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Ash Center for Democratic Governance and Innovation and
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EXPERIENCE

1976-Present

HARVARD UNIVERSITY

Cambridge, MA

ADMINISTRATION/RESEARCH

Current:

Faculty Co-Director, Program on Crisis Leadership, jointly sponsored by the Ash Center for Democratic Governance and Innovation and Taubman Center for State and Local Government, John F. Kennedy School of Government (1999-present). Lead executive education programs for U.S. and international officials, conduct sponsored research projects, facilitate action research, advise graduate students and visiting fellows.

Senior Adviser, Roy and Lila Ash Center for Democratic Governance and Innovation, John F. Kennedy School of Government (2016-present). Advise Center Director and executive directors, initiate and manage special projects. Faculty chair and instructor in teaching program for senior US and international public sector executives.

Previous:

Executive Director, Roy and Lila Ash Center for Democratic Governance and Innovation, John F. Kennedy School of Government (2008-2016). Academic research project development and fund raising. Program development for executive training. Research project director and senior researcher. Faculty chair and instructor in teaching programs for senior US and international public sector executives.

Executive Director, A. Alfred Taubman Center for State and Local Government, John F. Kennedy School of Government (1993-2008). **Associate Director** (1984-1993). (Called the State, Local, and Intergovernmental Center until 1987.) Oversight of budget, personnel, and operations. Academic research project development, fund raising, and management. Research project director and senior researcher. Program development for executive training. Graduate-level and executive-level teaching in public management.

Director, Executive Session on Domestic Preparedness (2001-2003); **Co-Director** (1999-2000). Management of US Department of Justice-sponsored research program and standing task force of federal, state, and local officials concerned with emergency management and terrorism.

Ombudsperson, John F. Kennedy School of Government (1999-2009). Kennedy School representative to the University-level ombuds committee (2004-2006).

Acting Director, Program on Public Space Partnerships, John F. Kennedy School of Government (1988-89).

Program Development Coordinator, MIT-Harvard Joint Center for Urban Studies (1982-84). Research project development; program development for executive training; publications; conferences; and adviser to graduate fellows.

FACULTY:

Adjunct Lecturer in Public Policy, John F. Kennedy School of Government (1993-present).

Faculty Affiliate (at present): Ash Center for Democratic Governance and Innovation, Taubman Center for State and Local Government, Belfer Center for Science and International Affairs.

Faculty Co-Chair and Co-Founder, Executive Education Program, *Leadership in Crises: Preparedness and Performance* (formerly called *Crisis Management*) (2002-present).

Faculty Co-Chair and Co-Founder, Executive Education Program, *General and Flag Officer Homeland Security Executive Leadership Seminar* (2011-present).

Faculty Co-Chair and Co-Founder, Executive Education program, *Leadership in Homeland Security* (2012-present).

International Faculty Fellow, Fulbright University (formerly named Fulbright Economics Teaching Program), Ho Chi Minh City, Vietnam (School is advised by the Kennedy School of Government.) (2008-present).

Faculty Co-Chair, Executive Education Program, *China's Leaders in Development* (2007-2015); **Faculty member** (2004-2015)

Faculty Chair, Executive Education Program, *China Crisis Management* (2008-2015).

Faculty Chair and Founder, Executive Education Program, *Leadership for State Health Officials* (2008-2013). Faculty member (2007-2014). Principal investigator of Robert Wood Johnson Foundation grant (2008-2017)

Faculty Co-Chair, Executive Education Program, *Shanghai Executive Public Management Program* (2008-present).

Faculty Co-Chair, Executive Program, *Beijing Executive Public Management Program* (2004-2007).

Faculty Member, Harvard Extension School (1980-Present) and Harvard Summer School (1992-2003). Received the Fussa Distinguished Teaching Award from the Extension School (1993).

Associate Professor of City and Regional Planning, John F. Kennedy School of Government (1980-1983). Teaching and research in graduate programs in planning, public policy, and public administration and in executive education programs in state and local government.

Assistant Professor of City and Regional Planning, Graduate School of Design (1976-1980).

- 2018-2019 **TSINGHUA UNIVERSITY** **Beijing, China**
Johnson & Johnson Chair Professor of Leadership, Schwarzman Scholars Program,
Schwarzman College (Sept 2018-January 2019)
- 2017-present **IWATE UNIVERSITY** **Morioka, Japan**
Global Fellow (Lifetime appointment)
- 2018 **KEIO UNIVERSITY** **Kanagawa, Japan**
Visiting Professor, Graduate School of Media and Governance (July)
- 2013 **KYOTO UNIVERSITY** **Kyoto, Japan**
Visiting Professor (May-July), Inter-Graduate School Program for Sustainable
Development and Survivable Societies. Research on disaster recovery from the
Great East Japan Earthquake of 2011.
- 2012 **KANSAI UNIVERSITY** **Osaka, Japan**
Visiting Scholar (July-August), Faculty of Safety Science. Research on emergency
response to the Great East Japan Earthquake of 2011.
- 1988-2008 **UNIVERSITY OF WASHINGTON** **Seattle, WA**
Adjunct Faculty Member (Part-time), Daniel J. Evans School of Public Affairs,
Cascade Center for Public Service (1988-2008). Teaching in programs for state
and local public managers.
- 1998-2001 **MASSACHUSETTS INSTITUTE OF TECHNOLOGY** **Cambridge, MA**
Executive Director (25% time), Cooperative Mobility Program, an international trans-
portation research program.
- 1998 **UNIVERSITY OF TOKYO** **Tokyo, Japan**
Invitation Fellow, Japan Society for the Promotion of Science. Research on Japanese
approaches to controlling transportation to improve urban air quality, Jan. 1998.
- 1984-1992 **STATE UNIVERSITY OF NEW YORK** **Albany, NY**
Lecturer in Public Administration (Part-time), Graduate School of Public Affairs,
Rockefeller College of Public Affairs and Policy. Teaching in graduate program
in public administration.
- 1974-1976 **BROWN UNIVERSITY** **Providence, RI**
Assistant Professor of Political Science. Teaching in graduate and undergraduate pro-
grams in political science and urban studies.
- 1967-1969 **COLUMBIA UNIVERSITY** **New York, NY**
Associate Director, Upward Bound Project (1968-69). Managed program development
and budget; recruited, managed hiring of 60-person summer staff. **Admin-
istrative Assistant** (1967-68).

EDUCATION

- 1969-1974 **HARVARD UNIVERSITY** **Cambridge, MA**
Received Ph.D. (1976) and M.A. (1971) in political science. Academic honors: Disserta-
tion fellow at MIT-Harvard Joint Center for Urban Studies, Woodrow Wilson Fellow,

Danforth Foundation Graduate Fellow, National Science Foundation Graduate Fellow, Harvard Graduate Prize Fellow.

1965-1969

COLUMBIA UNIVERSITY

New York, NY

Received B.A., *magna cum laude*, in political science (1969). Other academic honors: Phi Beta Kappa, National Merit Scholar.

**PERSONAL
DATA**

Born in New York City, January 6, 1947. Raised in Red Bank and Little Silver, NJ. Attended public schools in Red Bank, NJ. Married to Maryalice Sloan-Howitt. Four children.

**RESEARCH
AND
CONSULTING**

Institute for Public Safety Research, Tsinghua University (2013-present)
 Massachusetts National Guard (2011-present)
 The Asia Foundation – China (2009-2011); Nepal (2015-2018)
 U.S. Dept. of Transportation – University Transportation Center Program (1988-2018)
 University of Toronto, President’s Office (2016-2017)
 Federal Emergency Management Agency (2014-2015)
 Harvard University Asia Center (2009-2014)
 City of Los Angeles, Emergency Management Department, Los Angeles, CA (2008-2011)
 Asian Development Bank (2011)
 Chinese Academy of Governance, Beijing (2009-2011, 2015)
 American Red Cross of California (2010)
 United Nations Development Programme/Bureau of Crisis Prevention and Recovery (2009)
 Harvard University China Fund (2007-2010).
 San Diego County Office of Emergency Services, San Diego, CA (2009)
 Boston University School of Public Health, Center for International Health and Development (2008-present).
 Conference of Minority Transportation Officials (2007).
 Booz Allen Hamilton, Inc. (2004-2006).
 U.S. Centers for Disease Control and Prevention (2003-2005).
 Cambridge Publications, Inc. (2002-2005).
 U.S. Department of Justice (1999-2003).
 National Governors Association (2002).
 George Washington University – Institute for Crisis, Disaster, and Risk Management (2002)
 Resources for the Future (2001-2002)
 U.S. Environmental Protection Agency (1992-1993, 1995-1999).
 U.S. Federal Highway Administration (1992-1993, 1995-1999).
 Massachusetts Department of Highways (1998)
 Massachusetts Bay Transportation Authority (1992-1994).
 Commonwealth Mediation and Conciliation, Inc. (1992)
 New York State Department of Transportation (1991).
 Massachusetts Tourism Policy Project (a consortium of 44 public and private sponsors) (1990-91).

Lincoln Institute of Land Policy (1988-1991).
 Massachusetts Executive Office of Economic Affairs (1989-1991).
 U.S. Department of Labor (1988-1990).
 Maine Development Foundation (1989-1993).
 U.S. Urban Mass Transportation Administration (1988-1990).
 Center for Specialized Government Management Studies, University of Puerto Rico (1989-1990).
 Board of Directors, Local Initiatives Support Corporation (1983-1986).
 Office of the Governor, Commonwealth of Puerto Rico (1985-1986).
 New York City Commission on Human Services Reorganization (1984).
 Office of Program Planning and Budget, Government of American Samoa (1984).
 Massachusetts Department of Mental Health (1983).
 Massachusetts Executive Office of Communities and Development (1983).
 New England Institute of Human Resource Planning and Management (1983).
 Massachusetts Department of Social Services (1982).
 Boston Housing Authority (1981).
 League of Women Voters of the United States (1978).
 Massachusetts Municipal Association (1977-1978).
 U.S. Urban Mass Transportation Administration (1976-1978).
 Maine Office of Energy Resources (1977).
 Massachusetts Governor's Committee on Local Management Capacity (1977).

PUBLICATIONS

BOOKS

Public Health Preparedness: Case Studies in Policy and Management, co-editor and co-author (with Herman B. “Dutch” Leonard and David W. Giles) (American Public Health Association, 2017).

Natural Disaster Management in the Asia-Pacific: Policy and Governance, co-editor and co-author (with Caroline Brassard and David W. Giles) (Springer, 2015).

Managing Crises: Responses to Large-Scale Emergencies, co-editor and co-author (with Herman B. “Dutch” Leonard) (CQ Press, 2009).

Countering Terrorism: Dimensions of Preparedness, co-editor and co-author (with Robyn L. Pangi) (MIT Press, 2003).

Perspectives on Management Capacity Building, co-author and co-editor (with Beth Walter Honadle) (State University of New York Press, 1986).

Managing Federalism (CQ Press, 1984). (Introductory chapter reprinted in Frederick C. Lane, *Current Issues in Public Administration*, 3rd edition. St. Martin's Press, 1986).

ARTICLES AND BOOK CHAPTERS

“The Challenges of Disaster Risk Management,” in Huong Ha, Lalitha S. Fernando, and Sanjeev Kumar Mahajan, eds., *Disaster Risk Management in South Asia* (Springer 2018).

“Leadership in Routine Emergencies and Crises: The Deepwater Horizon Accident” (with Herman B. “Dutch” Leonard and David W. Giles), *Proceedings of the Marine*

Safety & Security Council, Vol. 74, Number 2, May-December 2017.

<http://www.uscg.mil/proceedings/>

“Public Health Emergencies: Preparedness and Response” (with Herman B. “Dutch” Leonard and David Giles), in Howitt, Leonard, and Giles, eds., *Public Health Preparedness: Case Studies in Policy and Management* (APHA Press, 2017), pp. 3-26.

“The Progress of NIMS: What is the Impact of the NIMS Mandate,” (with Nicholas B. Hambridge and David W. Giles). Part I: *Crisis/Response Journal*, Vol. 12, No. 4 (August 2017), pp. 84-85. Part II: *CRJ*, Vol. 13, No. 1 (October 2017), pp. 88-91. Part III: *CRJ*, Vol. 13, No. 3, (May 2018), pp. 94-95.

