

Comprehensive Disclosure of Outside Activities **Professor Jan W. Rivkin**

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Harvard Business School's Policy on Conflicts of Interests (COI) requires faculty members to disclose all paid and unpaid activities with outside organizations (i.e., organizations not associated with Harvard University or Harvard Business School), sources of incremental compensation paid by Harvard University, and sources of external research funding during the previous three years if they are directly related to a specific work product (e.g., an article, book, case study, speech, or class) that is in the public domain.

Although not required by the School's COI Policy, some HBS faculty members also provide a comprehensive disclosure statement describing all of their outside activities. I (Jan Rivkin) provide such a statement here.

Compensated Teaching and Consulting:

- The vast majority of my income aside from my Harvard University salary is earned through executive education activities. Those activities fall into three categories:
 - Open-enrollment educational programs offered by Harvard Business School or Harvard University. During the past three years, I have taught in the program Strategy: Building and Sustaining Competitive Advantage.
 - Educational programs offered by Harvard Business School or Harvard University that are customized to specific companies or organizations. During the past three years, I have taught in programs for a global food processing company, a specialty insurance underwriter, a European electricity and gas provider, an Asian television network, a Japanese keiretsu, the Bloomberg Harvard City Leadership Program, the Public Education Leadership Project, the World Presidents Organization, and the Young Presidents Organization.
 - The Advanced Management Program of the Nomura School of Advanced Management, an open-enrollment program taught in Japan through translation and staffed mostly by HBS faculty since the 1980s. I have taught in the program annually since 2002. HBS faculty can teach in open-enrollment program only with the permission of the HBS Dean, and the Dean has approved this program.
- Since being appointed Senior Associate Dean for Research in January 2015, I have foregone opportunities to consult to individual companies. (Especially while serving in a role that affects HBS's entire research enterprise, I felt it important to take extra precautions to avoid real or perceived conflicts of interest.) Prior to January 2015 and going back to my period of full-time employment at Monitor Company (1990-93), I consulted to companies in a wide range of industries. Most of my engagements were in light manufacturing, telecommunications, pharmaceuticals, medical devices, and retailing.
- Following from my work on HBS's U.S. Competitiveness Project, I have presented to, or informally consulted to, a number of community organizations and civic alliances. I have not received compensation for any of these activities.

Board Positions and Equity Stakes:

- I do not currently serve on the governing boards of any companies.
- I currently serve on the (non-governing) advisory boards of a fintech startup in which I have a modest equity stake and a nonprofit organization. Neither is a paid position.

- I also serve on the international advisory council of a European university. The position offers no compensation but does cover travel, lodging, and entertainment expenses associated with council meetings.

Royalties:

- I receive royalties from Harvard Business Publishing for sales of my case studies, teaching notes, and other products. Specifically, I earn royalties on the subset of case studies for which I have written and published teaching notes.

Research Funding Support:

- My research is supported by the HBS Division of Research and Faculty Development.
- The early stage of HBS's U.S. Competitiveness Project, which I co-chair, was supported in part by a grant from the Citi Foundation to Harvard Business School. The grant involved no personal compensation.