books include *They Only Look Dead: Why Progressives Will Dominate the Next Political Era* (1996), *Stand up Fight Back: Republican Toughs, Democratic Wimps, and Politics of Revenge* (2004), *Souled Out: Reclaiming Faith and Politics After the Religious Right* (2008), *Our Divided Political Heart: The Battle for the American Idea in an Age of Discontent* (2012), and *Why the Right Went Wrong: Conservatism-From Goldwater to the Tea Party and Beyond* (2016).

Douglas W. Elmendorf began his tenure as dean and Don K. Price Professor of Public Policy at Harvard Kennedy School in January 2016. He had been a visiting fellow at the Brookings Institution after serving as the director of the Congressional Budget Office from January 2009 through March 2015. Before CBO, he spent two years at Brookings, where he was a senior fellow, the Edward M. Bernstein Scholar, and the director of the Hamilton Project. He was previously an assistant professor at Harvard University, a principal analyst at CBO, a senior economist at the White House's Council of Economic Advisers, a deputy assistant secretary for economic policy at the Treasury Department, and an assistant director of the Division of Research and Statistics at the Federal Reserve Board. In those positions, Elmendorf worked on budget policy, health care issues, the macroeconomic effects of fiscal policy, Social Security, income security programs, financial markets, macroeconomic analysis and forecasting, and a range of other topics. He earned his PhD and AM in economics from Harvard University, where he was a National Science Foundation graduate fellow, and his AB summa cum laude from Princeton University.

Jason Furman is Professor of the Practice of Economic Policy at Harvard Kennedy School (HKS). He is also nonresident senior fellow at the Peterson Institute for International Economics. This followed eight years as a top economic adviser to President Obama, including serving as the 28th Chairman of the Council of Economic Advisers from August 2013 to January 2017, acting as both President Obama's chief economist and a member of the cabinet. During this time Furman played a major role in most of the major economic policies of the Obama Administration. Previously Furman held a variety of posts in public policy and research. In public policy, Furman worked at both the Council of Economic Advisers and National Economic Council during the Clinton administration and also at the World Bank. In research, Furman was a Director of the Hamilton Project and Senior Fellow at the Brookings Institution and also has served in visiting positions at various universities, including NYU's Wagner Graduate School of Public Policy. Furman has conducted research in a wide range of areas, including fiscal policy, tax policy, health economics, Social Security, technology policy, and domestic and international macroeconomics. In addition to articles in scholarly journals and periodicals, Furman is the editor of two books on economic policy. Furman holds a Ph.D. in economics from Harvard University.

David Gergen is a professor of public service and co-director of the Center for Public Leadership at the Harvard Kennedy School, positions he has held for over a decade. In addition, he serves as a senior political analyst for CNN and works actively with a rising generation of new leaders. In the past, he has served as a White House adviser to four U.S. presidents of both parties: Nixon, Ford, Reagan and Clinton. He wrote about those experiences in his New York Times best-seller, *Eyewitness to Power: The Essence of Leadership, Nixon to Clinto*n (Simon & Schuster, 2001). In the 1980s, he began a career in journalism. Starting with the MacNeil-Lehrer NewsHour in 1984, Professor Gergen has been a regular commentator on public affairs for some 30 years. Twice he has been a member of election coverage teams that won Peabody awards, and he has contributed to two Emmy award-winning political analysis teams. In the late 1980s, he was chief editor of U.S. News & World Report, working with publisher Mort Zuckerman to achieve record gains in circulation and advertising. Over the years, Professor Gergen has been active on many non-profit boards, serving in the past on the boards of both Yale and Duke Universities. Among his current boards are Teach for America, The Mission Continues, The Trilateral Commission, and Elon University's School of Law. Professor Gergen's work as co-director of the Center for Public Leadership at the Kennedy School has enabled him to work closely with a rising generation of younger leaders, especially social entrepreneurs, military veterans and Young Global Leaders chosen by the World Economic Forum. Through the generosity of outside donors, the Center helps to provide scholarships to over 100 students a year, preparing them to serve as leaders for the common good. The Center also promotes scholarship at the frontiers of leadership studies. A native of North Carolina, Professor Gergen is a member of the D.C. Bar, a veteran of the U.S. Navy, a member of the Council on Foreign Relations and a member of the U.S. executive committee for the Trilateral Commission. He is an honors graduate of Yale and the Harvard Law School. He has been awarded 27 honorary degrees. Professor Gergen has been married since 1967 to Anne Elizabeth Gergen of England, a family therapist. They have two children and five grand-children. Son Christopher is a social entrepreneur in North Carolina as well as an author and member of the Duke faculty. Daughter Katherine is a family doctor, working with the underserved population at the Boston Medical Center.

