

# Curriculum Vitae

## SANDERIJN CELS, Ph.D.

### PROFILE



Sanderijn Cels specializes in strategy, social change, and collective memory. A historian by training, her research and teaching focus on strategic challenges and choices facing change agents who engage in public problem-solving and promote justice.

As an adjunct lecturer in Public Policy at Harvard's Kennedy School of Government, she currently teaches two graduate courses: *Reckoning with History: Collective Memory, Public Leadership and the Politics of Remembrance* and *Sparking Social Change through Arts & Culture*. She also teaches in multiple executive education programs at Harvard University and around the world.

Her scholarly work has been published in peer-reviewed journals, including *The Leadership Quarterly* and *Political Psychology*. She is the first author of *Agents of Change: Strategies and Tactics for Social Innovation* (Brookings Institution Press, 2012) and seven other books. Cels received her Ph.D. degree in Social Sciences (no corrections) from Loughborough University (UK) and a master's degree in history (with honors) from Leiden University (the Netherlands).

A specialist in adult learning and interactive teaching, Cels has authored or co-authored over 40 teaching cases. She also facilitates case writing and teaching workshops for faculty and trainers about the Harvard case method.

Cels has held fellowships at several research centers at Harvard, including the Carr Center for Human Rights, the Shorenstein Center on Media Politics and Public Policy and the Ash Center for Democratic Governance and Innovation. She is currently a faculty affiliate at the Center for Public Leadership.

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## ACADEMIC POSITIONS

### **2021-Present**

Adjunct Lecturer in Public Policy, Harvard University's John F. Kennedy School of Government, Cambridge, Massachusetts.

### **2018 – 2020**

Fellow, Ash Center for Democratic Governance and Innovation, Harvard Kennedy School, Cambridge, Massachusetts.

### **2015 – 2018**

Fellow, Carr Center for Human Rights Policy, Harvard Kennedy School, Cambridge, Massachusetts.

### **2014 – 2015**

Associate, Shorenstein Center on Media, Politics and Public Policy, Harvard Kennedy School, Cambridge, Massachusetts.

### **2010 - 2012**

Senior Fellow, Consensus Building Institute, Cambridge, Massachusetts.

### **2008 - 2010**

Senior Fellow, Netherlands School of Public Administration, The Hague.

## EDUCATION

### **2011-2016**

#### **LOUGHBOROUGH UNIVERSITY, Loughborough, United Kingdom**

- Ph.D. ("no corrections") in Social Sciences
- Topic: Public Apologies for Historical Wrongs: How Government Representatives Deal with Wrongful Policies in the Past

### **1991-1997**

#### **LEIDEN UNIVERSITY, Leiden, The Netherlands**

MSc in History, with Honors (Thesis in Philosophy of History)

### **1995**

#### **LEIDEN UNIVERSITY, Leiden, The Netherlands**

Master Class for ‘Excellent Students’, Crayenborgh College

**1996-2003**

**UNIVERSITY OF AMSTERDAM, Amsterdam, The Netherlands**

9 modules in (Cultural) Philosophy

**1994**

**HUMBOLDT UNIVERSITY, Berlin, Germany**

Semester in History and Philosophy of History

**1990**

**UNIVERSITÀ PER STRANIERI, Perugia, Italy**

Two semesters, Italian language, art, and culture

## **1. AREA OF EXPERTISE**

### **COLLECTIVE MEMORY & RECKONING WITH HISTORY**

## **TEACHING EXPERIENCE**

**2022 – Present**

**DEGREE PROGRAM, HARVARD KENNEDY SCHOOL**

**Reckoning with History: Public Leadership, Collective Memory, and the Politics of Remembrance**

- Instruction, DPI422M

- Focused on strategic challenges facing change agents who try to deal with painful pasts

	<b>Course Evaluation</b>	<b>Teaching Evaluation</b>
Fall 2023	4.8	4.9
Spring 2023	4.6	4.8
Spring 2022	4.5	4.8

