

Herman B. Leonard  
*George F. Baker, Jr.*  
*Professor of Public Management*  
John F. Kennedy School of Government  
and  
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*Professor of Business Administration*  
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## Herman Beukema Leonard

### Academic Positions

George F. Baker, Jr. Professor of Public Management, John F. Kennedy School of Government, Harvard University (1986- );  
Associate Professor of Public Policy (1983-1986)  
Assistant Professor of Public Policy (1979-1983)

Eliot I. Snider and Family Professor of Business Administration, Harvard Business School, Harvard University (2004- )

Faculty Co-Chair of the Social Enterprise Initiative, Harvard Business School, Harvard University (2004- )

Faculty Co-Director, Program on Crisis Leadership, John F. Kennedy School of Government, Harvard University (2002-..)

Academic Dean for the Teaching Programs, John F. Kennedy School of Government, Harvard University (1996-2000)

Academic Dean for Curriculum and Instruction, John F. Kennedy School of Government, Harvard University (1992-1996)

Harvard University Junior Fellow (1976-1979)

Assistant Head Tutor in Economics, Harvard University (1975-1979)

### Other Professional Experience

Member, World Economic Forum Global Agenda Council on Catastrophic Risks (2008 - );  
Chair (2009 - 2010); Acting Chair (2010 – 2011)

Member, Advisory Committee on the Quadrennial Review of Homeland Security (2008-2010)

Member, Board of Directors, Harvard Pilgrim Health Care HMO (2000- ); Finance  
Committee Chair (2008 - )

Member, Board of Directors, ACLU-Massachusetts (2005-2008)

Trustee, Massachusetts Health and Education Tax Exempt Trust (1993-1996)

Member, Board of Directors, Massachusetts Civic Investments (1992-2005)

Member, New York City Debt Management Advisory Committee (1990-1994)

Member, Board of Directors, Massachusetts Health and Educational Facilities Authority (1989-1999)

Member, Research and Education Advisory Panel, General Accounting Office (1987-2000)

Member, National Academy of Sciences Committee on the Superconducting Supercollider (1987)

Chairman, Massachusetts Governor's Task Force on the College Opportunity Program (1987-1988)

Member, Task Force on Infrastructure Accounting, Governmental Accounting Standards Board (1986-1990)

Member, Editorial Board, Research in Governmental and Non-Profit Accounting (1986-1992)

Member, National Academy of Sciences Committee on National Urban Policy (1985-1990)

Member, U.S. Senate Budget Committee Private Sector Advisory Council on Infrastructure Financing (1985-87)

Member, College Board Committee on Standards of Ability to Pay (1985-1988)

Senior Advisor, Council of Governor's Policy Advisors (1984-1994)

Member, Massachusetts Governor's Advisory Council on Infrastructure (1983-1984)

Member, Alaska Governor's Council on Economic Policy (1981-1982)

Co-Chairman, Mayor's Financial Advisory Task Force, City of Somerville (1980-1982)

President and Chief Executive Officer, Delta House Projects, Inc., Cambridge, MA (1982-1983)  
Treasurer (1981-1982)  
Member, Board of Directors (1981-1991)  
Trustee, Delta House Pension Fund (1982-1985)

## Books and Monographs

**Managing Crises: Responses to Large-Scale Emergencies** (co-editor and co-author with Arnold M. Howitt) Washington, DC: CQ Press, 2009

**Entrepreneurship in the Social Sector** (with Jane Wei-Skillern, James Austin, and Howard Stevenson) Thousand Oaks, CA: Sage Publications 2007

**The Federal Budget and the States: Fiscal Year 1999** (with Jay H. Walder) Washington, DC: US Senate Printing Office, 2000

**The Federal Budget and the States: Fiscal Year 1998** (with Jay H. Walder and Jose A. Acevedo) Washington, DC: US Senate Printing Office, 1999

