

Jorrit de Jong

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Employment

Harvard University and Harvard Kennedy School of Government, Cambridge, MA, United States

2021-Present Emma Bloomberg Senior Lecturer in Public Policy and Management
2021-Present Director, Bloomberg Center for Cities at Harvard University
2016-Present Faculty Director, Bloomberg Harvard City Leadership Initiative
2019-2021 Senior Lecturer in Public Policy and Management
2013-2019 Lecturer in Public Policy and Management
2012-2013 Adjunct Lecturer in Public Policy
2011-2022 Academic Director, Innovations in Government Program
2010-2013 Senior Fellow, Ash Center for Democratic Governance and Innovation
2008-2010 Research Fellow, Ash Center for Democratic Governance and Innovation
2005-2007 Visiting Scholar, Ash Center for Democratic Governance and Innovation

Leiden University, Leiden, The Netherlands

2005-2007 Director of the Centre for Government Studies, Campus The Hague.

Kafka Brigade, The Hague, The Netherlands

2004-2012 Founding Co-Director of a social enterprise diagnosing and remedying bureaucratic dysfunction.

United Knowledge, Amsterdam, The Netherlands

1999-2004 Founding Co-Director of a start-up tech company specializing in public sector innovation.

Education

2012 Ph.D. in Public Policy and Management, VU University Amsterdam, the Netherlands.
2008 M.A. in Philosophy of Culture and Society, Leiden University, the Netherlands.
2001 M.Sc. in Public Administration, Leiden University, the Netherlands.

Articles in Peer-reviewed Academic Journals

Research on Strategic Management and Leadership in Government

- (tbd) Lerner, J., Ganz, M., Zabel, C., Srivastava, S., Koenig, F., Lilgendahl, J. P., Dorison, C., De Jong, J., Klusowski, J., Lee, I, Moore, M., **“The Psychology of Public Narrative: Conceptualization and Assessment,”** (in progress).
- (tbd) Lee, M., Mayne, Q., and De Jong, J., **“Time Use in Mayoral Transitions: An Exploratory Study,”** (under review with *Public Administration Review*).
- 2021 De Jong, J., Waardenburg, M., Steenbergen, B., and Vachon, N., **“All Minds on Deck? Assessing Distributed Strategic Capacity in Public Sector Organizations,”** in *Review of Public Personnel Administration*.
- 2019 Mayne, Q., De Jong, J., and Monge, F., **“State Capabilities for Problem-Oriented Governance,”** in *Perspectives on Public Management and Governance*.
- 2016 De Jong, J., Douglas, S., et al. **“Instruments of Value. Using the Analytic Tools of Public Value Theory in Teaching and Practice,”** in *Public Management Review*.

Research on Cross-boundary Collaboration in Government

- (tbd) Pulido-Gómez, S., De Jong, J., Rivkin, J.W., Kalaw, A., **“Cross-sector Collaboration in Cities: Learning Journey or Blame Game?”** (Revise and Resubmit from the *Journal of Public Administration Research and Theory – JPART*).
- (tbd) Waardenburg, M., Groenleer, M., De Jong, J., **“Performance Management in Collaborative Governance: A Literature Synthesis,”** (Revise and Resubmit from *Public Performance and Management Review*).
- (tbd) De Jong, J., Mayne, Q., Edmondson, A., Kalaw, A., **“Advancing Joint Problem-Solving in Cities: Creating Conditions for Capability Building,”** (in progress).
- (tbd) Russon Gilman, H., De Jong, J., Fung, A., and Moore, G., **“Designing Civic Engagement: Challenges and Choices for City Leaders,”** (in progress).
- 2023 Robb, K., LaPointe, M., Hemsing, K., Anderson, G., Anderson, J., De Jong, J., **“Inter-City Collaboration: Why and how cities work, learn, and advocate together,”** in *Global Policy*.
- 2022 Martínez Orbegozo, E. F., de Jong, J., Bowles, H. R., Edmondson, A., Nahhal, A., & Cox, L. **“Entry Points: Gaining Momentum in Early-Stage Cross-Boundary Collaborations,”** *The Journal of Applied Behavioral Science*, 58(4), 595–645. Doug McGregor Award for Runner-up Best Article of the Year.
- 2019 Groenleer, M., Waardenburg, M., De Jong, J., **“Paradoxes in Collaborative Governance: Investigating the Real-life Dynamics of Multi-agency Collaborations Using a Quasi-experimental, Action-research Approach”** in *Public Management Review*.