**2022 – Present**

**EXECUTIVE EDUCATION PROGRAM, HARVARD KENNEDY SCHOOL: “LEADERSHIP IN THE 21<sup>st</sup> CENTURY”**

- Exercising Leadership: Dealing with Past Organizational Wrongs, Public Apologies

**2024 – Present**

**WORKSHOPS: STRATEGIC CHALLENGES IN DESIGNING AND IMPLEMENTING REPARATION PROGRAMS**

- Including: National Ombudsman (Netherlands), Dutch Public Service (Bureau ABD)
- Lessons learned from reparation programs (Netherlands & Other countries)

## TEACHING CASES

**Forthcoming:**

**Returning the Benin Bronzes: The Strategic Challenges of Restituting Looted Art**

- With Agniola Ahouanmenou
- Topic: Leadership, strategy, negotiation, material reparations (restitution)

**2023**

**“Just Finishing Up:” Designing the Childcare Benefits Reparations Program**

- With Jorrit de Jong
- Topic: Governance of reparation programs, Leadership (strategic) challenges
- Commissioned by the Dutch Public Service (Bureau ABD)

**2023**

**“We can’t really repair this:” Managing the Childcare Benefits Reparations Program**

- With Jorrit de Jong
- Topic: Day to day management of reparation programs, Managerial (strategic) challenges
- Commissioned by the Dutch Public Service (Bureau ABD)

**2023**

**“When you hear the stories yourself, they are more real:” Delivering the Childcare Benefits Reparations Program**

- With Jorrit de Jong
- Topic: Implementation of reparation programs, Dilemmas at the frontline
- Commissioned by the Dutch Public Service (Bureau ABD)

**2023**

**The Long Road to Acknowledgement: Dutch War Crimes in Indonesia (1946-1949)**

- Topic: Public leadership, acknowledgement vs. recognition, strategic denial, moral reciprocity
- For exclusive use in HKS DPI422M: “Reckoning with History”

**2022**

**Washing the Flag: The Creation of a Truth Commission in Peru**

- Topic: Public leadership, memory battles, truth-telling, status of evidence
- For exclusive use in HKS DPI422M: “Reckoning with History”

**2022**

**Beginning to Remember: The Challenge of Memorializing ‘1965’ (Indonesia)**

- Topic: Topic: Collective memory, public narrative, role of archives, status of evidence
- For exclusive use in HKS DPI422M: “Reckoning with History”

**2021**

**“People Had No Idea:” The Struggle for Recognition of Abuses in Residential Schools (Canada)**

- Topic: Public leadership, collective memory, (negotiating for) material reparations
- For exclusive use in HKS DPI422M: “Reckoning with History”

**2021**

**“Closing the Circle:” An Official Apology for the Residential Schools (Canada)**

- Topic: Public leadership, collective memory, reckoning with history, symbolic reparations
- For exclusive use in HKS DPI422M: “Reckoning with History”

**2021**

**“Breaking the Last Taboo:” Curating an Exhibition about the German Military in the Second World War (Germany)**

- Topic: Public leadership, collective memory, perpetrator trauma, public narrative, status of evidence
- For exclusive use in HKS DPI422M: “Reckoning with History”

[For more teaching cases: See appendix C](#)

## **2. AREA OF EXPERTISE**

### **STRATEGIC LEADERSHIP FOR SOCIAL CHANGE**

## **TEACHING EXPERIENCE**

**2024 – Present**

**DEGREE PROGRAM, HARVARD KENNEDY SCHOOL**

**Sparkling Social Change through Arts and Culture**

- Instruction, DPI312M
- Topic: Strategic thinking for social change

**2021 – 2022****DEGREE PROGRAM, HARVARD KENNEDY SCHOOL****Sparkling Social Change: Analytic frameworks to Guide Social Innovators**

- Instruction, DPI312
- Topic: Strategic thinking for social change

	Course Evaluation	Teaching Evaluation
Fall 2022	4.0	4.3
Fall 2021	4.3	4.6

**2016 – Present****VARIOUS EXECUTIVE EDUCATION PROGRAMS, HARVARD KENNEDY SCHOOL**

- Including: Leadership in the 21<sup>ST</sup> Century, Senior Executives in State and Local Government, Creating Collaborative Solutions, Harvard University Administrative Fellows Program. [For a complete list of teaching engagements in executive education: See appendix E](#)

