



## Center for International Development *at Harvard University*

---

John F. Kennedy School of Government  
79 John F. Kennedy Street  
Cambridge, MA 02138 USA  
Tel +1 (617) 495-4112  
Fax +1 (617) 496-8753  
<http://www.cid.harvard.edu>

### **Insights in Development Thinking COMFAMA Executive Seminar May 17-21, 2010**

#### **Faculty Profiles**

##### **Ricardo Hausmann**

Ricardo Hausmann is Director of Harvard's Center for International Development and Professor of the Practice of Economic Development at the Kennedy School of Government. Previously, he served as the first Chief Economist of the Inter-American Development Bank (1994-2000), where he created the Research Department. He has served as Minister of Planning of Venezuela (1992-1993) and as a member of the Board of the Central Bank of Venezuela. He also served as Chair of the IMF-World Bank Development Committee. He was Professor of Economics at the Instituto de Estudios Superiores de Administracion (IESA) (1985-1991) in Caracas, where he founded the Center for Public Policy. His research interests include issues of growth, macroeconomic stability, international finance, and the social dimensions of development. He holds a PhD in economics from Cornell University.

##### **Dani Rodrik**

Dani Rodrik is Rafiq Hariri Professor of International Political Economy. He has published widely in the areas of economic development, international economics, and political economy. His current research focuses on globalization and its economic consequences. He is the recipient of the inaugural Albert O. Hirschman Prize of the Social Sciences Research Council and of the Leontief Award for Advancing the Frontiers of Economic Thought. His most recent books are *Nations et Mondialisation: Les Strategies Nationales de Developpement dans un Monde Globalise* (2008) and *One Economics, Many Recipes: Globalization, Institutions, and Economic Growth* (2007). He teaches courses on economic development and globalization.

##### **Frances Frei**

Frances Frei is a Professor in the Technology and Operations Management Unit at Harvard Business School. Her research, course development, and teaching examine how organizations can more effectively design service excellence. Her academic research has been published in top-tier journals such as *Management Science* and *Harvard Business Review*. In addition, she has published dozens of case studies across a variety of industries, including financial services, government, retail, software, telecommunications, and hospitality.

Many of those case studies appear in *Managing Service Operations*, an elective course Professor Frei developed that investigates organizations' efforts to design, manage and improve service experiences. The course provides students with tools and frameworks to analyze service models from the perspective of customers, employees, and owners. A comprehensive description of the course is available to fellow educators via Harvard Business School Publishing. In support of the course and related research, Frances has completed case studies on Zipcar, eBay, Southwest Airlines, Tiffany's, Houston Rockets, Commerce Bank, Progressive Insurance, Orient Express Hotels and Zappos, among others.

Professor Frei currently teaches and leads the required first-year Technology and Operations Management course at Harvard Business School. The course trains students on how to design operating environments that deliver on customer promises while creating value for broader stakeholders. In service of this agenda, students learn to foster and manage organizational improvement, learning, and innovation.

Professor Frei has received the HBS Student Association Faculty Award for teaching excellence on multiple occasions, as well as teaching awards from the Wharton School of Business and the University of Rochester. She teaches in executive education programs and advises organizations seeking to create greater value through their service experiences. She serves on the Board of Directors of Advance Auto Parts and serves on the Board of Advisors of several private companies

Professor Frei received her Ph.D. in Operations and Information Management from the Wharton School at the University of Pennsylvania. She holds an M.E. in Industrial Engineering from Pennsylvania State University, and a B.A. in Mathematics from the University of Pennsylvania.

## **Dan Schrag**

Professor Daniel Schrag studies climate and climate change over the broadest range of Earth history. He has examined changes in ocean circulation over the last several decades, with particular attention to El Niño and the tropical Pacific. He has worked on theories for Pleistocene ice-age cycles including a better determination of ocean temperatures during the Last Glacial Maximum, 20,000 years ago. Dan also helped develop the Snowball Earth hypothesis, proposing that a series of global glaciations occurred between 750 and 580 million years ago that may have led to the evolution of multicellular animals. Currently he is working with economists and engineers on technological approaches to mitigating future climate change.