“Disaster Preparedness and Response during Political Transition in Nepal: Assessing Civil and Military Roles in the Aftermath of the 2015 Earthquakes,” (with George Varughese, Mohan das Manandhar, and Erica Kelly), Asia Foundation Nepal and HKS Program on Crisis Leadership (April 2017).

<http://asiafoundation.org/publication/disaster-preparedness-response-during-political-transition-nepal/>

“Coordination in Crises: Implementation of the National Incident Management System by Surface Transportation Agencies” (with Nick Hambridge and David W. Giles), *Homeland Security Affairs* 13, Article 3 (March 2017).

<https://www.hsaj.org/articles/13773>

“Command under attack: What we’ve learned since 9/11 about managing crises” (with Herman B. “Dutch” Leonard, Christine Cole, and Joseph P. Pfeifer, *The Conversation* (September 9, 2016) <http://theconversation.com/command-under-attack-what-weve-learned-since-9-11-about-managing-crises-64517> and <http://www.usnews.com/news/articles/2016-09-09/command-under-attack-what-weve-learned-since-9-11-about-managing-crises>

“Confronting Disaster: Recent Lessons from the Asia-Pacific” (with Caroline Brassard and David W. Giles) in *Natural Disaster Management in the Asia-Pacific: Policy and Governance*, ed. Caroline Brassard, David W. Giles, and Arnold M. Howitt (Springer, 2015).

“Why was Boston Strong?: Law Enforcement Lessons from the Boston Marathon Bombing” (with Herman B. “Dutch” Leonard and Christine M. Cole), *Royal Canadian Mounted Police Gazette*, Vol. 76, No. 4 (2014) pp 14-16. <http://www.rcmp-grc.gc.ca/gazette/vol76no4/cover-dossier/boston-eng.htm>

“Making Boston Stronger” (with Herman B. "Dutch" Leonard, Christine M. Cole, and Philip B. Heymann), *ICSS Journal* 2 (2) (2014), pp. 15-23 (<http://icss-journal.newsdeskmedia.com/Making-Boston-stronger>).

“Clearing the Air: Emergency Measures to Reduce Air Pollution in China,” *Crisis/Response Journal*, Vol. 9, Issue 4 (2014), pp. 45-47.

“An Incident Management System for Japan?” (with Haruo Hayashi, Hiromi Akiyama, David W. Giles, and Herman B. “Dutch” Leonard), *Crisis/Response Journal*, Vol. 9, Issue 1 (2013), pp. 17-19.

“The Medical Response to the Boston Marathon Bombings” (with Herman B. “Dutch” Leonard), *ICSS Journal* 1 (2) (2013), pp. 74-77.

“Boston Marathon Bombing Response” (with Herman B. “Dutch” Leonard), *Crisis/Response Journal*, Vol. 8, Issue 4 (2013), pp. 18-21.

- “Leading in Crises: Observations on the Political and Decision-Making Dimensions of Response” (with Herman B. “Dutch” Leonard), in Ira Helsloot, et al., eds., *Mega-Crises* (Charles C. Thomas, 2012), pp. 25-34.
- “Working Together in Crises” (with Herman B. “Dutch” Leonard), *Crisis/Response Journal*, Vol. 7, No. 4 (March 2012), 50-51.
- “Preparing in Advance for Disaster Recovery” (with Douglas Ahlers and Herman B. “Dutch” Leonard), *Global-is-Asian*, Issue 12 (October-December 2011), 40-41.
- “Systems Failure” (with Herman B. “Dutch” Leonard), *Crisis/Response Journal*, Vol. 7, No. 1 (June 2011), 22-25.
- “Understanding and Coping with the Increasing Risk of System-Level Accidents” (with Herman B. “Dutch” Leonard). *Journal of Chinese Academy of Governance*, (No. 2, 2011), 10-16. (In Chinese)
- “Organizing Response to Extreme Emergencies: The Victorian Bushfires of 2009” (with Herman B. “Dutch” Leonard), *Australian Journal of Public Administration*, Vol. 69, No. 4 (December 2010), pp. 372-386.
- “The Strategic Balance of Disaster Risk Management” *Administration Reform*, Vol. 16, No. 8 (2010), pp. 27-29. (In Chinese)
- “Advance Recovery and the Development of Resilient Organizations and Societies”, in *Integrative Risk Management: Advanced Disaster Recovery* (Zurich, Switzerland: Swiss Re, 2010).
- “Understanding and Coping with the Increasing Risk of System-Level Accidents” (with Herman B. “Dutch” Leonard, in *Integrative Risk Management: Advanced Disaster Recovery* (Zurich, Switzerland: Swiss Re, 2010).
- “Acting Against Disasters: A Comprehensive Risk Management Framework” (with Herman B. “Dutch” Leonard), in Howard Kunreuther and Michael Useem, eds., *Learning from Catastrophes: Strategies for Reaction and Response* (Wharton School Press, 2010).
- “Leading in Crises” (with Herman B. “Dutch” Leonard), *National Safety & Security and Crisis Management Magazine* (Ministry of the Interior and Kingdom Relations, The Netherlands: October 2009), 42-43.
- “Evacuation Issues” Parts I, II, and III (forum moderator and editor), *Crisis/Response Journal*, Vol. 4, Issue 4 (September 2008), 48-50; Vol. 5, Issue 2 (March 2009), 45-46; and Vol. 5, Issue 3 (June 2009).
- The Role of Transit in Emergency Evacuation*, co-author with other National Research Council/Transportation Research Board committee members (National Academies Press, 2008).
- “‘Routine’ or ‘Crisis’ – the Search for Excellence” (with Herman B. “Dutch Leonard), *Crisis/Response Journal*, Vol. 4, Issue 3 (June 2008), 32-25.
- “Against Desperate Peril” (with Herman B. “Dutch” Leonard), *Chinese Emergency Management*, (Issue 1, 2007), 34-37. (In Chinese)
- “Against Desperate Peril: High Performance in Emergency Preparation and Response” (with Herman B. “Dutch Leonard), in Deborah Gibbon, ed., *Communicable Crises* (Information Age, 2007).
- “Political Control and Operational Command: Building a Balanced Disaster Response System” (with Herman B. “Dutch” Leonard), in draft. Originally presented as

supplemental testimony to the US Senate Homeland Security and Governmental Affairs Committee, March 23, 2006.

“Beyond Katrina: Improving Disaster Response Capabilities” (with Herman B. “Dutch Leonard). Published in two parts in *Crisis/Response Journal*, Vol. 2, Nos. 2 and 3 (June and September 2006). Also published in *Working Papers*, Center for Public Leadership, Kennedy School of Government (Spring 2006).

“In the Eye of the Storm: Helping Education Leaders Meet the Challenge of Dealing with Disasters” (with Herman B. “Dutch Leonard), *Threshold: Exploring the Future of Education* (Fall 2006).

“Katrina as Prelude: Preparing for and Responding to Katrina-Class Disturbances in the United States” (with Herman B. “Dutch Leonard), *Journal of Homeland Security and Emergency Management*, Vol. 3, Issue 2 (2006). Originally presented as testimony to the US Senate Homeland Security and Governmental Affairs Committee, March 8, 2006.

“Katrina and the Core Challenges of Disaster Response” (with Herman B. “Dutch Leonard), *The Fletcher Forum of World Affairs* (January 2006).

“A Command System for All Agencies?” (with Herman B. “Dutch” Leonard), *Crisis/Response Journal*, Vol. 1, No. 2 (June 2005), 40-42.

“Protecting America’s Highways and Transit Systems Against Terrorism” (with Jonathan Makler), in Bruce Katz and Robert Puentes, eds., *Taking the High Road: A Transportation Agenda for Strengthening Metropolitan Areas* (Brookings Institution Press, 2005). Also published as a separate paper in the Brookings Institution’s Metropolitan Policy Program’s Transportation Reform Series (April 2005).

“The Heat of the Moment” (with Herman B. “Dutch” Leonard), *Compass* (Fall 2004), Vol. 2, No. 1, 18-23.

“Generating Multi-Sectoral Collaboration To Combat HIV/AIDS in China: A Local Government Perspective” (with Nicole Szlezák), *Proceedings*, XV International AIDS Conference, Bangkok, Thailand, July 11-16, 2004.

Air Quality Management in the United States, co-author with other National Research Council committee members (National Academies Press, 2004).

“Regulating Transportation in New Nonattainment Areas: Areas Under the 8-Hour Ozone Standard” (with Jonathan Makler), *Transportation Research Record*, 1842 (2003), Paper No. 03-3224, 39-46.

“Conforming to the New Air Quality Standards: Tips for Transportation Agencies” (with Jonathan Makler), *TR News* (Washington, DC: Transportation Research Board, National Research Council, July-August, 2003).

“Intergovernmental Challenges of Preparing for Terrorism,” (with Robyn L. Pangi) in Arnold M. Howitt and Robyn L. Pangi, eds., *Countering Terrorism: Dimensions of Preparedness* (Cambridge: MIT Press, 2003).

Preparing for Terrorism: Tools for Evaluating the Metropolitan Medical Response System Program, co-author with other Institute of Medicine committee members (National Academies Press, 2002).

“The Mexico City Metropolitan Area Transportation System: Mobility and Air Pollution,” (with Ralph Gakenheimer, et al.), in Luisa T. Molina and Mario J. Molina, editors, *Air Quality in the Mexico Megacity* (Dordrecht/Boston/London: Kluwer, 2002).

“Implementing the Transportation Conformity Regulations” (with Elizabeth M. Moore),

TR News (May/June 1999).

"The Politics of Controlling Auto Air Pollution" (with Alan Altshuler), in Jose A. Gomez-Ibanez, William Tye, and Clifford Winston, eds., *Essays in Transportation Economics and Policy* (Washington, DC: The Brookings Institution, 1999).

"Transportation and Air Quality Policy as a Problem of Federalism" (with Alan Altshuler), in Emil Frankel and Bruce McDowell, eds., *Environmental Consequences of a Reduced Federal Role in Transportation* (Lansdowne, VA: Eno Transportation Foundation, 1997), pp. 49-65.

"Clean Air Act: SIPs, Sanctions, and Conformity" (with Joshua P. Anderson), *Transportation Quarterly* (Summer 1995).

"Lessons from LISC for Corporate Philanthropy" (with Avis C. Vidal), in Richard F. America, ed., *Philanthropy and Economic Development* (Westport, CN: Greenwood Press, 1995).

"Institutional and Policy Assessments of IVHS" (with Thomas A. Horan), *IVHS Review* (Winter/Spring, 1994).

"The U.S. Experience with Private Rail Transit" (with Jose A. Gomez-Ibanez, John R. Meyer, and Allan D. Wallis) and "The Political Economy of Profitability and Pricing" (with Gomez-Ibanez and Meyer), in Gomez-Ibanez and Meyer, *Going Private: The International Experience with Transport Privatization* (The Brookings Institution, 1993).

"Regional Governance: Challenges of CAAA and ISTEA" (with Alan Altshuler), *TR News* (July-August 1993).

"Evolution and Current Practice" and "Political Wellsprings, Legal Constraints" (with Alan Altshuler and Jose A. Gomez-Ibanez), in Altshuler and Gomez-Ibanez, with Howitt, *Regulation for Revenue: The Political Economy of Land Use Exactions* (The Brookings Institution, 1993).

"Private Rail Transit: Can It Succeed?" (with Allan D. Wallis, John R. Meyer, and Jose A. Gomez-Ibanez), *Municipal Finance Journal*, 12 (Summer 1991).

"A National Overview of State Labor-Management Cooperation Programs," *Proceedings of the Industrial Relations Research Association* (1989).

"Federal Grant Programs in Massachusetts During the Reagan Years" (with R. Clifford Leftwich), in *Reagan and the States*, eds. Richard Nathan and Fred Doolittle (Princeton University Press, 1987).

"Organizational Incentives in Technical Assistance Relationships" (with Richard M. Kobayashi), in *Perspectives on Management Capacity Building*, eds. Beth Walter Honadle and Arnold M. Howitt (State University of New York Press, 1986).

"Physical Infrastructure in Boston" (with Helen F. Ladd, Herman B. Leonard, and Ann B. Weeks), *Urban Resources* (Fall 1983). (Reprinted in *America's Infrastructure: Problems and Prospects*, ed. Roger L. Kemp. Interstate, 1986).