**2020 - Present****SOCIAL INNOVATION AND CHANGE INITIATIVE: CHENG FELLOW PROGRAM, HARVARD UNIVERSITY**

- Recurring sessions on dealing with unintended consequences of social innovation

**2020 - Present****ADMINISTRATIVE FELLOWSHIP PROGRAM, HARVARD UNIVERSITY**

- Recurring sessions on immunity to change

**2017 – 2022****INNOVATION FIELD LABS AGAINST ORGANIZED CRIME AND - AGAINST HUMAN TRAFFICKING, DUTCH PUBLIC PROSECUTION SERVICES**

- Sessions on strategy, leadership, theory of change, leadership, cross organizational collaboration

**2012 – 2022****THESIS ADVISING MPA STUDENTS, NETHERLANDS SCHOOL FOR PUBLIC ADMINISTRATION**

- Research advisor of MPA mid-career students (appr. 5 students per year)

**2015 – 2018****VARIOUS WORKSHOPS IN STRATEGY & LEADERSHIP, DUTCH CIVIL SERVICE**

- Various sessions in executive education programs for top 400 managers of the Dutch civil service (Bureau ABD)

## TEACHING CASES

**2024**

**Saying Goodbye to Black Pete: How Dutch Heritage Came Under Attack (Part A)**

**Saying Goodbye to Black Pete: How Amsterdam Found a Way Out (Part B)**

- Topic: Public leadership, strategy, (resistance to) social change
- For exclusive use in HKS DPI312M: “Sparking Social Change”

**2022**

**“Making Place for Migrants”: Housing Asylum Seekers in the Netherlands**

- HKS case #2249.0
- With George Veth and Mark Moore
- Topic: Public leadership, strategic communication, resistance to (social) change

**2022**

**LASTESIS and the New Feminist Anthem**

- HKS Multimedia case #2250.0
- With Alejandra Villanueva
- Topic: Strategy, collective action, social change, women’s rights

**2021**

**Growing Pains: How a Dutch Cross-Agency Team Took on Illegal Marijuana Production in Residential Areas**

- HKS Case #2213.0
- With Jorrit de Jong, Martijn Groenleer, Eric Weinberger
- Topic: Strategy, public leadership, cross-organizational, collaboration

[For more teaching cases: See appendix C](#)

## 3. AREA OF EXPERTISE

### PEDAGOGY & HARVARD CASE METHOD

## TEACHING EXPERIENCE

**2023 – Present**

**TRAINER OF TRAINERS PROGRAM: ADULT LEARNING & INTERACTIVE TEACHING**

- Multiyear, Bangladesh Public Administration Program
- Ash Center for Democratic Governance and Innovation, Harvard Kennedy School
- Commissioned by the Government Innovative Unit, Prime Minister's Office, Bangladesh
- Focus on Adult Learning Principles and Interactive Methods

	<b>Cels' Module Evaluation</b>	<b>Teaching Evaluation</b>
Dhaka, Bangladesh, 2023	4.8	4.8

## **2020 – 2022**

### **TRAINER OF TRAINERS PROGRAM: HARVARD CASE METHOD**

- Dutch Collaboration Bureau against Organized Crime (NSOC), Netherlands
- Focus on Case Teaching

## **2019 – 2021**

### **TRAINER OF TRAINERS PROGRAM: ADULT LEARNING & HARVARD CASE METHOD**

- Institute for Public Value (Utrecht, Netherlands)
- Focus on Adult Learning Principles and Methods, Case Teaching and Case Writing

## **2010 – 2015**

### **VARIOUS WORKSHOPS: HARVARD CASE METHOD**

Including: Utrecht University Department of Public Administration, the Netherlands School for Public Administration, PBLQ, Ministry of the Interior (all located in the Netherlands).