John Haigh is the Executive Dean of the Kennedy School and Co-Director of the Mossavar-Rahmani Center for Business and Government. He is a member of the Deans office, focusing on developing the mission and strategic direction for the school and implementing the strategy. He is also responsible for the management and oversight of the operations of the school. As an Adjunct Lecturer, he teaches a seminar in business and government to second year Master in Public Policy students. At Mercer Management Consulting, where he was a partner and consultant for 13 years, his work focused on strategy issues in multiple industries including telecommunications, transportation, energy, and the environment. More recently at AT&T, and subsequently AT&T Wireless, he rose rapidly through a variety of strategy and leadership positions. At AT&T he initially focused on strategy and business development issues and was later promoted to President of AT&Ts International Ventures. He then led AT&T Wireless emerging initiatives efforts developing new wireless services. Haigh holds a BA from Grinnell College, where he was Phi Beta Kappa and the Presidents Medalist, and a MPP from the John F. Kennedy School of Government.

Thomas J. Healey, CFA, is the founder and managing partner of Healey Development LLC. Mr. Healey is a founder of Prisma Capital Partners (part of KKR since 2012), a $5 billion fund of hedge funds, a founder of the FIA Timber Partners funds, a series of timberland investment funds with over $1 billion of capital commitments, a founder and partner of Anthos Capital, a private equity firm focused on small-capitalization private equity and a founder and partner of Broad Hollow Partners, a private equity boutique focused on the investment management sector. Previously, Mr. Healey was a partner and managing director of Goldman, Sachs & Co. where he created the Real Estate Capital Markets and Pension Services groups. The Pension Services Group was focused on assuming relationship management for and coordination of products and services across products and regions to the top 100 leading Pension and Endowment Clients globally. As this platform expanded, Mr. Healey assumed a leadership role in the expansion of Goldman Sachs Asset Management to $400 billion in AUM through his role leading Institutional Marketing. Additionally, Mr. Healey played a key role in product creation in Alternative Investment and sat on relevant investment committees at Goldman Sachs. Mr. Healey also chaired Goldman Sachs' own Pension Plan and served as Co-CIO of Goldman Sachs' management of the Central States Teamsters Pension Plan. Before joining Goldman Sachs, he was Assistant Secretary of the Treasury for Domestic Finance under former President Ronald Reagan. Prior to that, he was head of Corporate Finance at Dean Witter Reynolds. Mr. Healey received a B.A. from Georgetown University and an M.B.A. from Harvard Business School. Mr. Healey has served on the Board of Trustees of the Rockefeller Foundation and Georgetown University. He chairs both institutions' Investment Committees. He is also involved with several other non-profit institutions.