**National Park Bonds: A Patch or A Panacea?: A Report on Meeting the Financial Needs of Our National Parks** (with Henry Lee, Jay Walder, Peter Zimmerman, and Wendy Vanasselt) Belfer Center for Science and International Affairs, April 1998

**The Federal Budget and the States: Fiscal Year 1997** (with Jay H. Walder) Washington, DC: US Senate Printing Office, 1998

**The Federal Budget and the States: Fiscal Year 1996** (with Jay H. Walder) Washington, DC: US Senate Printing Office, 1997

**The Federal Budget and the States: Fiscal Year 1995** (with Monica E. Friar and Jay H. Walder) Washington, DC: US Senate Printing Office, 1996

**The Federal Budget and the States: Fiscal Year 1994** (with Monica E. Friar) Washington, DC: US Senate Printing Office, 1995

**The Federal Budget and the States: Fiscal Year 1993** (with Monica E. Friar) Washington, DC: US Senate Printing Office, 1994

**By Choice or By Chance? Tracking the Values in Massachusetts' Public Spending**, Pioneer Institute, 1992

**Checks Unbalanced: The Quiet Side of Public Spending**, Basic Books, 1986

**Inference in Partially Identified Models**, Ph.D. Dissertation, Harvard University, 1979

**Discrimination in Rural Housing** (with Janet K. Marantz and Karl E. Case), Lexington, MA: D.C. Heath and Company, 1976.

## Articles and Chapters

“Leading in Crises: Observations on the Political and Decision-Making Dimensions of Response” (with Arnold M. Howitt), in Uriel Rosenthal, et al., eds., *Megacrises* (forthcoming 2011).

“Organising Response to Extreme Emergencies: The Victorian Bushfires of 2009” (with Arnold M. Howitt), *Australian Journal of Public Administration* (forthcoming 2010)

“The Strategic Balance of Disaster Risk Management” (with Arnold M. Howitt), *Administration Reform*, Vol. 16, No. 8 (2010), pp. 27-29. (In Chinese)

“Advance Recovery and the Development of Resilient Organizations and Societies” (with Arnold M. Howitt), in *Integrative Risk Management: Advanced Disaster Recovery* (Zurich, Switzerland: Swiss Re, 2010).

“Understanding and Coping with the Increasing Risk of System-Level Accidents” (with Arnold M. Howitt), in *Integrative Risk Management: Advanced Disaster Recovery* (Zurich, Switzerland: Swiss Re, 2010).

- “Acting in Time Against Disasters: A Comprehensive Risk Management Framework” (with Arnold M. Howitt), Chapter 2 in Howard Kunreuther and Michael Useem, eds, *Learning from Catastrophes: Strategies for Reaction and Response*, Wharton School Press, 2009
- “Can the virtuous mouse and the wealthy elephant live happily ever after?” *California Management Review*, Vol. 51, No. 1, Fall 2008
- “‘Routine’ or ‘Crisis’ – the Search for Excellence” (with Arnold M. Howitt) *Crisis/Response Journal* (June 2008)
- “Against Desperate Peril: High Performance in Emergency Preparation and Response,” (with Arnold M. Howitt) in Deborah E. Gibbons, ed., **Communicable Crises: Prevention, Response, and Recovery in the Global Arena**, Information Age Publishing, 2007. Abridged version also published in Chinese in *Chinese Emergency Management* (Issue 1, pp 34-37), 2007
- “Measuring Performance” in Jane Wei-Skillern, James Austin, Howard Stevenson, and Herman B. Leonard, **Entrepreneurship in the Social Sector**, Sage Publications, 2007
- “Corporate Social Responsibility Strategy and Boards of Directors” (with V. Kasturi Rangan), **Boardroom Briefing** (Vol. 3 No. 4) Winter 2006
- “When is Doing Business with the Poor Good – For the Poor? A Household and National Income Accounting Approach” in V. Kasturi Rangan, John Quelch, Gustavo Herrero, and Brooke Barton, eds, **Business Solutions for the Global Poor: Creating Social and Economic Value**, San Francisco: Jossey-Bass, 2007
- “In the Eye of the Storm” (with Arnold M. Howitt), **Threshold** (September 2006)
- “Beyond Katrina: Improving Disaster Response Capabilities” (with Arnold M. Howitt), **Crisis/Response Journal** (two part series, June and September 2006)
- “Political Control and Operational Command: Building a Balanced Disaster Control System” (with Arnold M. Howitt), **U.S. Senate Homeland Security and Governmental Affairs Committee**, March 22, 2006
- “Katrina as Prelude: Preparing for and Responding to Katrina-Class Disturbances in the United States” (with Arnold M. Howitt) **U.S. Senate Homeland Security and Governmental Affairs Committee**, March 8, 2006
- “Katrina and the Core Challenges of Disaster Response,” **The Fletcher Forum of World Affairs**, Vol. 30:1 (Winter 2006), pp. 215-221.
- “A Command System for All Agencies?” (with Arnold M. Howitt), **Crisis Response** 2005 Vol. 1:2 pp. 40-42
- “Accountability in Hong Kong: Transiting from Colony to Democracy” (with Thomas Axworthy), **Asia Pacific Foundation of Canada**, (January 2005)
- “Corporate Social Entrepreneurship: A New Vision of CSR” (with James Austin, Ezequiel Reficco, and Jane Wei-Skillern), Marc Epstein and Kirk Hanson, eds, **The Accountable Corporation Series, CSR Volume 3** (2005)