## **ADDITIONAL PROFESSIONAL EXPERIENCE**

### **2002– 2018**

#### **STRATEGIC ADVISOR / VARIOUS PUBLIC SECTOR ORGANIZATIONS**

Ministry of the Interior, Netherlands

- Citizen engagement program (2016-2018)
- Citizen engagement program (2014-2015)
- Transparency dilemmas of government information (2004-2005)

Ministry of Social Affairs and Labor, Netherlands

- Citizen engagement program (gender policy) (2002-2003)

ANNO (linked to Ministry of Education, Netherlands)

- Promotion of Dutch history education in innovative ways, targeting new demographics (2004-2005)

## **2010 – 2012**

### **INVESTIGATOR & DESIGNER / VARIOUS RESEARCH & CURRICULUM DEVELOPMENT PROJECTS**

Ministry of Security and Justice, Netherlands

- Collaborating to tackle wicked problems in criminal justice (2010-2012)

Institute for Sustainable Process Technology, Netherlands (2012 – 2013)

- Innovating in the Dutch clean tech-industry

Reading & Writing Foundation, Netherlands (2014-2016)

- Collaborative and innovative approach to tackling functional illiteracy

## **2004**

### **COFOUNDER AND COORDINATOR INFO WAR ROOM INITIATIVE**

- Initiative by journalists and film makers, making international (incl. Middle Eastern) TV broadcasting available to general public & Facilitating public debates about the 2004 invasion of Iraq

## **2000-2001**

### **CHIEF EDITOR POLITIEK DIGITAAL.NL**

- Leading website and e-zine on politics and new media with affiliate websites in Germany, Austria, France, Switzerland and Brussels (EU)

## **1999-2001**

### **CHAIR THINKTANK KABINETONLINE.NL**

- Thinktank (15 members) tasked with producing policy ideas and advising the undersecretary of Education on the challenges of the information age

## **1998 - 2008**

### **VARIOUS GUEST LECTURESHIPS**

- Including: Roosevelt Academy, University of Amsterdam, University of Groningen, Leiden University, and government departments, such as the Dutch Government Communication Service

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### APPENDIX A. BOOKS

#### Books in English:

##### TBD

##### **Confronting Past Wrongs: Strategic Tradeoffs and Public Leadership**

- Based on extensive research of official apologies by public leaders for wrongful policies and practices in the past
- Work in progress

##### TBD

##### **Reckoning with History: Collective Memory, Public Leadership and the Politics of Remembrance**

- Textbook based on my case-based module with the same title, currently taught at the Harvard Kennedy School
- Work in progress

##### 2012

##### **Agents of Change: Strategy and Tactics for Social Innovation**

- Brookings Institution Press, with Jorrit de Jong and Frans Nauta
- As governments around the world struggle to maintain service levels amid fiscal crises, social innovators are improving social outcomes for citizens by changing the system from within. Drawing on original empirical research in the United States, Canada, Japan, Germany, Denmark, and the Netherlands, the authors examine how change agents are dealing with powerful opponents, the burdens of bureaucracy, and the challenge of securing resources and support.

## **Books in Dutch:**

**2017**

**Gezocht: Pioniers. Strategische samenwerking tegen georganiseerde criminaliteit  
(Wanted: Pioneers. Strategic collaboration against organized crime)**

- Boom Publishers, The Hague

Topic: Strategy, collaboration, problem-solving

- With Jorrit de Jong & Martijn Groenleer

- In Dutch

- In search of strategic partners in society, teams in Dutch law enforcement agencies are trying out innovative ways to fight organized crime. In practice, they find not only that the fight against criminal networks is challenging, but also that cross-sector cooperation presents many challenges. This textbook provides practical frameworks from public management and leadership studies for innovative professionals and middle managers in the public sector - especially those in the criminal justice system who are trying to work across organizational boundaries. The book includes 12 original teaching cases and is based on extensive research of contemporary practice.

**2008**

**De ambtenaar die er werk van maakte  
(The bureaucrat who came to life)**

- SDU, with the senior partners of Zenc, a consultancy for the public sector

- Management book about innovations in local government

- In Dutch

- The book was well reviewed by *VNG Magazine* and *Binnenlands Bestuur*, the leading magazines in the field of (local) government. Several mayors and high-ranking local officials have ordered hundreds of copies for their offices as "must read."