- 2017 Waardenburg, M., Groenleer, M.L.P., De Jong, J., Bolhaar, H., **“Evidence-Based Prevention of Organized Crime: Assessing a New Collaborative Approach,”** *Public Administration Review*.
* Chester Newland Award for Best Article of the Year in its Category.
- Research on Using Data and Evidence in Government*
- (tbd) Mayne, Q., Fernandez-Monge, F., and De Jong, J., **“A Data-Capacity Framework for Public Problem-Solving,”** (Revise and Resubmit from the *Journal of Public Administration Research and Theory – JPART*).
- (tbd) De La Campa, E. And De Jong, J., **“Generating and Leveraging Data in Real Time to Improve Rental Housing Market Stability in Cities,”** (in progress).
- (tbd) Dickens, E., Greifer, N., Rob, K., Marcoux, A., Creighton, J., Allegar, C., De Jong, J., **“The Effects of a City-Led Neighborhood Intervention on Resident Reporting Behavior: A Frontier Matching Approach,”** (under review with *Social Science Research*).
- (tbd) De Jong, J., Fernandez-Monge, F., Vachon, N., **“The Data-Informed City: A Framework on How and Why to Use Data in Local Governments,”** (under review with *Transforming Government: People, Process, Policy*).
- (tbd) Fernando Fernandez-Monge, Jorrit de Jong, Quinton Mayne, **“Developing Data-Capacity in Cities. An Empirical Analysis of Three Cities,”** (in progress).
- (tbd) De Jong, J, Paul Reville, Lynne Sacks, Ken Wong, Michelle LaPointe, Lisa Cox, Nicholas Vachon **“The Role of Performance Measurement in Collaborative Action Initiatives for Children and Youth,”** (Revise and Resubmit from *Administration & Society*).
- 2024 Robb, K., Ahmed, R., Wong, J., Ladd, E., De Jong, J., **“Substandard Housing and the Risk of COVID-19 Infection and Disease Severity,”** *Population Health*.
- 2022 Sevtsuk, A., Basu, R., Halpern, D., Hudson, A., Ng, K., De Jong, J., **“A tale of two Americas: Socio-economic mobility gaps within and across American cities before and during the pandemic,”** *Cities*.
- 2022 Jay, J., Heykoop, F., Hwang, L., Courtepatte, A., De Jong, J. and Kondo, M., **“Use of smartphone mobility data to analyze city park visits during the COVID-19 pandemic,”** *Landscape and Urban Planning*, Volume 228.
- 2022 Robb, K., Diaz Amigo, N., Marcoux, A., McAteer, M., De Jong, J., **“Using Integrated City Data and Machine Learning to Identify and Intervene Early on Housing-Related Public Health Problems,”** *Journal of Public Health Management and Practice* 28(2): p. E497-E505.
- 2021 Sevtsuk A, Hudson A, Halpern D, Basu R, Ng K, de Jong J., **“The impact of COVID-19 on trips to urban amenities: Examining travel behavior changes in Somerville, MA.,”***PLOS ONE* 16(9).
- 2021 Jay J, de Jong J, Jimenez MP, et al., **“Effects of demolishing abandoned buildings on firearm violence: a moderation analysis using aerial imagery and deep learning,”** *Injury Prevention*.