Ben W. Heineman, Jr. was General Electric's Senior Vice President-General Counsel from 1987-2003, and then Senior Vice President for Law and Public Affairs from 2004 until his retirement at the end of 2005. He is currently Senior Fellow at Harvard Law School's Program on the Legal Profession and its Program on Corporate Governance, and Senior Fellow at the Belfer Center for Science and International Affairs at Harvard's Kennedy School of Government. He has also been a lecturer at Yale Law School. A Rhodes Scholar, editor-in-chief of the Yale Law Journal and law clerk to Supreme Court Justice Potter Stewart, Mr. Heineman was assistant secretary for policy at the Department of Health, Education and Welfare and practiced public interest law and constitutional law prior to his service at GE. His new book, *The Inside Counsel Revolution: Resolving the Partner-Guardian Tension*, was published in the Spring of 2016 by Ankerwycke, the trade imprint of the American Bar Association. Another recent book, *High Performance with High Integrity,* was published in June of 2008 by the Harvard Business Press. He writes and lectures frequently on business, law, public policy and international affairs. He is also the author of books on British race relations and the American presidency. He is a member of the American Philosophical Society, a fellow of the American Academy of Arts and Sciences, and a former member of the National Academy of Science's Committee on Science, Technology and Law. He is recipient of the *American Lawyer* magazine's Lifetime Achievement Award, the Lifetime Achievement Award of *Corporate Counsel* magazine and the Lifetime Achievement Award of *Board Member* magazine. He was named one of the top 50 Innovators in Law in the Past 50 Years by the *American Lawyer*, one of America's 100 most influential lawyers by the *National Law Journal*, one of the 100 most influential individuals on business ethics *by Ethisphere* Magazine and one of the 100 most influential people in corporate governance by the National Association of Corporate Directors. He serves on the boards of Memorial Sloan Kettering Cancer Center, the Center for Strategic and International Studies, Central European University and Transparency International-USA. He is a graduate of Harvard College (BA-history), Oxford University (B.Litt—political sociology) and Yale Law School (JD).

James Poterba is the Mitsui Professor of Economics at MIT and the President of the National Bureau of Economic Research, a non-profit research organization with nearly 1400 affiliated economists. He has served as President of the Eastern Economic Association and the National Tax Association, as vice president of the American Economic Association, and as a director of the American Finance Association. He is a member of the National Academy of Sciences, and a fellow of the American Academy of Arts and Sciences and of the Econometric Society. Dr. Poterba's research focuses on how taxation affects the economic decisions of households and firms, particularly those involving saving and portfolio behavior. His recent research has analyzed the determinants of retirement saving, the draw-down of assets after households reach retirement, and the role of tax-deferred retirement saving programs such as 401(k) plans in contributing to retirement security. Dr. Poterba is a trustee of the College Retirement Equity Fund (CREF), the TIAA-CREF mutual funds, and of the Alfred P. Sloan Foundation. He is a former editor of the Journal of Public Economics, the leading international journal for research on taxation and government spending, a co-author of The Role of Annuity Markets in Financing Retirement (2001), and an editor or coeditor of Global Warming: Economic Policy Responses (1991), International Comparisons of Household Saving (1994), Empirical Foundations of Household Taxation (1996), Fiscal Institutions and Fiscal Performance (1999), and Fiscal Reform in Colombia (2005). Dr. Poterba served as a member of the President's Advisory Panel on Federal Tax Reform in 2005. Dr. Poterba holds an undergraduate degree from Harvard College and a D. Phil. in Economics from Oxford University, where he was a Marshall Scholar. He has been an Alfred P. Sloan Foundation Fellow, a Batterymarch Fellow, a Fellow at the Center for Advanced Study in Behavioral Sciences, and a Distinguished Visiting Fellow at the Hoover Institution at Stanford University. In 2014 he received the Daniel M. Holland Medal from the National Tax Association for the study and practice of public finance.