"Downtown Auto Restraint Policies: Adopting and Implementing Transportation Innovations," *Journal of Transport Economics and Policy* (May 1980).

"Encountering Reality: An Approach to Teaching Politics and Management to Professional Students" (with Jeffrey M. Prottas), *Teaching Political Science* (January 1980).

"The Role of Citizens in Implementing Transportation Pricing: Commentary on the

Berkeley/Madison Experience," *Transportation Research Circular* (Transportation Research Board, National Academy of Sciences, Number 205, May 1979).

"Improving Public Management in Small Communities," *Southern Review of Public Administration* (December 1978). Reprinted in Nelson Wikstrom and Gunnar Wikstrom, eds., *Municipal Government, Politics, and Policy: A Reader*, 1982.

"Managing the Modern City" (Washington, DC: League of Women Voters, December 1978).

"The Expanding Role of Mayoral Staff," *Policy Studies Journal* (Summer 1975).

REPORTS

"Why Was Boston Strong: Lessons from the Boston Marathon Bombing" (with Herman B. "Dutch" Leonard, Christine M. Cole, and Philip Heymann) (April 2014) (Program on Crisis Leadership, Harvard Kennedy School)

Exhausting Options: Assessing SIP-Conformity Interactions (with Winston Harrington, Alan J. Krupnick, Jonathan Makler, Peter Nelson, and Sarah J. Siwek) (January 2003) (Resources for the Future).

"Promoting Regional Collaboration," in *Beyond the Beltway: Focusing on Hometown Security* (September 2002) (Executive Session on Domestic Preparedness, Kennedy School of Government).

"Metropolitan Mexico City Mobility and Air Quality" (with Chris Zegras, Jon Nappi Makler, Ralph Gakenheimer, and Joseph Sussman) (June 2000) (Cooperative Mobility Research Program, Massachusetts Institute of Technology).

"Organizational Capacity and Coordination: Obstacles and Opportunities in Preparing for Domestic Terrorism" (with Gregory D. Koblentz) (November 1999) (Executive Session on Domestic Preparedness, Kennedy School of Government).

"A Scenario Platform for Regional Strategic Transportation Planning" (with Ralph Gakenheimer, Joseph Sussman, Chris Zegras, and Jon Nappi Makler) (June 1999) (Cooperative Mobility Research Program, Massachusetts Institute of Technology).

"Mobility Scenarios for Houston in the Year 2020" (with Ralph Gakenheimer, Joseph Sussman, Chris Zegras, and Jon Nappi Makler) (June 1999) (Cooperative Mobility Research Program, Massachusetts Institute of Technology).

Linking Transportation and Air Quality Planning: Implementation of the Transportation Conformity Regulations in 15 Nonattainment Areas (with Elizabeth M. Moore) (March 1999). (Published by the US Environmental Protection Agency, March 1999, #EPA420-R-99-011).

"Engaging Frontline Employees in Organizational Renewal," (November 1997).

The New Politics of Clean Air and Transportation (with Joshua P. Anderson and Alan Altshuler) (November 1994). (Published by US Department of Transportation, Federal Highway Administration, February 1997; FHWA-PD-97-010, DOT-VNTSC-FHWA-97-5.)

Growth Management in Maine (August 1993).

Promoting Labor-Management Cooperation: A National Perspective on State Programs (with John Calhoun Wells and Stacey S. Marx) (December 1991).

The Visitor Industry in Massachusetts: Strategic Recommendations (with Stacey S. Marx and Dermot J. Dwyer) (June 1991).

The Prospects for Private Rail Transit: Lessons from Three Case Studies (with Jose A. Gomez-Ibanez, John R. Meyer, and Allan D. Wallis) (November 1990; revised September 1991).

"Sustaining Public Open Spaces: The Case for an Interactive Design and Management Process" (with Anne Whiston-Spirn and Elisabeth B. Lardner) (December 1987).

Public Management in Puerto Rico: A Survey and Recommendations for Training Senior Managers (with Martin Linsky, Jeffrey M. Prottas, and Carla Alonso-Velez). Report to the Office of the Governor, Commonwealth of Puerto Rico (September 1986).

Stimulating Community Development: An Assessment of the Local Initiatives Support Corporation (with Avis C. Vidal and Kathleen P. Foster) (June 1986).

"An Evaluation of the Local Initiatives Support Corporation: Findings from Phase II" (with Avis C. Vidal and Kathleen P. Foster) (December 1985).

"The Local Initiatives Support Corporation: Preliminary Findings of An Evaluation in Progress" (with Avis C. Vidal, Mark H. Moore, and Herman B. Leonard) (1985).

"First Year Evaluation of the Local Initiatives Support Corporation" (with Avis C. Vidal, Mark H. Moore, and Herman B. Leonard) (September 1984).

Revenue Forecasting and Budget Management in American Samoa (with John F. Kain). Report to the Government of American Samoa (April 1984).

Sliding Fees for Social Services: A Policy and Management Analysis (with Neil Gordon and Kathryn Haslanger). Report to the Massachusetts Department of Social Services (June 1982).

Central Area Auto Restraint: A Boston Case Study (with Gary R. Fauth, Jose A. Gomez-Ibanez, John F. Kain, and Hugh Wilkins). Report to the Urban Mass Transportation Administration, U.S. Department of Transportation (November 1978).

TEACHING CASE STUDIES WRITTEN

"They Came in Waves: Coping with the Surge of Trauma Patients at L'Hôpital Universitaire La Pitié Salpêtrière -- Friday, November 13, 2015," (with Herman B. "Dutch" Leonard and Emilie Billiaud) (2018)

"Rehabilitating Old Lane Housing in Shanghai (with Lin Yang) (2013).

"Pierce Transit and the Seattle Express" (with Jay Walder) (1997).

"The Challenges of Transportation and Clean Air Goals" (with Alan Altshuler) (1992).

"Mayor Evan Sweeney's Budget Cutbacks (A) and (B)" (with H. James Brown) (1991).

"Boston: A Monorail for the World Trade Center" (1990).

"The Port Pleasant City Council" (1990).

"The Wallup Port District" (1990).

"Groundwater Regulation in Arizona (A)" (1989).

"Mayor Evan Sweeney and the Public Works Department" (with Jonathan Brock) (1989).

"Zenith Transit Authority: Kim Ackroyd" (1988).

- "A Career Manager and the Budget Process" (1988).
- "Information Technology Planning in Metropolitan County" (1988).
- "Evan Sweeney and the Police" (with George L. Kelling and William J. Bratton) (1988).
- Ellen Schall and the Department of Juvenile Justice" (with Pamela Varley) (1987).
- Jean Ekins and the Family Learning Center" (with Leslie Brunetta) (1987).
- "Mammoth Motors" (1987).
- "Peabody's Trailer Parks" (1987).
- "Mayor Evan Sweeney" (with Richard Kobayashi) (1986).
- "The Maternal and Child Health Block Grant in Washington State and Seattle" (1982).
- "Turning Over Block Grant Management to the States: The Kentucky Small Cities CDBG Demonstration" (with Isaac Shapiro) (1981).
- "Community Development in Gainesville (A,B,C)" (with Kay Rubin) (1981).
- "Implementing Budget Reform in the Boston School Department" (1981).
- "The Environmental Protection Agency and Transportation Controls (A,B,C)" (with Richard Clarendon) (1980, 1981).
- "Citizen Participation in Oxford" (with Kay Rubin) (1980).
- "Managing Intergovernmental Grants: The Donated Funds Program in Massachusetts" (with Helen Hung Mar) (1980).
- "A-95 Review in Rhode Island" (with Hilary Walker Miller) (1979).
- "Restricting Traffic on Washington Street" (with Kathryn D. Haslanger) (1978).
- "Extending the Red Line to Arlington (Note, A,B)" (with Hester Barlow McCarthy) (1978, 1979).
- "The Third City Water Tunnel: Policy Analysis and Executive Control" (1976).
- "Labor Relations, Politics, and Public Opinion: The New York City Sanitation Strike of 1968" (1976).

**TEACHING
CASE STUDIES
SUPERVISED AND
EDITED**

- "Ferguson, Missouri: The National Guard Responds" (2018)
- "Designing and Implementing Interagency Exercises" (2017)
- "Ebola in Liberia: American Military Support" (2017)
- "Civil Unrest in Baltimore: the National Guard Responds to the Freddie Gray Crisis" (2017)
- "The National Guard's Response to the 2010 Pakistan Floods" (2016)
- "Fears and Realities: Managing Ebola in Dallas" (2015)
- "Sinking of the Sewol: South Korea's 2014 Ferry Accident" (A, B) (2015)
- "Oregon's Experiment with Coordinated Care Organizations" (2015)

- “Oregon’s Wind Energy Health Impact Assessment” (2015)
- “Operation Rollback Water: The National Guard’s Response to the 2009 North Dakota Floods (A, B, Epilogue) (2015)
- “The Triple Catastrophe: Japan’s 03/11/11 Earthquake, Tsunami, and Nuclear Crisis” (2015)
- “Surviving the Surge: New York City Hospitals Respond to Superstorm Sandy” (2014)
- “Inundation: The Slow-Moving Crisis of Pakistan’s 2010 Floods” (A, B, Epilogue) (2014)
- “Public Health Collaboration in America’s ‘Last Frontier’: A State/Tribal Partnership for Healthy Alaskans 2020” (2014)
- “Recovery in Aurora: The Public Schools’ Response to the July 2012 Movie Theater Shooting (A and B) (2014)
- “Public Health Regionalization in Summit County, Ohio,” (2012)
- “Public Health Reorganization in Arkansas: Centralization and Decentralization” (2012)
- “H1N1 in Beijing” (2012)
- “Pakistan Floods of 2010” (2012)
- “The Deepwater Horizon Oil Spill: The Politics of Crisis Response (A) and (B)” (2012)
- “Grassroots NGOs’ Response to the 2008 Wenchuan Earthquake” (2012)
- “Green Han River: An NGO Combats Water Pollution in China” (2012)
- “Clearing Up the Air for the 2008 Beijing Olympics” (2011)
- “Controlling Transportation-Related Air Pollution in Beijing” (2011)
- “Grassroots NGOs’ Response to the 2008 Wenchuan Earthquake” (2011)
- “Wellness is Everyone’s Business: Public-Private Partnerships for Health in Minnesota” (2011)
- “Confronting a Pandemic in a Home Rule State: The Indiana State Department of Health Responds to H1N1” (2011)
- “H1N1 at Harvard (A) and (B) (2011)
- “Rebuilding Aceh: Indonesia’s BRR Spearheads Post-Tsunami Recovery” (2011)
- “Tennessee Confronts H1N1” (2010)
- “Texas Confronts H1N1” (2010)
- “Impact of Health Care Reform on Public Health in Massachusetts” (2010)
- “Typhoon Morakot in Taiwan in 2009” (2010)
- “Miracle on the Hudson: Landing US Airways 1549 (A, B, C)” (2010)
- “The Bonfire Collapse at Texas A&M University (A, B)”
- “Performance Management for Health in Washington State” (2009)
- “Moving People Out of Danger: Special Needs Evacuation from Gulf Hurricanes (A, B)” (2010)
- “Gridlock in Texas: Evacuating the Houston-Galveston Region (A, B)”

