

Harvard – John F. Kennedy School of Government
Institute of Politics

Fellows Program, Fall 2017
Sally Jewell Study Group Outline

Theme:

We don't inherit the Earth from our ancestors, we borrow it from our children

It takes many facets of our democracy – business, government, tribes, non-profit organizations and civil society – to steward an economically successful and environmentally sustainable future.

These study groups will explore examples where collaboration has shaped decisions that have led to outcomes that balance economic interests with long-term ecosystem health, and where lack of collaboration has resulted in negative economic and environmental consequences. Leaders from different sectors will be invited to participate, bringing real-world experiences to help students understand why working together across sectors is essential to building understanding, setting priorities, and crafting policies that shape a nation and planet we are proud to leave to future generations.

Session 1, Tuesday, September 19, 2017:

Introduction – With a diverse career journey from the oilfields of Oklahoma to banking, retail, President Obama's cabinet, and life experiences juggling being a volunteer, wife, mother and grandmother, IOP fellow Sally Jewell will share stories of achieving the delicate balance of business success, environmental sustainability and life through listening, collaboration and flexibility. This session will set the stage for future study groups that will dig deeper in to different facets of our democracy needed to achieve a bright future, long after we are gone.

Session 2, Tuesday, September 26, 2017:

Conscious Capitalism - The role of business in the future of our planet

Guest Speaker: Doug Rauch, former president – Trader Joe's, founder of non-profit Daily Table, and board member, Conscious Capitalism, Inc.

In this session, we will hear how “doing well by doing good” is more than a phrase, but can drive business performance. Strong brands are difficult to build and can be destroyed overnight by taking actions that undermine public trust. Consumers reward brands that uphold shared values, take the long view, and make decisions that support a sustainable future. We will examine the consequences to a brand responsible for environmental damage, such as BP in the Deepwater Horizon oil spill; and the benefit to a brand of upholding values aligned to customer interests, such as Trader Joe's. Before her tenure in the Obama Administration,

Jewell worked with Rauch and other business leaders on shaping the Conscious Capitalism movement – supporting strong business performance and environmental sustainability.

Session 3, Tuesday, October 3, 2017:

Government is not a business – running a business is much easier!

A common question is “why can’t government run more like a business?” While there are lessons from business that can certainly benefit government, the motivations of business are much simpler – typically focused on sustainable growth and profits. A business can examine trends, create strategic plans and shape short- and long-term budgets to capitalize on these trends. Risks are encouraged and rewarded by either strong performance, or the ability to learn from failures. Business leaders have authority and accountability to deliver on results, and generally free-rein in how these objectives are accomplished.

In contrast, government in a democracy has a far more complex and long-term mission. Public input is essential and frequently required by law, yet is not “efficient.” Constituents expect elected officials and public servants to look out for their interests, but that will differ among constituents and groups. Public servants are often artfully balancing short-term benefits with long-term detriments, or vice versa, knowing that decisions are largely transparent and will inevitably result in constituents that are both happy and angry. Government budgets are crafted by large, unwieldy bodies, such as the U.S. Congress with the Federal budget, often approved long after fiscal years have begun, if at all, making long-range planning difficult and short-term investing inefficient. And, as for risk taking, failure is often “rewarded” by accusations of waste and/or a visit to a Congressional oversight committee. In short, we will examine why it is much harder and more complicated to run a government than a business and why that serves the interests of the American people.

Session 4, Tuesday October 10, 2017:

Why getting sued can be good – the importance of non-profit organizations in accountability and shaping policy

Guest speakers: Jamie Rappaport Clark, President and CEO, Defenders of Wildlife and former Director of the U.S. Fish and Wildlife Service; and Mike Connor, Partner with Wilmer Hale law firm and former Deputy Secretary of the Interior and Commissioner of the Bureau of Reclamation.

As a business executive, Jewell worked hard to avoid lawsuits by upholding the law and the values of organizations she represented. In serving as Secretary of the Interior, she was sued about three times per week. She came to appreciate that laws have both intended and unintended consequences, and that without legal challenges, these consequences cannot be clarified. In this context, lawsuits can facilitate transparency and accountability, essential elements in a democracy. Likewise, collaboration with non-profit organizations can shape

legislation, regulation, policies and actions that reflect the diversity of interests needed to create balanced outcomes.

In this session, we will engage a former Department of the Interior leader with a non-profit leader that used both lawsuits and collaboration as a means to influence the department's actions. This discussion will illustrate the importance of non-profit organizations and how they employ both "the carrot and the stick" to hold government accountable and/or to shine a spotlight on laws that warrant revision.

Session 5, Tuesday, October 17, 2017

Government furthers knowledge – business makes it useful

Guest speaker: Mary Glackin, Director, Science and Forecast Operations, The Weather Company, an IBM Business, and former U.S. Undersecretary of Commerce for NOAA Operations.