**2007**

**Dat hoort u mij niet zeggen: Hoe politici u de werkelijkheid voorspiegelen  
(That is not what I said: How politicians craft realities)**

- Bert Bakker

- In Dutch

- An accessible and systematic explanation of framing in political communication

- A "delicious book," according one of the leading Dutch newspapers, *Trouw*.

**2006**

**Wat jij wilt, schat  
(Anything you say)**

- Prometheus

- In Dutch

- A novel about a young, highly educated woman facing life choices. "Hilarious," according daily paper *Metro*, *Avantgarde* and *Opium Radio*.

**2006**

**Hoe word ik politicus?**

**(How do I become a politician?)**

- Podium
- In Dutch
- Joint product by the editors of Stemhok.nl, a satirical blog about the Dutch elections
- "A truly distorting mirror of the Dutch political institution," wrote one of the leading national newspapers, *de Volkskrant*; "An extremely amusing booklet," according to a prominent political radio program, *Met het oog op morgen*.

**2003****De keukenprinses: Kookboek voor bevrijde vrouwen****(The kitchen princess: Cookbook for liberated women)**

- Prometheus
- In Dutch
- A parody of cookbooks of the fifties
- According to *De Telegraaf*, the Netherlands' biggest newspaper, this book was "the Dutch answer to Bridget Jones' Diary."

**1999****Grrls! Jonge vrouwen en emancipatie****(Grrls! Young women and emancipation)**

- Prometheus
- In Dutch
- Pamphlet about women's emancipation
- The book was a starting point for heated debate amongst feminists about the contribution of new generations to the emancipation process.
- National newspaper *de Volkskrant* described this as a "fresh contribution" to the "feminist debate."

## APPENDIX B. ACADEMIC PUBLICATIONS

**In Peer Reviewed Academic Journals:**

Cels, S, 2017, 'Saying sorry: Ethical leadership in the context of public apologies,' *The Leadership Quarterly* 28(6): pp. 701-826.

Cels, S, 2015, 'Interpreting Political Apologies: The Neglected Role of Performance,' *Political Psychology* 36(3), pp. 351-360.

Cels, S, Van Twist, M, De Jong, J, Karré, F, 2010, 'Recovery.gov: Een experiment in dynamisch verantwoording', *Bestuurskunde* 19 (1).

**Book Chapters:**

'Fora of Forgiveness', in: *Public Forgiveness in Post Conflict Contexts*, Stokkum, B., Doorn van, N.; Tongeren van P. (ed.), Transitional Justice Series 10, Intersentia Publishers.

### Other:

Moore, G., Cels, S, De Jong, J, 2016, 'Combating Low Literacy in the Netherlands: A Case of Embedded Education.' Occasional Paper, Ash Center for Democratic Governance and Innovation, Harvard Kennedy School.

Cels, S, De Jong, J, 2016. 'De Verleiding en de Verantwoordelijkheid.' *Tijdschrift voor Toezicht*.

De Jong, J, Cels, S, 2014. 'What Are Technology Innovations Really About?' *Compendium Public Services Innovation*, Dubai School of Government.

## APPENDIX C. ADDITIONAL TEACHING CASES

- Chronological order
- Based on the Harvard case method
- Include teaching notes

### 2021

#### **"It's Not Thirty Pesos; It's Thirty Years": Mass Protests in Santiago, Chile (2019)**

- With Alejandra Villanueva
- Topic: Public leadership, resistance to change, reckoning with history

#### **What Matters Most: Sparking Change in STEM Education in the US**

- Topic: Leadership, collaboration, problem solving
- For exclusive use in HKS DPI312 "Sparkling Social Change"

### 2018

#### **Order! Kids in Court!**

- Topic: Strategy, problem solving, public value theory

### 2016

#### **Conflicting Messages: Government Communication during the Migrant Crisis in 2015 (Netherlands)**

- With Jorrit de Jong
- Topic: Topic: Public leadership, resistance to change, strategic communication
- Commissioned by the Dutch Public Service (Bureau ABD)
- In Dutch