Kenneth Rogoff is Thomas D. Cabot Professor at Harvard University. From 2001–2003, Rogoff served as Chief Economist at the International Monetary Fund. His 2009 book with Carmen Reinhart, *This Time Is Different: Eight Centuries of Financial Folly* has been very widely cited by academics, policymakers and journalists. One regularity that Reinhart and Rogoff illustrate is the remarkable quantitative similarities across time and countries in the run-up and the aftermath of severe financial crises. In general, they show that for financial crises, the differences between emerging markets and advanced countries are far less pronounced than previously believed. Rogoff is also known for his seminal work on exchange rates and on central bank independence. His treatise *Foundations of International Macroeconomics* (joint with Maurice Obstfeld) is the standard graduate text in the field worldwide. His new book, *The Curse of Cash* (September 2016), argues the case for drastically scaling back the world's paper currency supply. His monthly syndicated column on global economic issues is published in over 50 countries. He is a senior fellow at the Council on Foreign Relations, and serves on the Economic Advisory Panel of the New York Federal Reserve. Rogoff is an elected member of the National Academy of Sciences, the American Academy of Arts and Sciences, and the Group of Thirty. Rogoff is among the top eight on RePEc's ranking of economists by scholarly citations. He is also an international grandmaster of chess.

Lady de Rothschild is Chair of E.L. Rothschild LLC., a private investment company with investments in media, asset management, energy, consumer goods, telecommunications, agriculture and real estate worldwide. Holdings include The Economist Group (UK), Bronfman-E.L. Rothschild Asset Management, R Chocolate, IHS Towers, real estate and financial instruments. From 2002 until 2016, Lady de Rothschild was the Chief Executive of E.L .Rothschild. Lady de Rothschild is also a Director of The Estée Lauder Companies (chair of Nominating and Board Affairs Committee) and The Economist Newspaper Limited (member of the Audit Committee). She is Chief Executive and Founder of the Coalition for Inclusive Capitalism, a Director and member of the Executive Committee of the Peterson Institute of International Economics, a member of the Board of the Elumelu Foundation (Africa), a member of the Council on Foreign Relations (USA) and Chatham House (UK). She is a Phi Beta Kappa graduate of Pomona College and has her J.D from the Columbia University School of Law.

Former Treasury Secretary **Lawrence H. Summers** is one of America's leading economists. In addition to serving as 71st Secretary of the Treasury in the Clinton Administration, Dr. Summers served as Director of the White House National Economic Council in the Obama Administration, as President of Harvard University, and as the Chief Economist of the World Bank. Currently, Dr. Summers is the President Emeritus and the Charles W. Eliot University Professor at Harvard University, where he became a full professor at age 28, one of the youngest in Harvard's recent history. He directs the Harvard Kennedy School's Mossavar-Rahmani Center for Business and Government. Dr. Summers has played a key role in addressing every major financial crisis for the last two decades. During the 1990s, he was a leader in crafting the U.S. response to international financial crises arising in Mexico, Brazil, Russia, Japan, and Asian emerging markets. As one of President Obama's chief economic advisors, Dr. Summers' thinking helped shape the U.S. response to the 2008 financial crisis, to the failure of the automobile industry, and to the pressures on the European monetary system. Summers was the first social scientist to receive the National Science Foundation's Alan Waterman Award for scientific achievement and, in 1993, he was awarded the John Bates Clark Medal, given to the most outstanding economist under 40 in the United States. He was elected to the National Academy of Sciences in 2002. He chairs the boards of Citizen Schools and the Center for Global Development. He serves on the board of Teach for America and ONE. He is an advisor to The Hamilton Project, The Hutchins Center on Fiscal & Monetary Policy and the Peterson Institute for International Economics. He is a distinguished senior fellow at the Center for American Progress and recently co-chaired the Commission on Inclusive Prosperity. He also recently chaired the Commission on Global Health. He has been recognized as one of the world's most influential thinkers by Time, Foreign Policy, Prospect and The Economist magazines among many others. In his speeches, regular newspaper columns in The Financial Times and public commentary, he continues to move forward the debate on national and global economic policy. Summers received a Bachelor of Science degree from the Massachusetts Institute of Technology in 1975 and was awarded a Ph.D. from Harvard in 1982.