- “China’s Snow Emergency of 2008” (2009)
- “Thin on the Ground: Deploying Scarce Resources in the 2007 Southern California Wildfires” (2008)
- “X-Treme Planning: Ohio Prepares for Pandemic Flu” (2007)
- “Hurricane Katrina (A): Preparing for the ‘Big One’ in New Orleans” and “Hurricane Katrina (B): Responding to an ‘Ultra-Catastrophe’ in New Orleans” (2006)
- “When Four Days in Seattle Shook the World: The WTO Ministerial Talks of 1999” (A, Epilogue) (2005)
- “To What End? Re-Thinking Terrorist Attack Exercises in San Jose (A, Sequel—Parts 1 and 2)” (2005)
- “When Imperatives Collide: The 2003 San Diego Firestorm (A, Epilogue)” (2005)
- “Security Planning for the Democratic National Convention in 2004 (A, B, epilogue)” (2005)
- “Emergency Response System Under Duress: The Public Health Fight to Contain SARS in Toronto (A, B, Epilogue)” (2004)
- “‘Almost a Worst Case Scenario’: The Baltimore Tunnel Fire of 2001 (A, B, C)” (2004)
- “Confronting HIV/AIDS in Pingxiang, China” (2004)
- “Command Performance: County Firefighters Take Charge of the 9/11 Pentagon Emergency” (2003)
- “When Prevention Can Kill: Minnesota and the Smallpox Vaccine Program” (2003)
- “White Powders in Georgia: Responding to Cases of Suspected Anthrax After 9/11” (2003)
- “Charting a Course in a Storm: US Postal Service and the Anthrax Crisis” (2003)
- “The West Nile Virus Outbreak in New York City (A, B, Sequel)” (2002)
- “The City of Chicago and the 1995 Heat Wave (A, B)” (2002)
- “Safe But Annoyed: The Hurricane Floyd Evacuation in Florida” (2002)
- “Threat of Terrorism: Weighing Public Safety in Seattle” (2001)
- “The Flawed Emergency Response to the 1992 Los Angeles Riots (A, B, C)” (2000)
- “The Shootings at Columbine High School: Responding to a New Kind of Terrorism” (2000)
- “Anthrax Threats in Southern California” (2000)
- “Security Preparations for the 1996 Centennial Olympic Games (A, B, C)” (2000)
- “Low Emission Vehicles: The Pursuit of a Regional Program (A, B)” (1997)
- “Central Complaint and Information Service of Louisville: City Call (A, Epilogue, B)” (1996)

OTHER PROFESSIONAL ACTIVITIES

BOARD AND COMMITTEE MEMBERSHIPS

Member, Editorial Board, *Progress in Disaster Science* (Elsevier), 2018-present

Member, International Board of Advisors, *Journal of Risk, Disaster, & Crisis Research* (Nanjing University School of Government), 2015-present

Member, Editorial Advisory Board, *Crisis/Response Journal*, 2014-present

Member, International Advisory Board, Institute of Public Safety Research, Tsinghua University, Beijing, PR of China, 2013-present.

Member, Academic Committee, Center for Crisis Management Research, School of Public Policy and Management, Tsinghua University, Beijing, PR of China, 2009-present.

Member, Finance Committee, Young Audiences of Massachusetts, 2013-2018.

Member, Editorial Advisory Group, Springer Publishers for book series “Disaster Risk Reduction: Methods, Approaches and Practices,” 2013-2018.

Adviser, Case Research Center, School of Social Development and Public Policy, Beijing Normal University, Beijing, PR of China, 2011-2013.

World Economic Forum, Global Agenda Council on Natural Disasters, 2008-2009.

Study Panel Member, Transportation Research Board/National Research Council/The National Academies “The Role of Public Transportation in Emergency Evacuation” (2006-2008).

Advisory Board, Research Center for Management of Social Risk and Public Crisis, Nanjing University, Nanjing University, Nanjing, China, 2008-2010.

Policy Committee, New England University Transportation Center (a consortium of MIT, Harvard, and the six New England state universities), 1988-2008 and 2013.

Peer Review Committee, State and Local Policy Program, Humphrey Institute of Public Affairs, University of Minnesota, Twin Cities, 1998-2008.

Member, Editorial Board, The Electronic Hallway, an interuniversity case study clearing house, the Daniel J. Evans School of Public Affairs, University of Washington, 2004-2008.

Member, Scientific Advisory Council on Bioterrorism, the Harvard Center for Public Health Preparedness, Harvard School of Public Health, 2002-2005.

Study Panel Member, National Research Council/The National Academies, “Air Quality Management in the United States” (2001-2003).

Member, Massachusetts Governor’s Bioterrorism Coordinating Council (2002-2003).

Advisory Board, “Medical Preparedness for Mass Casualty Disasters,” Institute for Crisis, Disaster, and Risk Management; The George Washington University (2002).

Study Panel Member, Institute of Medicine/The National Academies, “Evaluation of the Metropolitan Medical Response System” (2000-2002).

Advisory Board, Center for Women in Politics and Public Policy, at the University of

Massachusetts, Boston, 1992-2002; and while program was based at Boston College, 1988-1992.

Advisory Board, Transportation Institute, University of Connecticut, Storrs, 1996-2000.

Executive Committee, Section on Intergovernmental Administration and Management, American Society for Public Administration, 1986-1989.

Advisory Board, Public Space Partnerships, Cambridge, MA, 1985-1989.

Advisory Committee on the Urban Municipal Management Improvement Program, Massachusetts Executive Office of Communities and Development, 1985.

EXECUTIVE EDUCATION

Faculty member at the China Executive Leadership Academy Pudong (CELAP), in training programs for senior executives of State Grid, the north electric utility of China, and for mayors and other public executives, Shanghai, PR of China, October 24 and 27, 2018.

Faculty member, Emergency Management training program for senior officials in emergency management from Shenzhen and Hong Kong, China, at the Professional Education and Knowledge Institute, Vocational Training Council, Hong Kong, SAR of China, October 12, 2018.

Co-developer, faculty co-chair, and faculty member, *Leadership in Crises: Preparation and Performance* (formerly called *Crisis Management: Preparation, Performance, and Leadership*, a one-week program at the Kennedy School of Government, April 2002, November 2002, September 2003, September 2004, September 2005, September 2006, April 2007, April 2008, April 2009, April 2010, April 2011; April 2012; April 2013; April 2014; April 2015; April 2016; April 2017; April 2018; and at the National University of Singapore, July 2004.

Co-developer, faculty co-chair, and faculty member, *Generals and Flag Officers Homeland Security Executive Seminar*, a four-day training program for National Guard generals and Coast Guard admirals, Cambridge, MA, April 2018, April 2017, April 2016, April 2015, April 2014, September 2013, April 2012, April 2011.

Co-developer, co-chair, and faculty member, *Leadership in Homeland Security*, executive education program for U.S. National Guard and Coast Guard field grade officers (NG colonels and CG captains), Cambridge, MA, September 2018, September 2017, September 2016, September 2015, September 2014, September 2013, and September 2012.

Co-founded and serve as faculty member, *Crisis Leadership in Higher Education*, a three-day program for senior university officials, Kennedy School of Government and Harvard Graduate School of Education, March 2018, Feb-March 2017, March 2016, March 2015, March 2014, March 2013, March 2012, March 2011, March 2010, March 2009.

Developer and one of two faculty in an HKS two-day intensive executive education program sponsored by the Commonwealth of Virginia Department of Emergency Management for 50 state and municipal leaders from emergency management, fire service, law enforcement, emergency medical services, and public health. Presented in Richmond, Virginia, September 2017.

Developer and one of two faculty in *Crisis Leadership in Higher Education*, a two-day intensive executive education program for the President and 45 senior academic and administrative officers of the University of Toronto, presented in Toronto, Canada, February 2017.

Developed and co-taught an intensive four-day workshop on *Case Study Teaching and Writing* for faculty from the Chinese Central Party School (Beijing, China) at HKS, May 9-12, 2016.

Co-developed and facilitated half-day tabletop training exercise, Harvard University Crisis Management Team (composed of senior officers of the University, including President, Provost, vice presidents, and others), February 2016, March 2012.

Developed and co-taught a four-day training program on *Case Study Teaching and Writing* for emergency management faculty of the Guangxi Institute of Public Administration, Sichuan Administration Institute, and the Disaster Prevention and Mitigation Academy of Chiang Mai, Thailand, in Nanning, China, July 6-9, 2015.

Co-developed and co-taught three-day training program for Shanghai municipal government officials on Urban Public Safety at the Shanghai Administration Institute/Party Institute of the CCP, in Shanghai, China, November 19-21, 2014.

Planned and taught one-day workshop on Crisis Management for participants in the Federal Emergency Management Agency's Pinnacle Program (November 2014) and for the Future Leaders and Emerging Leaders programs (July 2014).

Faculty co-chair (2008-2015) and faculty member, *China's Leaders in Development Program*, jointly sponsored by the Kennedy School of Government; the School of Public Policy and Management, Tsinghua University, Beijing; the Development Research Center of the State Council, People's Republic of China; and the Central Organization Department of the Communist Party of China. As faculty member, taught modules on:

- Crisis and Emergency Management, Cambridge, MA, September 2003, August 2004, August 2005, September 2006, May 2008, May 2009, May 2010, June 2011, June 2012; September 2013; September 2014; September 2015.
- Strategy, Change, and Service Delivery, Beijing, China, June-July 2004, July 2005, July 2006, May 2008, May 2009, May 2010, May 2011, May 2012; August 2013; August 2014; August 2015.

Co-developed and facilitated half-day training session for Harvard University administrative deans, April 2014.

Faculty member, *Senior Executive Fellows Program*, Cambridge, MA, March, April, October 2014; and February 2015.

Taught module on crisis management for *Emerging Leaders* executive education program at Harvard Kennedy School, November 2013.

Developer, chair, and faculty member in a five-day executive education program, *China Crisis Management*, for provincial Earthquake Administration senior staff, deputy mayors, and municipal emergency management directors from Gansu, Sha'anxi, Ningxia, Qinghai, and Xinjiang provinces, in Lanzhou, PR of China, August 12-16, 2013.

Developed and taught two-day intensive workshop, *Case Study Teaching and Writing*, for faculty of the Korea National Diplomatic Academy, Ministry of Foreign Affairs and Tourism, Republic of Korea, Osaka, Japan, July 2012.

Faculty member, *Leadership Transformation in Indonesia*, Cambridge, MA, September

2011, September 2012, September 2013.

Co-developed and facilitated half-day tabletop training exercises and presentations for senior Kennedy School of Government administrators serving on the School's Local Emergency Management Team (with Herman B. "Dutch" Leonard), October and November 2005, May 2006, October 2011.

Co-developer, chair, and faculty member, *Discussion-Based Teaching*, executive education program for emergency management faculty members of the Chinese Academy of Governance (formerly called the China National School Administration), Beijing, China, October 2009, July 2011.

Co-developer, chair, and faculty member, *Crisis Management*, a five-day training program for senior emergency management officials from China, Vietnam, Thailand, Laos, Myanmar, and Cambodia, sponsored by the Asian Development Bank at Tsinghua University, Beijing, China, May 2011.

Co-developer and faculty member, *Case Teaching and Writing*, a three-day training program for public policy faculty at the Asia Public Policy Forum, sponsored by the Rajawali Foundation Institute for Asia at HKS and the Faculty of Economics, University of Indonesia, Jakarta, Indonesia, May 2011.

Co-developed and co-taught (with Herman B. "Dutch" Leonard) a day-long workshop on coordination in crisis response for 150 disaster management executives of California chapters of the American Red Cross in San Diego, CA, February 3, 2010.

Co-developed and co-faculty chair, *Shanghai Executive Public Management Program*, an executive education program sponsored by the Shanghai People's Municipal Government, at Harvard Kennedy School, December 2009, and at the Shanghai Administration Institute/Party Institute of the CCP, in Shanghai, China, October 2012, November 2011, October 2009, and November 2008.

Co-developed and serve as faculty chair, *China Crisis Management*, executive education program, jointly sponsored by the Harvard Kennedy School, China National School of Administration, and the School of Public Policy and Management at Tsinghua University, in Beijing, China, October, 2009 and November 2008.

Co-developed and led seven workshops on Crisis Leadership for the Office of Emergency Services, San Diego County, CA, for elected and senior executive branch officials from San Diego County and the cities in San Diego County, in San Diego, CA, July 8-9, 2009.

Faculty chair and faculty member, *Leadership for State Health Officers*, a one-week program for newly appointed state health commissioners, Kennedy School of Government, July 2013, August 2011, July 2010, July 2009, June 2008; faculty member in July 2007.

Co-developed and served as faculty co-chair, *Beijing Executive Public Management Training Program*, a three-week program jointly sponsored by the Kennedy School of Government; the School of Public Policy and Management, Tsinghua University, Beijing; and the Beijing Municipal Government. Taught modules on Strategy and Emergency Management, Cambridge, MA, November-December 2004, October 2005, May 2006, May-June 2007.

Faculty member, *Vietnam Leaders in Development Program*, sponsored by the Kennedy School of Government and the Fulbright Economics Teaching Program, Hanoi, Vietnam, July 2008.