### 2015

#### **Wanted: Partners: Cross-sector Innovation in the Fight against Human Trafficking in the Netherlands**

- With Martijn Groenleer & Jorrit de Jong
- Topic: Leadership, strategy, collaboration, theory of change
- Commissioned by the Dutch Public Prosecution Service

### **"We'll Deal with This:" Combating Criminal Gangs in the South of the Netherlands**

- With Jorrit de Jong
- Topic: Public leadership, strategy, cross-organizational collaboration
- Commissioned by the Dutch Public Prosecution Service
- In Dutch

### **"No one is special:" How P-Direkt Came into Being**

- With Jorrit de Jong
- Topic: Challenges of creating shared services in government
- In Dutch

## **2014**

### **Housing the Homeless: Implementing the Vulnerability Index in New Orleans**

- With Jorrit de Jong
- Topic: Leadership, strategic communication, problem-solving
- Commissioned by Lectureship for Social Innovation (Hogeschool Arnhem-Nijmegen)

### **A Case of Perseverance: Measuring Success in Cross Sector Collaborations to Combat Organized Crime**

- With Jorrit de Jong
- Topic: Leadership, strategic (performance) management
- Commissioned by the Dutch Public Prosecution Service
- In Dutch

## **2013**

### **The Solar Pope: The Ascent of Solar Power in Germany**

- With Peter Kasbergen and Jorrit de Jong
- Topic: Leadership, Collaboration, Policy legacy
- Commissioned by the Institute for Sustainable Process Technology, Netherlands

## **2012**

### **Business as Usual? The first HPV Vaccination campaign in the Netherlands**

- With Jorrit de Jong
- Topic: Strategy, strategic communication, social media-campaigns
- Commissioned by the Dutch Public Service (Bureau ABD)

### **"Van Heidag tot Heibel:" Designing the Personal Care Budget**

- With Jorrit de Jong
- Topic: Changing the tools of governance in Dutch health care
- Commissioned by the Dutch Public Service (Bureau ABD)
- In Dutch

## **2011**

### **Plausible Concerns: On the Youth-at-Risk Database in the Netherlands**

- With Jorrit de Jong
- Topic: Problem-solving, Strategy, cross-organizational collaboration, competing values and constitutional law
- Commissioned by the Dutch Public Service (Bureau ABD)
- In Dutch

### **A Good ID? How ICTs transform public service delivery**

- With Jorrit de Jong
- Topic: Strategic management, innovation, collaboration
- In Dutch

### **2010**

#### **Spreading the Problem: How a Dutch Dissident Mayor Tried to Discourage Drugs Tourism**

- With Jorrit de Jong
- Topic: Leadership, collaboration, problem solving, dealing with policy-legacy
- Commissioned by the Dutch Public Service (Bureau ABD)
- In Dutch

#### **A Firm Approach: How to Deal with Criminal Children in Dutch Cities**

- With Jorrit de Jong
- Topic: Problem solving, dealing with policy legacy
- Commissioned by the Dutch Public Service (Bureau ABD)
- In Dutch

#### **Under the Radar: Introducing Medical Informatics Innovations in Japan**

- With Jorrit de Jong
- Topic: Problem solving, social innovation, cross-organizational collaboration, dealing with policy legacy

## **APPENDIX D. ADDITIONAL ARTICLES (SELECTION)**

- **Publications in Dutch National Newspapers**
- **Mostly Op-eds**

### **2008**

‘Niet iedereen mag op de foto’ (‘Not Everyone Is Allowed to Be In the Picture’), *Trouw*, March 7.

‘Obama wint met vrouwelijk imago’ (‘Obama is the First ‘Feminine’ Presidential Candidate’), with J. de Jong, *Trouw*, June 6.

‘Calculerende campagne kostte Clinton sympathie’ (‘Clinton’s Calculations cost Voters’ Sympathy’), *Trouw*, June 4.