- "Social Entrepreneurship: It's for Corporations, Too" (with James Austin, Ezequiel Reficco, and Jane Wei-Skillern), chapter in **Social Entrepreneurship**, Oxford University Press (2005)
- "In the Heat of the Moment" (with Arnold Howitt), **Compass** Fall 2004 Vol. 2 No. 1, pp 18-23
- "Leadership in Crisis Situations," in James MacGregor Burns, ed., **The Encyclopedia of Leadership**, Great Barrington: Berkshire Publishing Group, 2004
- "Variations in Costs of Living Across States" (with Monica E. Friar) Taubman Center for State and Local Government Working Paper, February 1998
- "The Role of Policy Analysis and Evaluation," in Ecole Nationale d'Administration: **L'impact de l'évaluation sur des Décisions Publiques**, 1992
- "Learning About Learning from Data: The Work of Edward Leamer" (with Keith E. Maskus), in **New Horizons in Economic Thought**, Aldershot, UK: Edward Elgar Publishing Company, 1992
- "Why Massachusetts Struggles," **Massachusetts Business Yearbook**, April 1991.
- "With Open Ears: Listening and the Art of Discussion Learning," in C. Roland Christensen, et.al., eds., **Education for Judgment: The Artistry of Discussion Leadership**, Boston, MA: Harvard Business School Press, 1991
- "In God We Trust: The Political Economy of the Social Security Reserves", in Carolyn Weaver, ed., **Social Security's Looming Surpluses: Prospects and Implications**, Washington, DC: The American Enterprise Institute Press, 1990
- "Private Time: The Political Economy of Private Prison Finance," in Douglas MacDonald, ed., **Private Prisons and the Public Interest**, New Brunswick, NJ: Rutgers University Press, 1990
- "Paying for College After 2000: What Can We Do for the Access-Endangered?" **The College Board Review**, 1989
- "Shadows in Time: The Perils of Intergenerational Transfers," **The Generational Journal**, April 1988
- "Amnesty, Enforcement, and Tax Policy," (with Richard J. Zeckhauser), in **Tax Policy and the Economy**, NBER and MIT Press, 1987
- "Investing in the Defense Workforce: The Debt and Structure of Military Pensions," in **Public Sector Payrolls**, Chicago: University of Chicago Press, 1986
- "Promise Them Anything: The Incentive Structures of Local Public Pension Plans," (with Howard L. Frant) in **Public Sector Payrolls**, Chicago, IL: University of Chicago Press, 1986
- "The Derivation of the Bayesian Ramsey Pricing Rule," (with William B. Tye) **Transportation Research (Part B)**, 1986