Faculty member, *Taiwan Executive Program*, Kennedy School of Government,

Cambridge, MA. Taught module on Crisis Management, December 2005, October 2006, October 2007, October 2008, September 2009.

Faculty member, *China HIV/AIDS Leadership and Management Program*, Brandeis University and the Kennedy School of Government, Waltham, MA, September 2007.

Developed and taught module on Intersectoral Collaboration in *Vietnam HIV/AIDS Public Policy Training Program*, Ho Chi Minh National Public Administration and Political Academy and the Kennedy School of Government, Hanoi, Vietnam, December 2005, January 2006; July 2006; Haiphong, July 2006 and July 2007; Ho Chi Minh City and Danang, January 2007; Hanoi and Yen Bai, May 2007; Hue, July 2007; and Thai Nguyen and Hai Duong, July 2008; Hanoi, January 2010 and January 2011.

Developed and taught module on Inter-sectoral Collaboration in *China HIV/AIDS Public Policy Training Program*, School of Public Policy and Management, Tsinghua University, and the Kennedy School of Government, Beijing, China, January 2004; Beijing, July 2006; Shenzhen, July 2006.

Faculty member, "Crisis Management," National Conference of State Legislatures annual conference, Nashville, TN, August 17, 2006.

Designed and taught two-day course, *Emergency Preparedness and Crisis Management*, Cascade Center for Public Service, Daniel Evans Graduate School of Public Affairs, University of Washington, Seattle, June 2007, June 2008.

Designed and taught three-day course, *Managing Organizational Change*, Cascade Center for Public Service, Daniel Evans Graduate School of Public Affairs, University of Washington, Seattle, June 2000, June 2001, June 2002, September 2002, October 2003, March 2004, June 2005, February 2006.

Designed and taught one-week course, *The Budget Process as a Policy and Management Tool*, Cascade Center for Public Service, Daniel Evans Graduate School of Public Affairs, University of Washington, Seattle. For the Career Executive Program, State of Washington government, June and August 1988, March and July 1989, and May 1990. For local government and special district officials, March 1992, March 1993, May 1994, June 1995, June 1996, June 1997, March 1998, March 1999, and March 2000. For state and local officials together, March 2001, October 2001, March 2002, March 2003, June 2004, March 2005, March 2006, March 2007, March 2008.

Faculty member, *Executive Leadership Development Program* for Pakistan, Kennedy School of Government, Cambridge, MA. Taught module on Crisis Management, January 2005, February 2006, February 2007, February 2008.

Faculty member, *Senior Executives in State and Local Government*, Kennedy School of Government, June 2005, June 2006.

Faculty member, *Public Management*, Hong Kong Polytechnic University, Hong Kong, China, July 2005.

Faculty co-chair, *Emergency Preparedness Workshop* for Mayor Thomas Menino and Cabinet officials of the City of Boston, Kennedy School of Government, February 7, 2002.

Designed and taught one-day module, *Managing Organizational Change*, South Carolina Executive Institute, Columbia, SC, December 2000, October 2001, October 2002, October 2003.

Designed and taught one-day module at the Leadership Institute for Nonprofit Executives, Francis Marion University, Florence, South Carolina, September 2002.

Faculty Member, "Seminar on Transition and Leadership for Newly Elected Mayors," at the John F. Kennedy School of Government, Harvard University, November 1983, 1989, 2001, 2003.

Designed and taught a two-day course *Organizational Assessment and Design*, for the New York State Department of Transportation, Bureaus of Management Systems, Strategic Planning, and Budgeting, December 1991.

Faculty member, Cascade Public Management Program, Cascade Center for Public Service, University of Washington School of Public Affairs, July 1990. June 2001.

Program chair for three-day training program for the Council of State Governments, Eastern Regional Conference, Legislative-Executive Task Force, at the Kennedy School of Government, November 1988.

Led one-day management simulation exercise at the *Transit Policy Boards Workshop*, Urban Mass Transportation Administration, US Department of Transportation, Tiburon, California (June 1988), and Annapolis, MD (September 1988).

Program chair for annual Seminar for Massachusetts Mayors, two- or three-day training program at the John F. Kennedy School of Government, April 1992, May 1991, January 1990, February 1989, February 1988, February 1987, January 1986, February 1985, February 1984, December 1982.

Program chair and faculty member for a two-day *Seminar on State and Local Government in the United States*, for visiting officials from Africa, sponsored by Operation Crossroads Africa at the Kennedy School of Government, July 1987 and September 1986.

"Board of Directors/Management Relations," presentation to the American Public Transit Association, Boston, MA, July 1986.

Faculty Member, "Workshop in Regional Planning and Policy Making for Officials from Japan," two-week training program at the John F. Kennedy School of Government, Harvard University, August 1984.

Program Chair, "Financial Management Workshop," three-day training program for the Massachusetts Department of Mental Health, June 1983.

Research Director, "Boston Workshop Series," sponsored by the Greater Boston Chamber of Commerce, MIT/Harvard Joint Center for Urban Studies, Boston Private Industry Council, and Boston Neighborhood Network, 1982-83.

Faculty Member, "Program for Senior Executives in State and Local Government," John F. Kennedy School of Government, July 1979.

PROFESSIONAL CONFERENCES AND MISC:

"Two Modes of Leadership: Routine Emergencies and Crises," presentation at the School of Political Science and Public Administration, Shandong University, Qingdao, P.R. of China, January 11, 2019.

"Is China's New Ministry of Emergency Management U.S. FEMA with Chinese Characteristics?," plenary session presentation at the *International Conference on Emergency Management and Safety Development of the Belt and Road Initiative*, Central Party School, Beijing, P.R. China, December 7, 2018.

“The U.S. Emergency Management System,” presentation at the School of Social Development and Public Policy, Beijing Normal University, Beijing, P.R. of China, December 1, 2018.

Adviser to the Disaster Preparedness Section, Ministry of Interior and Public Safety, Republic of Korea, November 19 and 21, 2018.

Featured speaker, “Disaster Risk Reduction Roundtable,” Ministry of Interior and Public Safety, Republic of Korea, November 20, 2018.

“Advance Preparation for Disaster Recovery,” presentation at “Experiences of Post-disaster Reconstruction from China and Abroad,” an international conference sponsored by the Chinese Academy of Science and Technology for Development, Ministry of Science and Technology, and the Fafo Foundation (Oslo, Norway) in Beijing, PR of China, November 15, 2018.

“Two Modes of Leadership: Routine Emergencies and Crises,” presentation at a faculty seminar at the School of Politics and Public Administration,” China University of Political Science and Law,” Beijing, PR of China, November 8, 2018.

Keynote presentation, “Trends and Challenges in Emergency Management,” Conference track on Emergency Response to Workplace Accidents, the *9th China International Forum on Work Safety*, Ministry of Emergency Management, Hangzhou, PR of China, October 17, 2018.

Conference Co-Organizer and Co-Chair, *Landscape-Scale Disasters, Emergency Response, and Regional Recovery*, 2nd Conference of the International Network of Disaster Studies, at Iwate University, Morioka, Japan, July 17-19, 2018.

Conference presentations:

- “Keynote Remarks”
- “Sinking of the Sewol: Anatomy of a Crisis”
- “Japan’s Challenges of Recovery from the 3.11 Triple Catastrophe”

“In the Moment of Crisis: Challenges of Landscape-Scale Disasters” and “Sinking of the Sewol: Anatomy of a Crisis” at Keio University, Kanagawa, Japan, July 10 and 12, 2018.

“FEMA and the US Emergency Management System,” presentation at the *Roundtable on the Prospect of the Emergency Management Reform*, School of Social Development and Public Policy, Beijing Normal University, Beijing, China, March 17, 2018.

“Sinking of the Sewol: Anatomy of a Crisis,” presentation at the Institute for Public Safety Research, Tsinghua University, Beijing, China, March 16, 2018.

“Confronting Landscape-Scale Disasters,” presentation at the Global Cities Forum “Global City, Smart Governance,” sponsored by the City of Shanghai and Shanghai Jiao Tong University, Shanghai, China, October 29, 2017.

“Surging Medical Aid as an Urban Terrorist Attack Unfolds: Boston, Paris, Las Vegas,” presentation at the Center for Crisis Management Research, School of Public Policy and Management, Tsinghua University, Beijing, China, October 26, 2017.

“In the Moment of Crisis: The Challenges of Response to Landscape-Scale Disasters,” presentation at the Graduate School of Media and Governance, Keio University SFC, Kanagawa, Japan, October 19, 2017.

“Emergency Response to Terrorist Attack: Lessons from Boston and Paris,” presentation at a conference, *The Sewol Ferry Disaster: Perspective, Analysis, and Action*, at the Korea Advanced Institute for Science and Technology (KAIST), Seoul, Republic of Korea, June 24-26, 2017.

Disaster Risk Management Expert Workshop: Enhancing National Disaster Response Systems and Capacities, co-sponsored by the Ministry of Public Safety and Security and the Korea Advanced Institute of Science and Technology, Sejong, Republic of Korea, June 19-20, 2017:

- Keynote Speaker, “Critical Challenges of Crisis Response” (June 19)
- Speaker, “Coordination in Complex Crises” (June 20)
- Speaker, “Leadership Challenges of Catastrophic Disasters” (June 20)

Keynote Speaker, “Leadership Challenges of Catastrophic Disasters,” at the Inauguration of the Graduate School of Arts and Sciences, Iwate University, Morioka, Japan, June 16, 2017.

“Resilience and the Concept of ‘Advance Recovery’: Can We Start Recovery *Before* the Disaster?” seminar presentation at the Graduate School of Arts and Sciences, Iwate University, Morioka, Japan, June 15, 2017.

Panelist, “Global Challenges Forum,” Sponsored by the Global Challenges Foundation and the Center for Crisis Management Research, School of Public Policy and Management, Tsinghua University, Intercontinental Beijing Beichen Hotel, Beijing, China, March 14, 2017.

Conference Co-Organizer and Co-Chair, *From the Management of Crisis to the Governance of Risk: Is It Time for a Paradigm Change?* Sponsored by the Center for Crisis Management Research, School of Public Policy and Management, Tsinghua University; the Ash Center for Democratic Governance and Innovation, Harvard Kennedy School; China Institute for Reform and Development. Haikou City, Hainan Province, PR of China, January 9-11, 2017.

Keynote Speaker, “Emergency Response to Terrorism: Lessons from Boston and Paris,” *Forum on Risk, Disaster, and Crisis Research*, Center for Social Risk and Public Crisis Research, Nanjing University, Nanjing, China, May 21, 2016. Versions of this presentation were also given at the Center for Crisis Management Research, School of Public Policy and Management, Tsinghua University, Beijing, May 24, 2016, and at the Institute for Public Safety, Tsinghua University, Beijing, May 25, 2016.

Co-Presenter (with Herman B. “Dutch” Leonard, “Risk and Crisis Management: Conceptual Frameworks,” to a faculty audience at the Foreign Service Institute, US Department of State, Arlington, VA, May 4, 2016.

Panel Moderator, “The Earthquake in Nepal: Reflections on Relief and Recovery One Year Later,” Ash Center for Democratic Governance and Innovation, Harvard Kennedy School, April 25, 2016.

Co-Organizer of Conference and Panel Moderator, *Accelerating Disaster Recovery: Strategies, Tensions, and Obstacles*, Harvard Kennedy School, January 22, 2016.

Presentation, “Engineering Resilience: Japan and Nepal in the Aftermath of Disaster,” Ash Center for Democratic Governance and Innovation, Harvard Kennedy School, October 14, 2015.

Lead Workshop Instructor, “Developing Research Case Studies for Comparative Analysis,” Portland State University, Portland, OR, October 7-8, 2015.

Panel Moderator, “The Refugee Crisis in Europe: The Challenges of Policy, Politics, and Logistics,” Ash Center for Democratic Governance and Innovation, Harvard Kennedy School, October 6, 2015.

Presentations, “Governmental/Non-governmental Collaboration in Disaster Relief: An Overview” and “NGOs and Volunteers in Japanese Disasters,” at a day-long symposium on Governmental/Non-governmental Collaboration in Disaster Relief, at the Ash Center for Democratic Governance and Innovation, Harvard Kennedy School, September 29, 2015.