Research on Innovation in Government

- (tbd) Robb, K., Uribe, P., Dickens, E., Marcoux, A., Creighton, J., De Jong, J., **“Coproduction of Neighborhood Quality and Safety: The Impact of City-led Neighborhood Action on Resident Reporting Behavior,”** (in progress).
- 2024 Robb, K., Marcoux, A., Dickens, E., and De Jong, J., **“Tackling Persistent, Boundary-Spanning Problems through Collaborative Innovation: Lessons from the Clean-Sweep Initiative in Buffalo, NY,”** *Administration & Society*.
- 2021 Robb, Katharine and Marcoux, Ashley and De Jong, Jorrit., **“Further Inspection: Integrating Social Services and Housing Code Enforcement to Improve Community Health,”** *International Journal of Environmental Research and Public Health*.
- 2019 Meijer, A., and De Jong, J., **“Managing Value Conflicts in Public Innovation” Ostrich, Chameleon, and Dolphin Strategies,”** in *International Journal of Public Administration*.
- 2019 De Jong, J., Groenleer, M.L.P., and Waardenburg, M., **“Designing Environments for Experimentation, Learning, and Innovation in Collaborative Governance: Insights from the Organized Crime Field Lab,”** in *Policy and Politics*.
- 2011 Turbitt, I., Mathias, M., De Jong, J., **“Fighting Bureaucratic Dysfunction: Pursuing Citizen-Centric Public Innovation,”** in *Social Space*, 2011.
- 2008 De Jong, J., **“Trends and Challenges in Election Monitoring,”** in *Innovations*, MIT Press.

In Other Languages

- 2016 Cels, J. and De Jong, J., **De Verleiding en de Verantwoordelijkheid - Tijdschrift voor Toezicht.**
- 2016 Waardenburg, M., Groenleer, M., and De Jong, J., **“Probleemdefinitie is het Halve Werk,”** *Bestuurswetenschappen*.
- 2012 De Jong, J., **“Frontlijnwerk is duidelijker geworden – niet eenvoudiger. In gesprek met Michael Lipsky,”** – *Tijdschrift voor Criminologie* 2016 (58) 4.
- 2011 De Jong, J., **“Wat maakt een maatschappelijke onderneming maatschappelijk? Strategische lessen van institutionele innovatie in Virginia’s hoger onderwijs,”** In: *Tijdschrift voor het Bestuur van de Maatschappelijke Onderneming TBMO*.
- 2010 Cels, S, Van Twist, M., Van der Steen, M., De Jong, J., **“Recovery.Org: Een experiment in dynamische verantwoording,”** In: *Bestuurskunde*, Jaargang 19, Nummer 1, 2010.
- 2009 De Jong, J., **“Een dodehoekspiegel voor bestuurders: kanttekeningen bij feedbackmechanismen in het openbaar bestuur,”** In: *Bestuurskunde*, Jaargang 18, Nummer 1.

Books

In English

- (tbd) **The Capable City: Leadership Levers for Local Government.**
With Lisa Cox. In progress.
- (tbd) **Collaborative Innovation: Strategies and Tactics to Solve Wicked Problems.**
With Martijn Groenleer and Wyatt Cmar, Brookings Institution Press, Washington D.C.
(forthcoming in 2024).
- 2016 **Dealing with Dysfunction. Innovative Problem Solving in the Public Sector.**
Brookings Institute Press, Washington D.C.
- 2012 **Agents of Change. Strategy and Tactics for Social Innovation.**
With Sanderijn Cels and Frans Nauta, Brookings Institution Press, Washington D.C.
- 2008 **The State of Access. Success and Failure of Democracies to Create Equal Opportunities.**
Co-authored and co-edited with Gowher Rizvi, Brookings Institution Press, Washington D.C.