For decades, U.S. government investment in basic research and a commitment to sharing data has provided the building blocks for business success, economic growth, improved living standards, and leadership on the world stage. We take for granted having "Google Earth" at our fingertips, yet may not recognize that the data largely comes from the Landsat satellite, created by the USGS, launched by NASA, and provided to the world. We daily look at The Weather Channel and other smartphone apps to plan our days without appreciating that the data feed comes from NOAA's National Weather Service and government investments in meteorology. We don't know that the innovation we enjoy in our outdoor gear – waterproof, breathable clothing, water filtration pumps, or efficient stoves – leveraged innovations by DARPA for serving our military. And we take medications or get vaccines to stay healthy without thinking about the basic biomedical research funded by NIH that created the fundamental building blocks needed for these inventions. Our guest from the technology sector will illustrate how they have leveraged government data to drive business performance and customer satisfaction and we will discuss how government and industry can do a better job of helping the public understand the importance of investing in basic research and open data.

Session 6, Tuesday, October 24, 2017:

Standing with Standing Rock - Tribal rights, business interests, government responsibility & citizen activism over the Dakota Access Pipeline

Guest speaker: Dave Archambault, former Chairman of the Standing Rock Sioux Tribe, North Dakota

Thousands of indigenous people from North America and around the world converged on rural North Dakota in solidarity with the Standing Rock Sioux Tribe in 2016 over concerns about construction of the Dakota Access Pipeline and its long-term impact on the tribe's water quality, sacred sites, and tribal rights. This session will highlight the responsibilities of

government and business in consulting with tribes, honoring treaties, and following environmental laws. Even though long-term resolution to the Dakota Access Pipeline route is working its way through court, Chairman Archambault will discuss the awakening of indigenous communities and the long-term impact of the battle over the pipeline.

Session 7, Tuesday, October 31, 2017:

Government incentives work – Making what’s good for the planet also good for business

Guest Speakers: Gina McCarthy, former US Administrator of the EPA and Ernie Moniz, former US Secretary of Energy

If “necessity is the mother of invention”, thoughtful regulation and policies can create necessity, drive innovation and support business success. In this session, these three members of President Obama’s Cabinet will discuss examples of regulations that have driven innovation, such as mileage standards in cars, renewable energy incentives, toxic emissions regulations, conservation incentives and more. They will examine historical successes, such as the reduction in sulphur dioxide and nitrous oxide emissions from power generation, and unintended consequences, such as the impact of ethanol fuel requirements on food prices. We will hear current examples from the renewable energy sector, and the economic uncertainty created when government priorities change.

Session 8, Tuesday, November 7, 2017:

Respecting the wisdom of indigenous communities – unlocking thousands of years of experience in land stewardship

Guest speakers: Michelle Anderson, President Ahtna, Inc, Alaska Native Corporation headquartered in Glenallen, Alaska, member of the Udzisyu (Caribou) Clan and native village of Gulkana, and board member of the Alaska Federation of Natives and ANCSA Regional Association; and Karen Diver, former Senior Advisor to President Obama on Native American Affairs and former Chairwoman of the Fond du Lac Band of Lake Superior Chippewa Indians.

For thousands of years, public and private land in the United States had no “owner” – it was stewarded by indigenous people who learned how to balance their own needs with those of the land and wildlife that sustained them. Colonization of the Americas by European countries, and treaties negotiated by the U.S. Government with tribal governments, largely replaced the use of “traditional ecological knowledge” with Western practices. Land ownership and man-made boundaries governed usage of the land and water, and the ability to sustainably manage landscapes and ecosystems diminished.

Many tribes have challenged the U.S. Government’s oversight of tribal assets and treaty rights, requesting a greater role in management of public lands and resources, and the ability to apply their traditional knowledge. Tribes have demonstrated success in reintroducing buffalo to the Great Plains, managing fisheries in the Northern Great Lakes, overseeing subsistence hunting

on public land in south-central Alaska, and raising awareness of the impact of climate change in the Arctic. They have worked with business and government to respect sacred sites and reduce the impact of development on ecosystems. Tribal leaders will discuss the benefit of traditional ecological knowledge and the importance of upholding treaty rights in oversight of our nation's land, water and wildlife.

Session 9, Tuesday, November 14, 2017:

From Business to Public Service – paying it forward for future generations

In this concluding session, Jewell will discuss the importance of our multi-faceted democracy – government, tribes, business, non-profit organizations and civil society – in shaping a sustainable future for people and our shared planet. Participants will be encouraged to understand and nurture their strengths, understand the values that drive them, align their values to their career, seek understanding through diverse experiences, and recognize the rewards that come from volunteer service, public engagement and public service.