- "Measuring and Reporting the Financial Condition of Public Organizations," **Research in Governmental and Non-Profit Accounting**, Vol. 1, 1985
- "The Federal Civil Service Retirement System," in **Pensions, Labor, and Individual Choice**, Chicago: University of Chicago Press, 1985
- "Financial Risk and the Burdens of Contracts," (with Richard J. Zeckhauser), **American Economic Review Papers and Proceedings**, May 1985
- "Cost-Benefit Analysis Applied to Risks: Its Philosophy and Legitimacy," (with Richard J. Zeckhauser) in **Values at Risk**, Totowa, NJ: Roman & Allanheld, 1985
- "Taxation and the Poor" (with Helen F. Ladd) in **The State and the Poor in the 1980s**, Boston: Auburn House, 1984
- "What is Public Finance?," in **Teaching Public Management: Proceedings of a Workshop to Assess Materials and Strategies**, Boston University: Public Policy and Management Program for Case and Course Development, 1984
- "Public Insurance Provision and Non-Market Failures," (with Richard J. Zeckhauser) in **The Geneva Papers on Risk and Insurance**, April 1983
- "Elicitation of Honest Preferences for the Assignment of Individuals to Positions," **Journal of Political Economy**, June 1983
- "The Fragility of Econometric Reporting," (with Edward E. Leamer) **Review of Economics and Statistics**, May 1983
- "On the Problems of Applying Ramsey Pricing to the Railroad Industry with Uncertain Demand Elasticities," (with William B. Tye) **Transportation Research**, Vol. 17A, No. 6, 1983
- "Cost-Benefit Analysis Defended," (with Richard J. Zeckhauser) **Report from the Center for Philosophy and Public Policy**, University of Maryland, Summer 1983 (condensed version of "Cost-Benefit Analysis Applied to Risks," listed above)
- "Federal Credit and the Shadow Budget," (with Elisabeth H. Rhyne) **The Public Interest**, Fall 1981
- "The Distribution of Fiscal Burdens and Benefits," (with Richard A. Musgrave and Karl E. Case) **Public Finance Quarterly**, July 1974
- "Matrix-Weighted Averages: Computation and Presentation," **Proceedings of the Eleventh Symposium on the Interface of Computers and Statistics**, Raleigh, NC: Institute of Statistics, 1978

## Published Reports

- "Taxes and Retirement in the State of Maine," (with John D. Donahue) Report to the Libra Foundation, October 1999

- "The Value Choices in State and Local Spending: A Workbook" (with Monica Friar), Washington, DC: Council of Governor's Policy Advisors, 1994
- "Financing Sub-National Government Expenditures: Perspectives from the United States Experience," in Robert P. Beschel, Jr. And Kerry S. McNamara, eds., **Will Decentralization Succeed? National, Regional, and Local Development in Multi-Party Democracies**, Kennedy School of Government Taubman Center for State and Local Government Project Liberty conference report, July 1991
- "Good Ideas: What Makes for Quality in Innovation?," Kennedy School of Government Innovations Project, 1988
- "Re-Establishing the Regulatory Bargain in the Electric Utility Industry," (with Joseph P. Kalt and Henry Lee) Boston Edison Review Panel, 1987
- "Opening the Window: Needs Analysis and Long Term Effort to Pay for College," The College Board, 1987
- "Block Grants and the Accountability of Capital Spending," (with Howard L. Frant), Urban Mass Transit Administration, 1986
- "Creative Financing of New York City Projects," New York City Office of Economic Development, 1984
- "Legitimizing Risk Management for Toxic Chemicals," (with Richard J. Zeckhauser), Interdepartmental Committee on Toxic Chemicals, Government of Canada, March 1984
- "Federal and State Infrastructure Banking: Political and Institutional Issues," (with Richard P. Nathan) Port Authority of New York and New Jersey, November 1983
- "Services from Public Capital: The Outlook for Boston's Physical Infrastructure," (with Arnold Howitt, Helen F. Ladd, and Ann B. Weeks) Harvard-MIT Joint Center for Urban Studies, 1983
- "Financing the Cleanup of Uncontrolled Hazardous Waste Sites," (with Henry Lee and Susan Bender) Environmental Protection Agency, September 1982
- "Housing Regulation in Cambridge: Its Goals and Effects," Cambridge Chamber of Commerce, 1981
- "Condominium Conversion in Massachusetts: An Evaluation of its Benefits and Costs," (with J.F. Kain and K.E. Case), 1980
- Baseline Analysis of the Urban Homesteading Program**, (co-author) Cambridge, MA: Urban Systems Research and Engineering, 1978
- Barriers to Equal Opportunity in Rural Housing Markets**, (co-author) Cambridge, MA: Urban Systems Research and Engineering, 1977
- Simulation of the Market Effects of Housing Allowance, Volume III** (with Gregory K. Ingram and Robert Schafer), New York: National Bureau of Economic Research, 1976