Presentation, “Nepal’s Gorkha Earthquake of 2015: Challenges of Disaster Response and Recovery,” Rajawali Foundation Institute for Asia, Ash Center for Democratic Governance and Innovation, Harvard Kennedy School, September 28, 2015.

Presentation, “Disaster Management and Recovery: Nepal in International Perspective,” at the Asia Foundation, Kathmandu, Nepal, August 13, 2015.

Featured Speaker, “Japan’s Triple Disaster of 2011: Implications for Organizing Response to Mega-Disasters,” at the Symposium on Disaster Discourses, Public Policy, and the Politics of 3.11,” Institute for Contemporary Asian Studies, Temple University Japan, Tokyo, Japan, July 17, 2015.

Featured Speaker, “Enhancing Disaster Response Capacity: Perspectives on the 3.11 Disasters,” at the Research Center for Regional Disaster Management, Iwate University, Morioka, Japan, July 16, 2015.

Featured Speaker for two webinars sponsored by the Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP) (London, UK):

- “Coordinating for Effective Humanitarian Action: Lessons from Unified Command Systems” (April 1, 2015)
- “What Can Humanitarians Learn from Incident Command Systems?” (November 10, 2014) <https://www.youtube.com/watch?v=hqipLWsnoJQ&feature=youtu.be>

Speaker and Moderator, “Urban Resilience and Natural Hazards in Asia,” panel presentation at Harvard Kennedy School, Cambridge, MA, February 17, 2015.

Keynote Speaker, “Lessons of the Boston Marathon Bombing Response,” at the Shanghai Administration Institute/Party Institute of the CCP, in Shanghai, China, November 21, 2014.

Speaker, “Advance Recovery as a Strategy of Disaster Resilience,” Conference on *Resilience of the Electric Power Grid*,” at the Institute for National Security Studies, Tel Aviv, Israel, October 28, 2014.

Keynote Speaker, “Developing Case Studies to Teach Public Policy and Management,” at the National MPA Faculty Seminar on Case Teaching, held at the School of Public Policy and Management, Tsinghua University, Beijing, China, August 27, 2014.

Lecture, “Japan’s Triple Disaster of 2011: Lessons for Organizing Emergency Response to Mega-Disasters,” at the

- Institute on Disaster Management and Reconstruction, Sichuan University, Chengdu, China, November 17, 2014.
- Center for Crisis Management Research, School of Public Policy and Management, Tsinghua University, Beijing, China, August 25, 2014.
- School of Transportation, Dalian University of Technology, Dalian, China, August 5, 2014.

Lecture/presentation, “*Why Was Boston Strong: Lessons of the Boston Marathon Bombing Emergency Response*”:

- National Institute for Emergency Management, Chinese Academy of Governance, Beijing, China, August 27, 2014.

- Institute for Public Safety Research, Tsinghua University, Beijing, China, August 22, 2014.
- Co-author of presentation (with Herman B. “Dutch” Leonard and Christine Cole) to the International Chiefs of Police-India Police Delegation at the Inter-American Defense College, Ft. McNair, Washington, DC, August 1, 2014.
- Plenary Session Speaker (with Christine Cole), Joint Meeting of the Major Cities Chiefs Association, Police Executive Research Forum, and the FBI National Executive Institute Associates, San Francisco, CA, May 28, 2014.
- Keynote Speaker, Community Preparedness 2014 Conference, Omni Parker House, Boston, MA, May 6, 2014.
- Speaker, Advisory Board, Taubman Center for State and Local Government, Harvard Kennedy School, May 15, 2014.
- Speaker, Advisory Board, Rappaport Institute for Greater Boston, Harvard Kennedy School, February 26, 2014.

Panel Commentator, “Building Honest Governance and Improving Anticorruption Measures,” The 5th Public Administration Forum: Deepen Reform and Governance Modernization, Beijing, China, August 24, 2014.

Lecture, “Leadership and Risk Management Strategies for ‘Routine Emergencies’ and ‘Crises’”:

- Institute for National Security Studies, Tel Aviv, Israel, October 27, 2014.
- China Meteorological Administration, Beijing, China, August 18, 2014.
- Keynote Speaker, Bay Area Emergency Managers Conference, South San Francisco, CA, August 1, 2014.

International Conference Co-Organizer and panel chair, “*Why Was Boston Strong: Lessons from the Boston Marathon Bombing*,” Harvard Kennedy School, March 13-14, 2014.

Panel organizer and moderator, “Typhoon Haiyan: Response and Recovery in the Philippines,” Harvard University Asia Center, Harvard Humanitarian Initiative, Program on Crisis Leadership, Cambridge, MA, November 21, 2013.

Lecture, “Routine Emergencies and Crises: The Need for Two Modes of Leadership,” Kansai Keizai Doyukai Symposium, HKS, November 18, 2013.

Lectures, “Emergency Response to Landscape-Scale Disasters: Japan’s Triple Disaster of 2011” and “Routine Emergencies and Crises: The Need for Two Modes of Leadership,” St. Petersburg University of the Fire Service of EMERCOM, October 11-12, 2013.

Keynote Lecture, “Japan’s Triple Disaster of 2011: Lessons for Organizing Emergency Response,” at an International Forum, “Public Safety—Present and Future,” China Association of Public Safety, Beijing, PR of China, August 28, 2013.

Lecture, “Professional Masters Degree Programs at Harvard: Developing Young Practitioners’ Management and Analytic Skills,” China Earthquake Administration National Forum on Ph.D. and Masters Degree Programs, Lanzhou, PR of China, August 17, 2013.

Lecture, “Case Teaching and Writing,” School of Management, Xi’an Jiaotong University, Xi’an, China, August 10, 2013.

Lectures, “Active-Learning (1 & 2): Discussion-Based Teaching in Professional Education,” Global Sustainable Societies Program, Kyoto University, Kyoto, Japan, May 28 and July 10, 2013.

Lecture, “Perspectives on Disaster Recovery,” Global Sustainable Societies Program, Kyoto University, Kyoto, Japan, June 3, 2013.

Lecture, “Being Prepared: Perspectives on Risk Management and Operational Resilience,” Graduate School of Global Environmental Studies, Kyoto University, Kyoto, Japan, May 31, 2013.

Lecture, “Getting Ready for Crisis,” at a conference, “Crisis Management for the 21st Century,” National Graduate Institute for Policy Studies, Tokyo, Japan, February 19, 2013.

Lecture, “Perspectives on Disaster Recovery,” Canon Institute for Global Studies, Tokyo, Japan, February 18, 2013.

Lecture, “When Can We Trust Experts in Crisis Decision Making?” Institute for Public Safety Research, Tsinghua University, Beijing, China, November 29, 2012.

Lecture, “Are We Preparing Effectively for Catastrophic Disasters? Challenges for China and the United States,” Center for Crisis Management Research, Tsinghua University, School of Public Policy and Management, Beijing, China, November 29, 2012.

Lecturer and workshop leader, “Being Prepared: Perspectives on Risk Management and Operational Resilience,” for joint session of the HKS Risk Management Committee and the HKS Local Emergency Management Team, November 2, 2012.

Lecture, “The Tohoku Disaster: Responding to Japan’s 3.11 Earthquake, Tsunami, and Nuclear Accident,” HKS Taubman Center for State and Local Government, November 14, 2012; HKS Ash Center for Democratic Governance and Innovation, November 1, 2012; Modern Asia Seminar Series, Harvard University Asia Center, October 26, 2012.

Lecture, “Catastrophic Disasters: Confronting Novel Preparedness Challenges,” at the Cabinet Secretariat, Crisis Management Office, Government of Japan, Tokyo, Japan, August 1, 2012; at the Canon Institute for Global Studies, Tokyo, Japan, July 23, 2012; at Kansai University, Faculty of Safety Science, Osaka, Japan, July 27 and 28, 2012; and the Kyoto University Graduate School of Global Environmental Studies, Kyoto, Japan, August 13, 2012.

Co-organizer, conference chair, moderator, and presenter, at the *Disaster Management in Asia* conference, sponsored by the Ash Center for Democratic Governance and Innovation, Harvard Kennedy School, and the Lee Kuan Yew School of Public Policy, National University of Singapore, in Singapore, May 13-15, 2012. – Organized nine panels, 35 presenters/moderators, recruited by invitation 100 participants from 15 countries. Oversaw Ash Center logistics team, and coordinated with organizers and implementation team at LKY School.

Faculty seminar presentation, “The Paradigm for Disaster Response: Central Control or Decentralized, Intelligent Adaptation?” School of Safety Science, Kansai University, Osaka, Japan, October 22, 2012.

Lecture, “The Core Challenges of Disaster Response,” School of Safety Science, Kansai University, Osaka, Japan, October 27, 2012.

Lecture, “Developing Case Studies for Policy Research and Management Education,” School of Social Development and Public Policy, Beijing Normal University, Beijing, PRC, October 31, 2011.

Keynote Speech, “The Promise and Practice of Incident Management Systems,” International Workshop on Emergency Management, sponsored by the National Fire Agency, Taipei, Republic of Taiwan, November 7, 2012.

Lecture, “Paradigm for Disaster Response: Centrally Led Operations or Decentralized, Adaptive Response?” George Mason University, Fairfax, VA, December 1, 2012.

Seminar presentation, “Accelerating Disaster Recovery: ‘Advance Recovery’ As a Form of Preparedness,” Asia Disaster Reduction Center, Kobe, Japan, January 13, 2012.

“Accelerating Disaster Recovery in Los Angeles” (with Doug Ahlers), City of Los Angeles, annual Emergency Management Workshop, Los Angeles, CA, September 14, 2011.

Co-Organizer, Roundtable on Humanitarian Relief after the Haiti Earthquake of 2010,” sponsored by the HKS Program on Crisis Leadership, Harvard Humanitarian Initiative, Massachusetts General Hospital Disaster Response Program, and the Harvard Global Health Institute, Cambridge, MA, March 23-24, 2011.

“The Challenges of Landscape-Scale Disasters: Indonesia, the United States, and China,” presentation to Presidential disaster management staff and experts from other agencies, the Presidential Palace, Jakarta, Indonesia, June 24, 2010.

“Preparing for Disaster Recovery: Achieving Strategic Balance in Disaster Risk Management,” International Conference on Emergency Preparedness, Chinese Academy of Governance, Beijing, China, June 19, 2010.

“Comparative Perspectives on Landscape-Scale Disaster Response,” Opening of the Harvard Center Shanghai, Shanghai, China, March 18, 2010.

“Leading Response and Recovery: ‘Emergence’ as a Paradigm, Los Angeles Mayor’s Emergency Management Retreat, Los Angeles, CA, August 20, 2009.

“Wenchuan and Hurricane Katrina: Comparative Perspectives on Landscape-Scale Disaster Response,” presentation at the One-Year After conference of the Wenchuan Earthquake Task Force, Beijing Normal University, Beijing, China, May 9, 2009.

“Leadership in Crises,” presentation at the School of Economics and Management, Beijing Institute of Technology, Beijing, China, May 4, 2009.

Keynote presentation, “The Surge Capacity Problem: Scaling Up for Disaster Response” at the International Conference on Risk, Crisis, and Public Management, Nanjing University, Nanjing, China, September 27, 2008.

“Leadership in Crises” presentation to senior executives training program at China National School of Administration, Beijing, China, September 25, 2008.

Chair and Commentator, “Institutions and Players,” at “China: Challenge and Change Conference,” Harvard University Asia Center and the Ash Institute for Democratic Governance and Innovation, Cambridge, MA, April 10, 2008.

“Incorporating Air Quality into Urban Transportation Planning in China: Opportunities and Constraints,” at the China Planning Network’s 1st Urban Transportation Congress: “Urban Transportation Changing China,” Beijing, China, August 3, 2007.

“Transportation Planning in Chengdu: Process, Policy, and Politics” (with Wang Rui and Carlos Wing-Hung Lo), presentation at the Harvard University Center for the Environment, China Project, Cambridge, MA, April 12, 2007.

“NIMS Performance: Hurricane Katrina and Beyond,” at the Seventh *International Disaster and Emergency Resilience* conference and exhibition, at the Italian Fire College, Rome, Italy, October 12, 2006.