‘Wat Obama voor zwart Amerika doet, kan Clinton niet voor de vrouwen’ (‘What Obama Does for Afro-Americans, Clinton Can’t Do for women’) *Trouw*, March 21.

‘Waarom Clinton in Texas gewonnen heeft’ (‘Why Clinton Won Texas’) *Trouw*, March 14.

‘Veertien Verboden Woorden’ (‘Fourteen Forbidden Words in Politics’) *Staatscourant*, March 10.

‘Leiderschap in beeld’ (‘Leadership in Images’) *Communicatie*, February.

'Een Nederlandse Obama zou het moeilijk hebben' ('A Dutch Obama would have a Difficult Time'), *Trouw*, February 19.

'Clinton laat zien dat moddergooien loont' ('Clinton Shows that Throwing Mud is Rewarding'), *Trouw*, January 24.

'Vijf mythes rondom framing' ('Five Myths about Framing'), *Communicatie*, January.

## 2007

'Als het imago maar groen is' ('Greens are losing fertile ground'), with Joan Arensman, *Trouw*, August 24.

'Grenzen aan propaganda' ('Limits to Propaganda'), with Joan Arensman, *Trouw*, June 21.

'Talkshow zet parlement op zijspoor' ('Talkshow Sidetracks Parliament'), with Joan Arensman, *NRC Handelsblad*, May 1.

'Niet in de Kamer, wel bij Knevel' ('Not in the House, Yet with Knevel'), with Joan Arensman, *NRC Next*, May 21.

'Sarko won verkiezingen op imago' ('Sarko Won Elections by Image'), with Joan Arensman, *Trouw*, May 7.

'Moeder de vrouw wordt zeker geen president' ('The Housewife Has No Chance of Winning the Presidency'), *NRC Handelsblad*, May 12.

## 2006

'Is Amerika klaar voor Bill Clinton als First Lady' ('Is the US Ready For Bill Clinton as First Lady?'), *NRC Handelsblad*, June 3.

# APPENDIX E. EXECUTIVE EDUCATION PROGRAMS

- Teaching experience in executive education programs
- Average teaching score: 4.5

2024
<b>Leadership in the 21<sup>st</sup> century</b> "Dealing with Past Wrongs"
<b>Harvard University Administrative Fellows Program</b> "Immunity to change"
<b>SICI Cheng Fellow Program</b> "Dealing with unintended consequences of social innovation"
<b>TBD</b>
2023
<b>Leadership in the 21<sup>st</sup> century</b> "Dealing with Past Wrongs"

<b>SICI Cheng Fellow Program</b> "Identifying unintended consequences of social innovation"
<b>Sr. Executives in State and Local Government Program</b> "Strategic management in the public sector: Public value theory"
<b>Harvard University Administrative Fellows Program</b> "Immunity to change"
<b>Visionary Leadership for a New Era</b> "Challenges in cross sector collaboration"
<b>Innovation in Governance, Netherlands</b> "Theory of Change" & "Public value theory"
<b>2022</b>
<b>Leadership in the 21<sup>st</sup> century</b> "Dealing with Past Wrongs"
<b>SICI Cheng Fellow Program</b> "Dealing with unintended consequences of social innovation"
<b>Sr. Executives in State and Local Government Program</b> "Strategic management in the public sector: Public value theory"
<b>Harvard University Administrative Fellows Program</b> "Immunity to change"
<b>Sr. Executives in State and Local Government Program</b> "Strategic management in the public sector: Public value theory"
<b>2021</b>
<b>Wexner Senior Leadership Program, February</b> "Strategic challenges in cross sector collaboration"
<b>SICI Cheng Fellow Program</b> "Dealing with unintended consequences of social innovation"
<b>Creating Collaborative Solutions</b> "Introduction to program pedagogy," "Stakeholder engagement: Logic of engagement in public action," "Immunity to change"
<b>Harvard University Administrative Fellows Program</b> "Immunity to change"
<b>2020</b>
<b>Wexner Senior Leadership Program, February</b> "Strategic challenges in cross sector collaboration"
<b>SICI Cheng Fellow Program</b> "Dealing with unintended consequences of social innovation"
<b>Creating Collaborative Solutions</b> "Introduction to program pedagogy" "Stakeholder engagement: Logic of engagement in public action" "Immunity to change"
<b>Harvard University Administrative Fellows Program</b> "Immunity to change"
<b>2019</b>
<b>Wexner Senior Leadership Program, Israel, December</b> "Introduction to the case method," "Strategic challenges in cross sector collaboration"