## **Henry Lee**

Henry Lee is Lecturer in Public Policy, the Jassim M. Jaidah Family Director of the Environment and Natural Resources Program within the Belfer Center for Science and International Affairs, cochair of the Kennedy School's Program on Infrastructure in a Market Economy, and coprincipal investigator of the Energy, Technology, and Policy Project. Before joining the school, Lee spent nine years in Massachusetts state government as Director of the state's Energy Office and Special Assistant to the Governor for Environmental Policy. He has served on numerous state, federal, and private advisory committees and boards focusing on both energy and environmental issues and spent 12 years working with power developers in the United States and East Asia. His recent research interests focus on environmental management, energy policy, global climate change, geopolitics of oil and gas, and public infrastructure projects in developing countries. He has recently written several articles on China's oil strategies.

## **Cesar Hidalgo**

César A. Hidalgo, a native from Santiago de Chile, is a Research Fellow at Harvard's Center for International Development and an Adjunct Lecturer in Public Policy at Harvard Kennedy School. His work focuses on improving the understanding of systems using and developing concepts of complexity, evolution and network science. His areas of application include (i) economic development, where he has pioneered the use of networks to quantify the productive structure of countries and its evolution, (ii) systems biology where he has published work on disease co-morbidity and genetic regulation, and (iii), social systems, where he has worked on human mobility and social network analysis using mobile phone data. Dr. Hidalgo is also a graphic art enthusiast and has published and exposed artwork that uses data collected originally for scientific purposes. César A. Hidalgo holds a PhD in Physics from the University of Notre Dame.

## **Archon Fung**

Archon Fung is Ford Foundation Professor of Democracy and Citizenship. His research examines the impacts of civic participation, public deliberation, and transparency upon public and private governance. His *Empowered Participation: Reinventing Urban Democracy* examines two participatory-democratic reform efforts in low-income Chicago neighborhoods. Current projects also examine initiatives in ecosystem management, toxics reduction, endangered species protection, local governance, and international labor standards. His recent books and edited collections include *Deepening Democracy: Institutional Innovations in Empowered Participatory Governance*; *Can We Eliminate Sweatshops?*; *Working Capital: The Power of Labors Pensions*; and *Beyond Backyard Environmentalism*. His articles on regulation, rights, and participation appear in *Political Theory*; *Journal of Political Philosophy*; *Politics and Society*; *Governance*; *Environmental Management*; *American Behavioral Scientist*; and *Boston Review*. Fung received two SBs and a PhD from MIT.

## **Asim Khwaja**

Asim Ijaz Khwaja is Professor of Public Policy at the Harvard Kennedy School of Government. His areas of interest include economic development, finance, education, political economy, institutions, and contract theory/mechanism design. His research combines extensive fieldwork, rigorous empirical analysis, and microeconomic theory to answer questions that are motivated by and engage with policy. It has been published in the leading economics journals, such as the *American Economic Review*, and the *Quarterly Journal of Economics*, and has received coverage in numerous media outlets such as the *Economist*, *NY Times*, *Washington Post*, *International Herald Tribune*, *Al-Jazeera*, *BBC*, and *CNN*. His recent work ranges from understanding market failures in emerging financial markets to examining the private education market in low-income countries. He was selected as a Carnegie Scholar in 2009 to pursue research on how religious institutions impact individual beliefs. Khwaja received BS degrees in economics and in mathematics with computer science from MIT and a PhD in economics from Harvard. A Pakistani, UK, and US citizen, he was born in London, U.K., lived for eight years in Kano, Nigeria, the next eight in Lahore, Pakistan, and the last eighteen years in Cambridge, Massachusetts. He continues to enjoy interacting with people around the globe.

## **Jeffrey Frankel**

Jeffrey Frankel is Harpel Professor of Capital Formation and Growth at Harvard University's Kennedy School of Government. He directs the program in International Finance and Macroeconomics at the National Bureau of Economic Research, where he is also a member of the Business Cycle Dating Committee, which officially declares recessions. Appointed to the Council of Economic Advisers by President Clinton in 1996 and subsequently confirmed by the Senate, he served until 1999. His responsibilities as Member included international economics, macroeconomics, and the environment. Before moving East, he had been professor of economics at the University of California, Berkeley, having joined the faculty in 1979. Other past appointments include the Federal Reserve Board, Institute for International Economics, International Monetary Fund, and Yale. His research interests include international finance, currencies, monetary and fiscal policy, commodity prices, regional blocs, and global environmental issues. He graduated from Swarthmore College and received his PhD from MIT.

## **Rafael DiTella**

I received my first degree in Economics in 1990 from the Universidad de Buenos Aires, Argentina and a D.Phil in Economics from Oxford University in 1996. After a short stay in Argentina I joined Harvard Business School in July 1997, where I have taught Business History and courses on the business environment in the first year required curriculum, as well as an elective course on Institutions and Macroeconomics in the second year.