## Curriculum Materials (partial listing)

- “Absolute Return for Kids” (with Marc J. Epstein and Melissa R. Tritter) HBS #9-309-036, 2008
- “Digital Divide Data: A Social Enterprise in Action” (with Marc J. Epstein and Wendy K. Smith) HBS #9-307-106, 2007
- “Opportunity International: Measurement and Mission” (with Marc J. Epstein and Melissa R. Tritter) HBS # 9-307-067, 2006
- “The Augusta National Golf Club Controversy” (A), (B), (C), and Teaching Note (with Marc Epstein and Melissa Tritter) HBS #9-306-060, 2005
- “KaBOOM!: Play and Performance” (A), (B), and (C) (with Marc Epstein and Laura Winig) HBS #9-306-056, 2005
- “Timberland: Commerce and Justice” (with James Austin and James Quinn) HBS #9-305-002, 2004
- “The Forest Service and Transitional Fires” (with Jerry T. Williams) 2004
- “First Night 2004” (crisis management case) (2002)
- “David Ellwood’s First Senior Staff Meeting” (strategy, analysis and advocacy case) (2000)
- “The Situation at Warehouse 7” (crisis management simulation exercise) (1998)
- “The CendralExpo Export Processing Zone Project” (A) and (B) (organizational strategy and advocacy case developed for the HBS World Bank EDP program) (1998)
- “The Situation at Research Lab 26X” (crisis management simulation exercise) (1995)
- “South Africa Civil Service Simulation Exercise” (computer modeling and policy analysis and advocacy exercise) (1995)
- “NEO 2394 Karensky” (risk analysis crisis management simulation exercise) (1994)
- “Rock Harbor Workshop 1970” and “Rock Harbor Workshop 1990” (financial management cases) (1990)
- “Town of Holden Health Insurance Procurement” (financial management case) (1981)

## Unpublished Articles, Working Papers, and Notes

- “Recovery in Aceh: Towards a Strategy of Emergence” (with Daniel Curran) **HBS Working Paper** #05-082, May 2005
- “Sudden Conflict: The Clash of Cultures at the Heart of Crisis Management,” (with Arnold M. Howitt), Summer 2004



- “Firefighting and Fire Size: A Dimensional Analysis” Spring 2004
- “A Short Note on Public Sector Strategy-Building” Fall 2001
- “Four *Divergent* Challenges of Performance Management,” Kennedy School Executive Session on Performance Management, June 2000
- “Motivation, Learning, and Performance Management,” Kennedy School Executive Session on Performance Management, June 2000
- “State Poverty Rates Adjusted by Variations in Costs of Living Across States” (with Monica E. Friar) 1995
- “Values in Transition: The Choices Embodied in State and Local Spending” (with Monica E. Friar), Boston, MA: Taubman Center for State and Local Government, 1992
- “Theory S and Theory T,” National Academy of Public Administration project on public management, 1984
- “Theory S, Theory T, and Financial Management,” National Academy of Public Administration project on public management, 1984
- “Inference in Partially Identified Models.” Ph.D. diss., Harvard University, 1979