Books in Dutch

- 2017 **Pioniers Gezocht: Strategische Samenwerking in de Strijd tegen Georganiseerde Criminaliteit.** (Strategic Collaboration in the Fight Against Organized Crime). With Sanderijn Cels and Martijn Groenleer) Boom Uitgeverij, Den Haag.
- 2008 **Kafka in de Polder. Handboek voor het opsporen en oplossen van overbodige bureaucratie.** (Handbook for Diagnosing and Remedying Bureaucratic Dysfunction), co-authored, SDU Press.
- 2008 **De Rotonde van Hamed. Maatwerk voor mensen met meerdere problemen.** (Innovation in social service delivery networks). Co-authored with Albert-Jan Kruiter and Janinen van Niel, Nicis Institute Press.
- 2007 **Het Einde van de Krekelspecialist. Uitdagingen voor Kennismanagement in de Publieke Sector.** (Challenges for knowledge management in the public sector), co-authored with Albert-Jan Kruiter and Maarten Reith, Kluwer, Alphen aan den Rijn.
- 2005 **Belgen doen het beter! (Belgians do it Better!)** Service delivery and innovation in Belgium and the Netherlands. With Noor Huijboom, Meulenhoff/Manteau, Amsterdam/Antwerp.
- 1997 **De Ik's van Nix.** (Political and cultural expressions of Generation X) co-authored and co-edited with Generatie Alles Begint Met Nix. BOOM, Amsterdam.

Book Chapters

In English

- 2020 Groenleer, M., Cels, S, De Jong, J, **“Safety in the City: Building Partnerships in the Fight Against Organized Crime”** in Van Montfort, C. and Michels, A., *Partnerships for Liveable Cities*, Palgrave MacMillan.
- 2020 De Jong, J., and Monge, F., **“The State of Access in Cities: Theory and Practice”** in Cheema, S., *Governance for Urban Services. Access, Participation, Transparency and Accountability*. Springer.
- 2012 De Jong, J., and Fung, Archon, **“The Harvard Kees Method. Some Remarks on the Meaning of ‘Social Enterprise’.”** (co-authored with Archon Fung). Festschrift for Kees Mouwen, TiasNimbas Business School.
- 2014 De Jong, J, **“What Are Technology Innovations Really About? Understanding the Transformative Effect of ICT in Public Services”** (with Sanderijn Cels), in *Compendium Public Services Innovation*, Dubai School of Government.
- 2014 De Jong, J, **“Dealing with Dysfunction in Public Services. Problem-Solving from a Whole-of-Government Perspective”** in *Compendium Public Services Innovation*, Dubai School of Government.
- 2011 De Jong, J., **“Improving Access: Analyzing Innovations that Promote Equity”** in Bjorkman, J.W., R. van Eijbergen, G.D. Minderman & A.J.G.M. Bekke (eds). *Public Leadership and Citizen Value*. The Winelandpapers 2010. The Hague: Eleven International Publishing.
- 2008 Kruiter, AJ, and De Jong, J., **“Providing Services for the Marginalized: Anatomy of an Access Paradox”** in De Jong & Rizvi, *The State of Access. Success and Failure of Democracy in Creating Equal Opportunities*, Brookings Institution Press.
- 2008 De Jong & Rizvi (with P. Kasbergen). **“Economic Entitlement: Facilitating Immigrant Entrepreneurship”** in *The State of Access. Success and Failure of Democracy in Creating Equal Opportunities*, Brookings Institution Press.
- 2008 De Jong, J., **“The Hara-Factor. Some lessons on Innovations in Governance in Japan”** in Ramesh and Fritzen: *Transforming Asian Governance in Asia*, Routledge, 2008.

In Other Languages

- 2018 De Jong, J., **“Enfrentando la Disfunción: El Método Kafka para la Creación de Valor Público”** (*Dealing with Dysfunction: The Kafka Method for Creating Public Value*), in: Rik Peeters & Fernando Nieto Morales (eds.) in: *La Máquina de Desigualdad: Una exploración de los costos y las causas de las burocracias de baja confianza*. Publisher: Centro de Investigación y Docencia Económicas (CIDE), Ciudad de México.
- 2007 De Jong, J, and Zuurmond, A., **“Ongekende Klachten”** (*Unknown Complaints*). In: *Werken aan behoorlijkheid. Jubileumbundel Nationale ombudsman*.
- 2009 De Jong, J, and Zuurmond, A., **“De kleinste stap op weg naar een oplossing. Enkele lessen van de Kafka Brigade”** (*The smallest step towards a solution. Lessons from the Kafka Brigade*) in: Huitema, D. Et.al, *Hoezo Samen?* Vereniging Bestuurskunde, Rozenberg.