I work on political economy, with a focus on institutional development. One strand of work studies measures of happiness and how they can inform government policies on issues that range from the incidence of inequality to the inflation-unemployment tradeoff. Another part of my research has concerned itself with the causes of illegal behavior, with applications to corruption and common crime. Two recent examples include a paper on media bias and government transfers, and another trying to figure out if offenders released from electronic monitoring have lower recidivism rates than those released from prison. Finally, an increasingly important area of research for me has focused on the role of beliefs in economic organization, including reversals of pro-market reform and, more generally, why doesn't capitalism flow to poor countries. My work has been published mainly in academic journals.

## **Robert Lawrence**

Robert Z. Lawrence is Albert L. Williams Professor of International Trade and Investment, a Senior Fellow at the Peterson Institute for International Economics, and a Research Associate at the National Bureau of Economic Research. He currently serves as Faculty Chair of The Practice of Trade Policy executive program at Harvard Kennedy School. He served as a member of the President's Council of Economic Advisers from 1998 to 2000. Lawrence has also been a Senior Fellow at the Brookings Institution. He has taught at Yale University, where he received his PhD in economics. His research focuses on trade policy. He is the author of *Crimes and Punishments? Retaliation under the WTO*; *Regionalism, Multilateralism and Deeper Integration*; *Single World, Divided Nations?*; and *Can America Compete?* He is coauthor of *Has Globalization Gone Far Enough? The Costs of Fragmentation in OECD Markets* (with Scott Bradford); *A Prism on Globalization*; *Globophobia: Confronting Fears About Open Trade*; *A Vision for the World Economy*; and *Saving Free Trade: A Pragmatic Approach*. Lawrence has served on the advisory boards of the Congressional Budget Office, the Overseas Development Council, and the Presidential Commission on United States-Pacific Trade and Investment Policy.

## **Michael Chu**

Michael Chu was appointed a Senior Lecturer in the Initiative on Social Enterprise of the General Management Group of the Harvard Business School in July 2003. He is also Managing Director of the IGNIA Fund, an investment firm based in Monterrey, Mexico, dedicated to investing in commercial enterprises serving low-income populations in Latin America, which he co-founded in 2007. He continues to serve as Senior Advisor and a founding partner of Pegasus Capital, a private equity firm in Buenos Aires, with a portfolio which includes major companies and real estate developments in Argentina.

Chu teaches the second year elective Business and the Base of the Pyramid, a course developed with Professor V. Kasturi Rangan. He is Faculty Co-Chair of the Executive Education program Strategic Leadership for Microfinance. In the past, he has taught the course Investing and Managing in Emerging Markets, and Effective Leadership of Social Enterprises. Chu is co-head of Project Antares, a collaboration between HBS and the Harvard School of Public Health focusing on commercial approaches to delivering high-impact primary health care to low-income populations in developing nations. Project Antares reflects the interest of both the HBS Social Enterprise Initiative and Healthcare Initiative in global health and low income populations.

Before Pegasus, as President & CEO of ACCION International, a nonprofit corporation dedicated to microfinance, Chu worked to develop financial services for the working poor as a new segment of banking capable of outstanding returns. He participated in the founding of several microcredit financial institutions and regulated banks throughout Latin America, including Banco Solidario which under his chairmanship has been the most profitable bank in Bolivia, Mibanco in Peru and Banco Compartamos, which following its IPO in the Mexican Stock Exchange in April 2007 has been incorporated as part of that exchange's index.

From 1989 to 1993, as an executive and limited partner in the New York office of Kohlberg Kravis Roberts & Co, Chu was one of sixteen professionals deploying KKR's \$5.7 billion private equity fund and managing an investment portfolio with aggregate annual revenues in excess of \$60 billion. He joined the private equity firm from PACE Industries, a KKR-sponsored leveraged buyout, where he served as Senior Vice President & CFO. Previously, he held senior management positions in U.S. corporations and was a management consultant with the Boston Consulting Group. Chu currently serves on the boards of Sealed Air Corporation (NYSE), ACCION International (Emeritus) and is a Trustee Emeritus of Dartmouth College.

Chu graduated with an A.B.(Honors) from Dartmouth College and received a M.B.A. with highest distinction (Baker Scholar) from Harvard Business School.