<b>Creating Collaborative Solutions</b> "Introduction to program pedagogy," "Stakeholder engagement: Logic of engagement in public action," "Immunity to change"
<b>Strategies for Building and Leading Diverse Organizations</b> "Immunity to change"
<b>Achieving Excellence (Joint Center for Housing)</b> "Making change stick: Creating path dependence"
<b>SICI Cheng Fellow Program</b> "Dealing with unintended consequences of social innovation"
<b>Wexner Senior Leadership Program, Campus, Spring</b> "Strategic challenges in cross sector collaboration"
<b>2018</b>
<b>Strategies for Building and Leading Diverse Organizations</b> "Immunity to change"
<b>Wexner Senior Leadership Program, Israel, December</b> "Strategic challenges in cross sector collaboration"
<b>Senior Executives in State and Local Government</b> "Strategic management in the public sector: Creating public value"
<b>Creating Collaborative Solutions</b> "Introduction to program pedagogy," "Stakeholder engagement: Logic of engagement in public action," "Immunity to change"
<b>Innovation in Government, Netherlands)</b> "Stakeholder engagement: Logic of engagement in public action"
<b>Adaptive Leadership and Diversity (Baillie Gifford)</b> "Immunity to change"
<b>Senior Executive Leadership Program, Brazil</b> "Strategic management in the public sector: Creating public value," "Immunity to change"
<b>Danish Senior Executive Program (KIOL)</b> "Breaking through bureaucracy"
<b>Strategic Leadership in Government</b> "Stakeholder engagement: Citizens as co-producers," "Recovering the public in public value"
<b>Wexner Senior Leadership Program, Spring</b> "Strategic challenges in cross sector collaboration"
<b>2017</b>
<b>Recovering the Public in Public Value</b> "Stakeholder engagement: Citizens as co-producers," "Recovering the public in public value"
<b>Creating Collaborative Solutions</b> "Logics of stakeholder engagement: A value-based approach," "Logics of stakeholder engagement: A capacity-based approach"
<b>Senior Executive Program Program, Brazil</b> "Strategic management in the public sector: Creating public value," "Immunity to change"
<b>Senior Executives in State and Local Government</b> "Strategic management in the public sector: Creating public value"
<b>Emerging Leaders Program</b> "Strategic communication: Framing"

<b>Leaders in Development</b> "Strategic Challenges in stakeholder engagement"
<b>2016</b>
<b>Creating Collaborative Solutions</b> "Strategic challenges: Stakeholder analysis & Problem framing"
<b>ENAP Senior Executive Leadership Program, Brazil</b> "Strategic management in the public sector: Creating public value," "Strategic communication: Framing"
<b>Innovation in Governance, Netherlands</b> "Strategic communication for social innovation"
<b>Emerging Leaders Program</b> "Strategic communication for social innovation"

#### **HARVARD EXTENSION SCHOOL, HARVARD SUMMER SCHOOL**

- Full 3-week courses, MGMT-4032
- Average teaching score: 4.8

<b>Course</b>	<b>Score</b>
Becoming an agent of change: Strategic Leadership for Innovation, January 2016	5.00
Ibid., Summer 2016	4.72
Ibid., Summer 2015	4.82

#### **GEORGETOWN UNIVERSITY MCCOURT SCHOOL FOR PUBLIC POLICY**

- Day-long session in public management program
- Average teaching score: 4.7

<b>Course</b>	<b>Score</b>
Innovation & Leadership in Government Program, 2017	4.71
Ibid., 2016	4.71
Ibid., 2015	4.81
Ibid., 2014	4.71