Practitioner-oriented Articles Presenting Findings from Published Academic Research

Published in Stanford Social Innovation Review

- 2023 **“Cross-boundary Collaboration in Cities: Where to Start?”** With Eva Flavia Martinez Orbegozo, Hannah Riley Bowles, Amy Edmondson, Lisa Cox and Anahide Nahhal, *Stanford Social Innovation Review*.
- 2021 **“Building Cities’ Collaborative Muscle”** With Amy Edmondson, A., Mark H. Moore, Hannah Riley-Bowles, Jan Rivkin, Eva Flavia Martinez-Orbegozo, and Santiago Pulido-Gomez, *S. Stanford Social Innovation Review*, February 2021.
- 2017 **“Embedding Education in Everyday Life”** *Stanford Social Innovation Review*, with Guy Stuart and Linda Kaboolian.

Published by the Bloomberg Harvard City Leadership Initiative

- 2023 **“Inter-City Collaboration: When to Partner Up with Other Cities?”**, *Bloomberg Harvard City Leadership Initiative*. With Kate Robb, James Anderson, Michelle LaPointe, Kathryn Hemsing, and Grant Anderson.
- 2023 **“Organizing People through Storytelling: Public Narrative as Leadership Development Practice,”** *Bloomberg Harvard City Leadership Initiative*. With Yamile Nesrala, Marshall Ganz and Sarah El-Raheb.
- 2023 **“Using Big Data for Local Decisions: Which Demolitions Reduce Gun Violence Most?”**, *Bloomberg Harvard City Leadership Initiative*. With Lisa Cox, Jonathan Jay, Marcia P. Jimenez, Quynh Nguyen and Jason Goldstick.
- 2022 **“All Minds on Deck! Engaging Employees in Strategic Work”**, *Bloomberg Harvard City Leadership Initiative*. With Maurits Waardenburg, Bertine Steenbergen, Nick Vachon and Lisa Cox.
- 2022 **“More than the Sum of the Parts: Integrating Housing Inspections and Social Services to Improve Community Health,”** *Bloomberg Harvard City Leadership Initiative*. With Katherine Robb, Ashley Marcoux and Yamile Nesrala.
- 2022 **“Making Sense of It All: Using Analytical Tools in Everyday Work,”** *Bloomberg Harvard City Leadership Initiative*. With Eric Weinberger.
- 2022 **“Tackling Big Thorny Problems by Building the Capabilities Your Organization Needs,”** *Bloomberg Harvard City Leadership Initiative*. With Quinton Mayne and Fernando Monge.

- 2021 **“Teaming Up to Tackle Crime: Making Multi-Agency Collaboration Happen in Cities”**, *Bloomberg Harvard City Leadership Initiative*. With Maurits Waardenburg, Martijn Groenleer, Bas Keijser, Sanderijn Cels and Eric Weinberger.
- 2021 **“When Innovation Causes Conflict: Ostrich, Chameleon and Dolphin Strategies in the Public Sector,”** *Bloomberg Harvard City Leadership Initiative*. With Albert Meijer and David Giles.
- 2021 **“Why Your Innovation Workspace Matters: Designing an Environment for Creating New Policy Solutions,”** *Bloomberg Harvard City Leadership Initiative*. With Maurits Waardenburg, Martijn Groenleer and David Giles.
- 2021 **“Saving Lives, Time and Money: Using Data to Find Unsafe and Unhealthy Buildings Faster,”** *Bloomberg Harvard City Leadership Initiative*. With Katherine Robb, Ashley Marcoux, Nicolas Diaz-Amigo and Lisa Cox.
- 2021 **“Using Integrated City Data and Machine Learning to Identify and Intervene Early on Housing-Related Public Problems,”** *Bloomberg Harvard City Leadership Initiative*. With Katherine Robb, Nicolas Diaz-Amigo, and Ashley Marcoux.