“Integrating Transport and Air Quality Management in a Multi-Level Regulatory System” (with Carlos Wing-Hung Lo), presentation at the *Workshop on Linking Land Use, Transport, Air Quality, and Health in Chengdu*, sponsored by the Chengdu Metropolitan Government and Harvard and Tsinghua Universities, Chengdu, China, September 1-2, 2006.

Featured speaker, “Non-conventional Crises: Rethinking Attitudes and Action in the Face of the Unexpected,” Electricité de France University, Paris, France, October 6, 2005.

“Katrina – The Aftermath” at Harvard University teach-in, Harvard Graduate School of Education, September 30, 2005.

“Emergency Preparedness: Hurricane Katrina, New Orleans, and Beyond” (with Herman B. “Dutch” Leonard), Taubman Center for State and Local Government, September 23, 2005.

“Katrina – The Aftermath” at the Forum, Kennedy School of Government, September 12, 2005.

“Crisis Management: Implications of Hurricane Katrina,” presentation to the Metropolitan Leadership Network, Kennedy School of Government, September 8, 2005.

“Cross-Professional Collaboration and Crisis Response,” presentation to the Gov/Sec/READY Conference, Washington, DC, May 26, 2005.

“Cross-Professional Collaboration and Crisis Response,” keynote presentation at *Building Sound Homeland Security Foundations: The Police-Fire Executive Summit* for New York, New Jersey, and Connecticut, Pace University, White Plains, NY, October 14, 2004.

“Crisis Leadership and the Incident Management System,” presentation at the Shanghai Development and Reform Commission, Shanghai, China, July 27, 2004.

“Regulating Motor Vehicle Air Pollution in China,” presentation at the Harvard University Center for the Environment, China Project, Cambridge, MA, May 6, 2004.

“Domestic Preparedness: Crisis Leadership and the Incident Management System,” presentation at the Daniel J. Evans School of Public Affairs, University of Washington, Seattle, March 31, 2004.

“Balancing Development and Environmental Goals: Transportation and Air Quality Regulation in the U.S. Intergovernmental System,” presentation at the South China Institute of Environmental Sciences, SEPA, Guangzhou, China, March 24, 2004.

Panelist at conference on “Boston Harbor Security,” Volpe National Transportation Systems Center, US Department of Transportation, Cambridge, MA, January 29, 2004.

“Protecting America’s Highway and Transit Systems from Terrorism” (with Jonathan Makler), presentation at the 83rd Annual Meeting of the Transportation Research Board, Washington, DC, January 13, 2004.

Speaker, "Beyond the Emergency Plan: Connecting to the Emergency Management System," 75th Annual Conference of the International Association of Exhibition Managers, Las Vegas, NV, December 4, 2003.

Speaker at conference, "Our New Federalism: National Authority and Local Autonomy in the War on Terror," Brooklyn Law School, New York, NY, November 21, 2003.

Testimony to Massachusetts Senate Committees on Post Audit and Oversight, Public Safety, and Health Care; Special Hearings on Homeland Security, Boston, MA, September 8, 2003.

"Intergovernmental Challenges of Preparing for Terrorism," presentation to the American Bar Association Section on State and Local Government, at the ABA annual meeting, San Francisco, CA, August 8, 2003.

"Holding Their Breath: Air and Transportation Planners Prepare for the New Ozone and PM NAAQS" (with Jonathan Makler), *Proceedings of the 96th Annual Conference of the Air and Waste Management Association*, San Diego, CA, June 22-26, 2003.

Conference Co-Chair, *Bioterrorism Preparedness*, co-sponsored by the Lincoln Laboratory and the Security Studies Program, MIT, and by the Executive Session on Domestic Preparedness and the Center for Public Health Preparedness, Harvard University, Cambridge, MA, June 10, 2003.

"Federal-State Fiscal Relations for Homeland Security," presentation at *The States' Fiscal Crisis: What Should the Federal Government Do?* John F. Kennedy School of Government, Cambridge, MA, May 29-30, 2003.

Conference Co-Chair, *Terrorism at Home: Challenges for the Media Covering America's Security*, John F. Kennedy School of Government, Harvard University, Cambridge, MA, April 10-11, 2003.

"The Intergovernmental Challenges of Emergency Preparedness," plenary session presentation at the *Great Lakes Security Summit*, Toronto, Ontario, April 8, 2003.

"Where Do We Stand on Preparedness?" presentation at a conference on *The Role of State and Local Governments in Homeland Defense*, the Heritage Foundation, Washington, D.C., January 28, 2003.

"Balancing Development and Environmental Goals: Transportation and Air Quality Regulation in the U.S. Intergovernmental System," presentation at the *International Workshop on Urban and Regional Environmental Problems*, sponsored by the Guangzhou Environmental Protection Bureau and the College of Environmental Sciences, Peking University, Guangzhou, China, January 17, 2003.

"Federalism and Environmental Regulation in the United States: The Case of Transportation and Air Pollution Policy," public lecture at the College of Environmental Sciences, Peking University, Beijing, P.R. of China, November 23, 2002.

"Impacts of Air Quality Regulation on Transportation Planning in the U.S.," faculty seminar, College of Environmental Sciences, Peking University, Beijing, P.R. of China, November 23, 2002.

"Auto Pollution and the Environmental Agenda," New England Conference on Environmental Law and Policy," Boston College Law School, October 25, 2002.

"State and Local Perspectives on Homeland Security," presentation to the Department of Psychiatry, Uniformed Services University of the Health Sciences, Bethesda, MD, October 23, 2002.

“Community Preparedness – Public/Private Sectors,” presentation to the Executive Briefing on Business Continuity and Corporate Security, sponsored by A.T. Kearney and EDS, Ritz-Carlton Hotel, McLean, Virginia, June 6, 2002.

Faculty member, Policy Academy on Homeland Security and Bioterrorism for State Officials, National Governor’s Association, Center for Best Practices, Washington, DC, May 30-31, 2002; and Savannah, Georgia, October 29-30, 2002.

“Controlling Auto Air Pollution: Policies and Institutions in the United States, Japan, and Mexico,” Presentation to the ETH Zurich Transportation Workshop, Massachusetts Institute of Technology, March 28, 2002.

“Preparing for Domestic Terrorism,” presentations to the

- Taubman Center for State and Local Government, October 2, 2001;
- Policy Advisory Board of the Joint Center for Housing Studies, Cambridge, MA, October 30, 2001;
- Program for Senior Executives in State and Local Government, National Seminar and Reunion Conference, Denver, CO, November 10, 2001;
- Executive Program on Urban Leadership for the 21st Century,” Kennedy School of Government, November 17, 2001;
- Massachusetts Hospital Association, Conference on Hospital Disaster Readiness, Waltham, MA, November 20, 2001;
- Massachusetts State Anti-Terrorism Training Conference, Boxborough, MA December 3, 2002;
- “Terrorism” course, Harvard Law School, January 22, 2002;
- Conference on Bioterrorism, Volpe National Transportation System Center, Cambridge, MA, February 14, 2002;
- Resources for the Future, Washington, DC, March 6, 2002;
- Integrated Assessment Program on Urban, Regional, and Global Air Pollution, Massachusetts Institute of Technology, March 7, 2002;
- “Bioterrorism” course, Harvard School of Public Health, March 8, 2002.
- Physicians Speakers Group, Lexington, MA, October 20, 2002.

Invited private briefing of the U.S. DOT Assistant Secretary for Policy and FHWA and FTA officials on transportation conformity policy issues, Washington, D.C., February 15, 2002.

Panelist, “Decision Making in Terrorist Attacks and Response,” at Conference on *Rebuilding New York*, Regency Hotel, New York City, November 16, 2001.

Featured speaker, “A Changed Reality: The Economic and Security Implications of September 11th for the Future of Cities,” with comment by Mayor Thomas Menino, Boston; Richard Daley, Chicago; John Norquist, Milwaukee; Bart Peterson, Indianapolis. Meeting of CEOs for Cities, Boston, MA, October 18, 2001.

“Transportation Conformity and the Planning Process,” presentation to the Transportation and Air Quality Conference IV, American Society of Civil Engineers, Lake Lanier, GA, November 15, 1999.

Co-Principal Conference Organizer, *Traffic Congestion: A Global Perspective*, at the Massachusetts Institute of Technology, June 8-9, 1999.

“Transportation and Air Quality: Policy Approaches and Institutional Issues,” presentation to the Integrated Assessment Program on Urban, Regional, and Global Air Pollution, Mexico City, Mexico, February 16, 1999.

“Mobility and Land Use Regulation: The Case of Portland, Oregon,” presentation to the Mobility Working Group at the annual conference of the Alliance for Global Sustainability, University of Tokyo, Tokyo, Japan, January 19, 1999.

“Implementing the Clean Air Act: Implications for Governance,” presentation to a special meeting of the Executive Committee of the Transportation Research Board, National Research Council, Washington, DC, January 12, 1999.

“Environmental Regulation of Transportation Planning: Assessing the Conformity Process,” presentation to a conference on Transportation, Land Use, and Air Quality,” American Society of Civil Engineers, Portland, OR, May 17-20, 1998.

“The National Low Emitting Vehicle (NLEV) Program,” presentation at the 1998 Society of Automotive Engineers Government/Industry Meeting, Washington, DC, April 20-22, 1998.

“Transportation and Air Quality: Perspectives on the Regulatory Experience in the United States,” presentations to the Department of Urban Engineering, University of Tokyo; Department of Civil Engineering, Kyoto University; and the Institute of Highway Economics, all in January 1998.

“Transportation and Air Quality: Metropolitan Planning Under CAAA and ISTEA,” presentation to a conference, *Transportation Research Results*, of the New England University Transportation Center, at the Massachusetts Institute of Technology, September 18, 1997.

“Advocacy Groups and ISTEA: Opportunities for Environmental Impact,” presentation to a conference of New England environmental organizations, “Keeping It Green: 1997 ISTEA Reauthorization,” sponsored by the Massachusetts Executive Office of Environmental Affairs, Boston, MA, July 15, 1997.

“Regulating Transportation for Air Quality: Political and Institutional Perspectives,” presentation to a faculty seminar, School of Social Science, University of Texas, Dallas, July 11, 1997.

“Regulating Transportation for Air Quality: Political and Institutional Perspectives,” presentation to a faculty seminar, Center for Transportation Studies, Massachusetts Institute of Technology, February 19, 1997.

“Changing Institutional Roles: Framing the Issues for NEXTEA,” presentation to a conference on “ISTEA Reauthorization: Will It Refine, Redefine, or Forge New Policy Linkages?,” convened by the Public Policy Program, UCLA Extension, at Lake Arrowhead, CA, December 8-10, 1996.

Planner and moderator/facilitator of a day-long expert panel convened for EPA’s Assistant Administrator for Policy, Planning, and Evaluation; the Assistant Administrator for Air and Radiation; FHWA’s Deputy Administrator; and DOT’s Deputy Assistant Secretary for Transportation Policy. This session focused on problems of adopting and implementing policies to reduce the rate of increase of VMT. Washington, DC, June 18, 1996.

During the fall and winter of 1995-96, worked with EPA and FHWA staff to develop regulations for a conformity pilot program.

Moderator/facilitator of a day-long stakeholders’ meeting convened by the US Environmental Protection Agency to consider proposed revisions of the Transportation Conformity regulation under the Clean Air Act of 1990, Washington, DC, April 7, 1995.

“The Challenges of Managing Organizational Change,” speech to the annual meeting, Society for Cardiovascular Management (Northeast region), Woodstock, VT, January 19,

1995.

"State and Regional Implementation of CAAA and ISTEA," presentation to a Lincoln Institute of Land Policy seminar, "Linking Land Use, Transportation, and Air Quality Planning," Salt Lake City, Utah, December 8, 1994.

Moderator (and co-author of principal background paper) of a meeting held to enable the executive directors of a dozen Metropolitan Planning Organizations to express concerns about CAAA and ISTEA implementation to the Assistant Administrator for Air and Radiation, US Environmental Protection Agency; Deputy Administrator, Federal Highway Administration; and Deputy Administrator, Federal Transit Administration. Convened by EPA, FHWA, and FTA, Washington, DC, October 19, 1994.