Chu was born in Kunming, China and grew up in Montevideo, Uruguay. He and his wife Victoria Cowling Chu reside in West Newton, MA.

## **Steve Walt**

Stephen M. Walt is the Robert and Rene Belfer Professor of International Relations. He previously taught at Princeton University and the University of Chicago, where he served as Master of the Social Science Collegiate Division and Deputy Dean of Social Sciences. He has been a Resident Associate of the Carnegie Endowment for Peace and a Guest Scholar at the Brookings Institution, and he has also served as a consultant for the Institute of Defense Analyses, the Center for Naval Analyses, and the National Defense University. He presently serves on the editorial boards of *Foreign Policy*, *Security Studies*, *International Relations*, and *Journal of Cold War Studies*, and he also serves as Co-Editor of the *Cornell Studies in Security Affairs*, published by Cornell University Press. Additionally, he was elected as a Fellow in the American Academy of Arts and Sciences in May 2005.

Professor Walt is the author of *The Origins of Alliances* (1987), which received the 1988 Edgar S. Furniss National Security Book Award. He is also the author of *Revolution and War* (1996), *Taming American Power: The Global Response to U.S. Primacy* (2005), and, with co-author J.J. Mearsheimer, *The Israel Lobby* (2007).

## **Meghan O'Sullivan**

Meghan L. O'Sullivan is the Jeane Kirkpatrick Professor of International Affairs at the John F. Kennedy School at Harvard University. She teaches courses on American foreign policy generally and the Middle East and South Asia in particular. Her areas of research include nation-building, counterinsurgency, the geopolitics of energy, decision making in foreign policy, Iraq, Afghanistan, and Pakistan. From July 2004 to September 2007, she was Special Assistant to President George W. Bush and also held the position of Deputy National Security Advisor for Iraq and Afghanistan for the last two years of this tenure. She spent two of the last five and a half years in Iraq, most recently in fall 2008 at the request of Ambassador Ryan Crocker and General Raymond Odierno to help conclude the security agreement and strategic framework agreement between the United States and Iraq.

As Deputy National Security Advisor for Iraq and Afghanistan, Dr. O'Sullivan led a team of military and diplomatic personnel, lawyers, economists, and political appointees in the Iraq and Afghan directorates at the National Security Council. With the help of her team, her primary responsibilities were to staff the President and National Security Advisor on all matters associated with Iraq and Afghanistan and to coordinate all agencies of the U.S. government with equities in Iraq and Afghanistan. In this capacity, she helped run two strategic policy reviews: one on Afghanistan in the summer of 2006 and one on Iraq in late 2006 and early 2007.

Prior to being named Deputy National Security Advisor for Iraq and Afghanistan, Dr. O'Sullivan was with the NSC staff as Senior Director for Strategic Planning and Southwest Asia. Before joining the NSC, Dr. O'Sullivan was political advisor to the Administrator of the Coalition Provisional Authority and the Deputy Director for Governance in Baghdad, Iraq from April 2003 to June 2004. There she was a key negotiator of the agreement for the early transfer of sovereignty to the Iraqis. She also helped the Iraqis create the institutions which became the foundations of their new political system, such as the Transitional Administrative Law (interim constitution) and the Iraqi Interim Government.

From November 2001 to March 2003, Dr. O'Sullivan worked at the Office of Policy Planning at the Department of State, where she was the chief advisor to the presidential envoy to the Northern Ireland peace process and helped advance efforts to promote reform in the Muslim world. From 1998-2001, Dr. O'Sullivan was a Fellow at the Brookings Institution. During that time, she was also an adjunct professor at Georgetown University and published several books and articles on American foreign policy, including the single authored *Shrewd Sanctions: Statecraft and State Sponsors of Terrorism* (2003) and edited volume (with Richard Haass) *Honey and Vinegar: Incentives, Sanctions, and Foreign Policy* (2000).

Dr. O'Sullivan is a member of the Council of Foreign Relations and the Trilateral Commission. She is an editorial board member of *The Washington Quarterly* and a board member of TechnoServe, a non-profit organization using business solutions to help alleviate poverty in Africa, Asia, and Latin America. She has been awarded the Defense Department's highest honor for civilians, the Distinguished Public Service Medal, and three times been awarded the State Department's Superior Honor Award. In October 2008, *Esquire* magazine named her one of the most influential people of the century.

Dr. O'Sullivan received a B.A. from Georgetown University; she received a masters of science in Economics and doctorate in Politics from Oxford University.