Occasional Papers, City Leader Guides and Research Reports

In English

- 2023 Russon Gilman, H., De Jong, J., Fung, A. And Moore, G.W., **“City Leader Guide on Civic Engagement. Designing Pathways for Participatory Problem-Solving,”** *Bloomberg Harvard City Leadership Initiative / Ash Center*.
- 2023 Cmar, W., Groenleer, M.L., and De Jong, J., **“Collaborative Approaches to Fighting Organized Crime. Cases from the U.S. and the U.K.”**, Report for the Dutch National Government.
- 2021 Banks, L., De Jong, J., Hawksbee, A., Kalaw, A., McKoy, H., Niu, D., and Shultz, K., **“City Leader Guide on Equitable Economic Development,”** *Bloomberg Harvard City Leadership Initiative*.
- 2021 Monge, F., Dorador, R., Iammartino, B., Bilmes, L., De Jong, J., Goldsmith, S., Ladin-Sienne, S., **“City Leader Guide on Fiscal Resilience,”** *Bloomberg Harvard City Leadership Initiative*.
- 2020 Moore, G.W., and De Jong, J., (editors), **“Insights and Guidance from 11 Sessions on Crisis Leadership”**, COVID-19 Local Response Initiative, *Bloomberg Harvard City Leadership Initiative*.
- 2020 Moore, G.W., and De Jong, J., (editors), **“Answers to Mayors’ Top Questions,”** COVID-19 Local Response Initiative, *Bloomberg Harvard City Leadership Initiative*.
- 2016 Deloris Wilson, Linda Kaboolian, Jorrit de Jong, and Guy Stuart **“Barbershops and Preventative Health: A Case of Embedded Education,”** Occasional Paper, *Ash Center for Democratic Governance and Innovation*, Harvard Kennedy School.
- 2016 Siwen Zhang, Hua Chen, Songyu Zhu, Jorrit de Jong, and Guy Stuart, **“Health Education in China’s Factories: A Case of Embedded Education,”** Occasional Paper, *Ash Center for Democratic Governance and Innovation*, Harvard Kennedy School.

- 2016 Siwen Zhang, Hua Chen, Songyu Zhu, Jorrit de Jong, and Guy Stuart, **“HIV/AIDS Prevention on Southern China’s Road Projects: A Case of Embedded Education,”** Occasional Paper, *Ash Center for Democratic Governance and Innovation*, Harvard Kennedy School.
- 2016 Gaylen Moore, Sanderijn Cels, Jorrit de Jong, **“Combating Low Literacy in the Netherlands: A Case of Embedded Education,”** Occasional Paper, *Ash Center for Democratic Governance and Innovation*, Harvard Kennedy School.
- 2012 Stone, D., and De Jong, J., **“Policy Diagnostic Study Report Nepal,”** NITI Foundation 2012.
- 2008 De Jong, J., **“Challenges and Innovations in Social Services in the Netherlands,”** Conference Paper *United Nations Department of Economic and Social Affairs*, Division Public Administration, 2008.
- 2008 De Jong, J., **“Knowing Public Management, Managing Public Knowledge,”** in *Innovations in Europe*, Ministry of Innovation, Italy, 2008.