"Reflections on the University-Public Transit Agency Relationship" presentation to the Annual Meeting of the American Public Transit Association, Boston, MA, September 28, 1994.

"Implementing CAAA and ISTEA at the State and Regional Levels," presentation to Institute of Transportation Engineers, International Conference, "Environment: Changing Our Transportation Priorities," in La Jolla, CA, March 21, 1994.

"Transportation and Clean Air: Metropolitan Planning Under CAAA and ISTEA," presentation to the Senior Seminar, National Foreign Affairs Training Center, Foreign Service Institute, U.S. Department of State, meeting in Cambridge, MA, January 13, 1994.

Moderator, "Institutional and Market Approaches to Sustainable Transportation," at the conference on "Sustainable Transportation: Developing a Framework for Policy Innovation," US Department of Transportation, Volpe National Transportation Systems Center, Cambridge, MA, December 14, 1993.

Presenter at panel on "Regulatory Burdens and How They May Be Reduced" at the conference on "Regulations Affecting State, Local, and Tribal Governments," Executive Office of the President, Office of Management and Budget, Washington, DC, December 6, 1993.

Lead speaker and conference summarizer, National Governors' Association conference, "Meeting the Nation's Transportation and Air Quality Needs: Opportunities and Implications of Conformity," Arlington, Virginia, November 2-3, 1993.

"Regional Governance: Challenges in the CAAA and the ISTEA," presentation to the annual meeting of the Transportation Research Board, National Research Council, Washington, D.C., January 10-14, 1993.

Presenter on two panels, "Transportation and the Environment: Implementing the Clean Air Act Amendments and the Intermodal Surface Transportation Efficiency Act," at a conference of federal agency headquarters and regional executives, convened by the Environmental Protection Agency, Federal Highway Administration, and Federal Transit Administration, Washington, DC, October 28-29, 1992.

Judge, Municipal Innovation Award Program, Massachusetts Municipal Association, October 1992.

Moderator, Expert Panel on "Transportation and the Environment: Implementing the Clean Air Act Amendments and the Intermodal Surface Transportation Efficiency Act," convened by the Environmental Protection Agency, Federal Highway Administration, and Federal Transit Administration, Washington, DC, September 23, 1992.

Conference Organizing Committee, "Seminar on Metropolitan Governance," co-

sponsored by the Kennedy School of Government and the National Association of Regional Councils, Cambridge, MA, July 19-20, 1991.

"Managing Growth -- A Shift in Land Use Strategies," presentation at the Environmental Summit, National Conference of State Legislatures, Mystic, CN, May 31, 1991.

"State Government Strategies to Promote Labor-Management Cooperation," presented at the Fifth National Labor-Management Conference, US Department of Labor and Federal Mediation and Conciliation Service, Washington, DC, May 1990.

"Can Area Labor-Management Committees Survive?" Workshop at the Fifth National Labor-Management Conference, U.S. Department of Labor and Federal Mediation and Conciliation Service, Washington, DC, May 1990.

Planning Committee for two-day workshops of the Program on Strategic Computing in the Public Sector, Kennedy School of Government, November 1988, May 1988, November 1987, April 1987.

Program Chair, "Governing America's Big Cities," conference held at the Kennedy School of Government, November 1986.

"Research on Innovation in State and Local Government," presentation to the annual meeting of the Academy of Management, Chicago, IL, August 1986.

Discussant, "Organizational Response to Policy Change in Federal Organizations," annual meeting of the American Political Science Association, Washington, DC, August 1986.

Discussant, "Intergovernmental Relations," annual meeting of the American Political Science Association, New Orleans, LA, August 1985.

"Organizational Behavior and the Intergovernmental System," panel chair and presenter at the annual meeting of the American Political Science Association, Chicago, IL, September 1983.

"Management Capacity Building," panel chair and presenter at the annual meeting of the American Society for Public Administration, New York, NY, April 1983.

"Managing Intergovernmental Relationships: The Impact of Less Government," presentation to the annual meeting of the American Society for Public Administration, Honolulu, HI, March 1982.

Panelist, "Conference on Implementing the Small Cities Community Development Block Grant," sponsored by the Northeast Coalition of Municipalities and the Coalition of Northeastern Governors, Boston, MA, November 1981.

"The CRP Workshop as a Method of Student Assessment," presentation to the annual meeting of the National Association of Schools of Public Affairs and Administration, Los Angeles, CA, October 1979.

"Teaching Public Management in a Planning Curriculum," presentation to the Symposium on the Role of Policy Analysis in the Education of Planners, Massachusetts Institute of Technology, Cambridge, MA, October 1979.

Panelist, "Workshop on Urban Fiscal Stress," at the annual meeting of the American Sociological Association, Boston, MA, August 1979.

Panel Chairman, "The Federal Grant-in-Aid System: The View from City Hall," at the annual meeting of the Midwest Political Science Association, Chicago, IL, April 1979.

"Auto Restraint as a Politically Fragile Policy," presentation to the annual conference of

the American Institute of Planners, New Orleans, LA, September 1978.

"Intergovernmental Regulation: The Environmental Protection Agency and Transportation Controls," presentation to the annual meeting of the Midwest Political Science Association, Chicago, IL, April 1978.

Panel Chairman, "The Politics of Public Policy," at the annual meeting of the New England Political Science Association, Newton, MA, April 1978.

Panel Chairman, "Urban Transportation System Management," at the annual meeting of the American Society for Public Administration, Phoenix, AZ, April 1978.

Member, National Program Planning Committee for the annual meeting of the American Society for Public Administration, Phoenix, AZ, April 1978.

"Political Feasibility of Road Pricing Schemes," presentation to the annual meeting of the Transportation Research Board, Washington, DC, January 1978.

"The Impact of Registration Law Reform on Voter Turnout," presentation to the annual meeting of the National Conference of State Legislatures, Detroit, MI, August 1977.

**UNPUBLISHED
CONFERENCE
PAPERS AND
MISC.**

"Why Was Boston Strong? Lessons from the Boston Marathon Bombing," (with Herman B. "Dutch" Leonard, Christine M. Cole, and Philip B. Heymann) at *Why Was Boston Strong?* an international conference at Harvard Kennedy School, Cambridge, MA, March 13-14, 2014.

<http://www.hks.harvard.edu/content/download/67366/1242274/version/1/file/WhyWasBostonStrong.pdf>

"Regulating Motor Vehicle Pollution in China: Policies and Implementation in the Pearl River Delta Region" (with Rui Wang, Jonathan Makler, and Carlos Wing-Hung Lo), 97th Annual Conference and Exhibition, Air and Waste Management Association, Indianapolis, Indiana, June 22-25, 2004.

"Regulating Infrastructure Provision To Improve Air Quality: Implementing the Transportation Conformity Regulations in the United States" (with Elizabeth M. Moore), Vehicle-Infrastructure Interaction VI, United Engineering Foundation Conference, Zakopane, Poland, September 26-October 1, 1999.

"The New Politics of Regulatory Federalism: Clean Air and Transportation" (with Joshua P. Anderson and Alan Altshuler), 90th Annual Meeting of the American Political Science Association, New York, NY, September 1-4, 1994.

"State and Regional Implementation of CAAA and ISTEA" (with Joshua P. Anderson), *Compendium of Technical Papers*, of the 64th Annual Meeting, Institute of Transportation Engineers, Dallas, TX, October 16-19, 1994.

"Metropolitan Governance in the 1990s," Background memo for "Seminar on Metropolitan Governance," Kennedy School of Government, Cambridge, MA, July 19-20, 1991.

Testimony to the U.S. Secretary of Labor's Commission on Workplace Quality and Labor Market Efficiency, Philadelphia, PA, May 9, 1989.

"Empirical Research on Innovation in State and Local Government: Prospects and Problems" (with Clifflyn Bromling), December 1986.

"Services from Public Capital: The Outlook for Boston's Physical Infrastructure" (with Helen F. Ladd, Herman B. Leonard, and Ann B. Weeks), presented at the annual research conference of the Association for Public Policy and Management, Philadelphia, PA, October 1983.

"Regulation in the Federal System: EPA and Transportation Controls," presented at the annual meeting of the American Political Science Association, Chicago, IL, September 1983.

"Grants Management" (with Fred Doolittle), 1981.

"Adaptation in Mayoral Style: Philadelphia and New York City Since 1960," presented at the annual meeting of the American Political Science Association, Washington, DC, September 1979.

"Mayors and Policy Innovation," presented at the annual meeting of the American Political Science Association, Washington, DC, September 1977.

"Electoral Constraints on Mayoral Behavior," presented at the annual meeting of the Midwest Political Science Association, Chicago, IL, April 1977.

"Ethnicity and Political Organization" (with Rita Moniz), presented at the annual meeting of the American Political Science Association, Chicago, IL, September 1976.

Strategies of Governing: Electoral Constraints on Mayoral Behavior in Philadelphia and Boston, Ph.D. dissertation, Department of Government, Harvard University, 1976.

"Mayor/Council Relations in Philadelphia and Boston," presented at the annual meeting of the New England Political Science Association, University of New Hampshire, April 1974.

"The United Federation of Teachers and School Decentralization: Organization Process and Legislative Influence," unpublished manuscript, January 1970.

MISCELLANEOUS

Biography listed in:

Marquis Who's Who Lifetime Achievement Award (2019)

Marquis Who's Who in America (1997-2004, 2006-2016)

Marquis Who's Who in American Education (1994-1995, 2001-2008,)

Marquis Who's Who in the East (1993-1994, 2002-2003, 2006-2009, 2011-2015)

COURSES TAUGHT

HARVARD UNIVERSITY (1976-present) at Harvard Kennedy School, Harvard Graduate School of Education, Harvard Graduate School of Design, Harvard Extension School, and Harvard Summer School.

Leadership in Crises: Preparation and Performance (formerly Crisis Management)

(Kennedy School of Government – HKS)

General and Flag Officer Homeland Security Executive Seminar (HKS)

Leadership in Homeland Security (HKS)

Crisis Leadership in Higher Education (HKS and GSE)

China Crisis Management (HKS)
 China's Leaders in Development (HKS)
 Shanghai Executive Public Management Program (HKS)
 Beijing Executive Public Management Program (HKS)
 Urban Politics and Land Use Policy (HKS, Graduate School of Design -- GSD)
 Strategic Management of Public Organizations (HKS)
 Managing Organizational Implementation and Production (HKS)
 Managing Intergovernmental Programs (HKS)
 Political and Institutional Analysis (HKS, GSD)
 Internal Management of a Public Agency (HKS, GSD)
 Dispute Resolution: Negotiations and Mediation (GSD)
 Urban Politics and Government (Summer School)

Disaster Relief and Recovery (Extension School)
 Crisis Management and Emergency Preparedness (Extension School)
 Public Management (Extension School)
 Managing Organizational Change (Extension School)
 The Politics of Urban Management (Extension School)
 Managing the Federal System (Extension School)
 Urban Problems and Public Policy (Extension School)

CITY AND REGIONAL PLANNING WORKSHOPS (GSD):

Inter-municipal Service Delivery Partnerships
 (Client: Massachusetts Executive Office of Communities and Development)
 Forecasting Residential Energy Consumption
 (Client: Massachusetts Energy Facilities Siting Council)
 Redevelopment Options for the Cathedral Housing Development
 (Client: Boston Housing Authority)
 Managing Intergovernmental Human Service Grants
 (Client: Massachusetts Municipal Association)
 Residential Energy Conservation
 (Client: Office of Energy Resources, State of Maine)

UNIVERSITY OF WASHINGTON, SEATTLE,

Graduate School of Public Affairs, Cascade Center for Public Service (Part-time: 1988-2009):

The Budget as a Policy and Management Tool
 Managing Organizational Change
 Crisis Management and Emergency Preparedness

STATE UNIVERSITY OF NEW YORK, ALBANY,

Rockefeller College, Graduate School of Public Affairs (Part-time: 1984-1992):

Organization and Management
 The Essentials of Organizational Performance
 Managing Organizational Change
 Introduction to Public Administration
 Organizational Assessment and Design

BROWN UNIVERSITY (1974-1976):

Seminar: Urban Politics

Seminar: Organizational Behavior and the Political Process
American Urban Politics
The Federal Government and the City
Citizens, Bureaucrats, and Urban Public Policy
Introduction to Urban Studies