## Statistics Packages

- SEARCH – A Bayesian regression analysis package developed jointly with Edward E. Leamer (1977)
- UMPIRE – An interactive package of linear regression analysis routines including generalized errors in variables and specification error analysis (1979)

## Teaching Experience (partial listing)

Harvard Business School

MBA Program

Business Leadership and Strategic Corporate Citizenship (2004-2006))

Executive Programs

- Strategic Perspectives in Non-Profit Management (2004, 2005)
- Governing for Nonprofit Excellence (2005)
- Corporate Social Responsibility (2005)
- Middle East SEP (2003, 2004)
- Performance Management for Non-Profit Organizations (2002-2005)
- South Africa SEP (2001-2003)
- World Bank EDP (1998-2001)

## Kennedy School of Government

### Academic Degree Programs

- Public Sector Finance and Financial Management
- Public Finance
- Econometrics
- Political and Moral Philosophy, Democratic Theory, and Ethics
- Policy Analysis

### Executive Programs

#### Faculty Chair

- Crisis Management [co-chair] (2001- )
- Crisis Leadership in Higher Education (2009- )
- Wexner Fellows co-curricular seminar (1999-2003)
- Strategic Perspectives in Nonprofit Management (2004- )
- Governing Nonprofit Enterprise (2005- )
- Hong Kong LEAD (1997-2007)
- Senior Executive Fellows Program (1992-2001)

#### Teaching (partial listing)

- Crisis Management (2002- )
- Performance Management in the Public Sector (2002, 2003)
- Leadership Enhancement and Development (Hong Kong) (1998- )
- Leadership in the 21<sup>st</sup> Century (1998-2002)
- Subcabinet Seminar (September 1983, November 1983, April 1984, May 1984, December 1984, September 1985, November 1985, September 1987)
- National and International Security Managers (1992)
- Senior Managers in Government (1981, 1982, 1983, 1985, 1986, 2000, 2001, 2002)
- Senior Executives in State and Local Government (1981-1982, 1985-1996, 2000-2002)
- Senior Officials in National Security (1984-1994)
- Senior Executive Fellows (1980-1985, 1987-2002)
- Strategic Budgeting for Massachusetts Executives (1985)
- Financial Management in Mental Health (1983)

#### Teaching Seminars

- Leadership Educators (KSG Executive Program) (1999-2000)
- Chinese National School for Administration (1997)
- Kuwait University (1997)
- South Africa (1992, 1993, 1994, 1997)
- PEW Foundation Initiative in Diplomatic Training (1986, 1988)
- Junior Faculty Teaching Seminar (organizer, with John Bohrer), 1984, 1985
- National Defense University, 1984
- Army Logistics Management Center, 1983
- Defense Systems Management College, 1982

#### Department of Economics, Harvard University

- Computer Modeling

#### Department of Economics, Boston University

- Public Finance

## Degrees

Ph.D. in Economics, Harvard University, 1979  
A.M. in Economics, Harvard University, 1976  
A.B. Summa Cum Laude in Economics, Harvard University, 1974

## Awards

Kennedy School Students Association "Best Teacher" Award, 1981 (shared with Jon Brock and Julie Boatright Wilson)  
National Science Foundation Graduate Fellow in Economics (1974-1979)  
Allyn Young Prize, "Outstanding Thesis in the Department of Economics," 1974  
Williams Prize, "Best Senior in the Department of Economics," 1974  
Phi Beta Kappa Junior Twelve, 1973  
Jacob Wendell Scholar, "Outstanding Scholar of the Freshman Class," 1972  
James Bryant Conant Prize, "Best Term Paper in the Natural Sciences," 1971  
Presidential Scholar, 1970  
National Merit Scholar, 1970  
Harvard National Scholar, 1970