In Dutch

- 2011 De Jong, J., and Zuurmond, A., **“De Diagnose en Behandeling van Overbodige Bureaucratie”**, (*Diagnosing and Remediating Excessive Bureaucracy*) Ministry of the Interior, The Netherlands.
- 2010 De Jong, J., and Zuurmond, A., **“Een Aardig Begin. De Aanpak van Overbodige Bureaucratie in Nederland 2003-2010”**, (*A Nice Start. The Approach to Tackling Excessive Bureaucracy in the Netherlands 2003-2010*). Ministry of the Interior.
- 2010 De Jong, J., and Zuurmond, A., **“De Professionele Professional”**, (*Rethinking the Role of Front-line Professionals in the Public Sector*) for the Ministry of the Interior, The Netherlands, 2010.
- 2007 Kruijer, AJ, and De Jong, J., **“Blik op de frontlijn”**, (*Focus on the Frontline*), NICIS.
- 2006 De Jong, J et. al. **“Gewoon doen. Casusadoptie als instrument voor verandering van cultuur en werkwijze”**, (*Just Doing It. Case Adoption as an Instrument for Changing Organizational Culture*), Dutch Ministry of the Interior.
- 2004 De Jong, J. et. al **“Hollandse Helden”**, (*Dutch Heroes in the Public Sector*), *Commissie Belgen doen het Beter*.
- 2003 De Jong, J, et. al, **“Een Kwestie van Uitvoering”**, (*A Matter of Execution*), *Commissie Belgen doen het Beter*.
- 2003 De Jong, J., and Kruijer, AJ., **“De Winkelruiten van Genève”**, *Management Centrum*, Winner Second Prize Essay Contest.
- 2002 Cels, S., and De Jong, J. **“Instituties zonder Juk”**, (*Institutions without Oathes*), *Infodrome*.
- 2002 Jong, J. and Buijs, G., **“Het Spel het Geloof en de Angst”**, finalist NRC National Essay Contest.

Faculty Chair and Faculty Co-chair Roles in Executive Education Programs at Harvard University

2023-Present	Leading Economic Development in Cities (BHCLI). With Ricardo Hausmann.
2023-Present	Managing Talent in Cities (BHCLI). With Elizabeth Linos.
2022-Present	Leading Civic Engagement (BHCLI). With Archon Fung.
2022-Present	New Mayors Program (BHCLI). With Mitch Weiss and Kim Leary.
2022-2023	Leading Procurement Reform (BHCLI). With Jeff Liebman and Kim Leary.
2022-Present	City Hall Fellows Program (BHCLI).
2022-Present	Using Data and Evidence in Local Government (BHCLI). With Dan Levy.
2022-Present	Negotiation for City Leaders Program (BHCLI). With Rob Wilkinson and Guhan Subramanian.
2020-2021	Economic Recovery post Covid-19 for Mayors (BHCLI). With Rawi Abdelal.
2020-2021	Local Response to Covid-19 for City Leaders (BHCLI).
2020	Leading Digital Transformation (BHCLI). With Dave Eaves.
2018-Present	Cross-boundary Collaboration Program (BHCLI). With Amy Edmondson and Kim Leary.
2017-Present	Mayors Program (BHCLI). With Rawi Abdelal.
2017-Present	Senior Leaders Program (BHCLI). With Rawi Abdelal.
2012-2016	Creating Collaborative Solutions (HKS). With Mark Moore and Archon Fung
2013-2015	Emerging Leaders Program (HKS). With Elaine Kamarck.
2013-2016	Responsible Business Leadership in a Global Context (HKS). With Tony Saich.
2016	Innovations in Governance (HKS) With Mark Moore and Archon Fung.
2015	Leading Innovation for Senior Officials in Brazil (HKS).

Faculty Member Roles in Executive Education Programs

2023-present	Executive Master Program in Cities – London School of Economics
2022-present	City Data Alliance Mayors Training – Johns Hopkins University
2021-present	Advanced Leadership Initiative – Harvard Business School.
2022	MAOZ Leadership Program for Israeli Executives – Harvard Business School.
2017	Building Diverse Organizations – Harvard Kennedy School.

- 2016 **State Health Officials Program** - Harvard Kennedy School.
- 2015-2016 **Wexner Leadership Program for Senior Officials in the Israeli Government** – HKS.
- 2012-2015 **Strategic Public Management and Innovation for Top City Officials in Shanghai** – HKS.
- 2012 **Hispanic Women’s Leadership Program: Executive Program on Leadership** – HKS.
- 2011-2013 **Transformative Leadership for Indonesian Mayors and Senior Officials** – HKS.

Faculty Chair Roles of Custom Executive Education Programs

- 2012-present **Strategic Management and Leadership for Top Civil Servants**
Dilemma case-sessions for Dutch Senior Executive Service.
- 2014-present **Strategic Collaboration and Innovation in the Fight against Organized Crime**
Attorney General’s Office and Office of the Public Prosecutor of the Netherlands and Belgium.
- 2021-2023 **Strategic Collaboration and Innovation in the Fight against Human Trafficking**
Attorney General’s Office and Office of the Public Prosecutor of the Netherlands.
- 2011 and 2014 **Creating Public Value through Ombudsman work**
Office of the Complaints Commissioner of the Cayman Islands Government (2011) and the Toronto Ombudsman Office (Canada, 2014).
- 2010 **Rethinking Methods of Research and Intervention**
Senior Researchers of the Dutch Court of Audit. The Hague (2010). With Arre Zuurmond.
- 2007-2010 **Discussion Based Learning, Case Teaching and Facilitation Skills for Faculty**
University of Utrecht, 2008-9, NSOB 2009, VU 2009, HAN 2009, University of Tilburg 2010, University of Applied Sciences Amsterdam 2011-2012, PBLQ 2012, Government Academy 2010
- 2010-2015 **Negotiation Theory & Collaborative Governance**
Senior Officials in Federal Agencies in the United States Federal Government, Washington DC.
- 2007 **Governance Dilemmas in Spatial Planning**
Senior managers and political appointees in the Province of Noord-Brabant, the Netherlands.

Teaching in Degree Program Courses at Harvard University

- 2013-2018 **Innovation Field Lab: Public Problem Solving in Massachusetts Cities (MLD-621)**
Field course on building capacity to innovate in cities. With Mayor Joe Curtatone at HKS.
- 2014-2015 **Management, Leadership and Decision Sciences (MLD-101)**
Mandatory core curriculum course for master's in public policy students at HKS.
- 2013-2014 **Innovating in the Public Sector (MLD-620)**
Strategic management in government. With Mark Moore and Stephen Goldsmith at HKS.
- 2013 **Sparking Social Change (DPI-312)**
Diagnosing social problems and leading change. With Mark Moore and Archon Fung at HKS.
- 2011-2012 **Becoming an Agent of Change (MGMT-4032)**
Semester-long, J-term and Summer Course on Social Innovation at Harvard Extension School.
- 2009-2011 **Action Research in Theory and Practice**
Guest lectures in Professor Natasha Warikoo's class at Harvard Graduate School of Education.

At Leiden University, The Netherlands

- 2002-2004 **Governance and Innovation in the Information Age:** Semester long course for MPA students about the challenges for public sector organisations in the information age (with Arre Zuurmond).

Teaching Cases and Educator Notes (Harvard Case Method)

About Strategic Management and Leadership in Government

- (tbd) **“Natural Assets and Historic Wrongs. Leading Equitable Economic Development in Cleveland, Ohio.”** Learning objectives: diagnosing economic development challenges and identifying levers for change. Co-authored with Francesca Ioffreda and the Growth Lab at Harvard Kennedy School.
- 2023 **“The Toughest Beat. Supporting Staff at the Denver Sheriff Department.”** Learning objectives: diagnosing talent management challenges and experimenting with new practices strategically. Co-authored with Gaylen Moore and Elizabeth Linos.
- 2023 **“Charting a Course for Boston. Organizing for Change.”** Learning objectives: redesigning the org chart of an organization in order to take on comprehensive challenges; organizational alignment. Co-authored with Lisa Cox and Mitchell Weiss.

- 2023 **“Mayoral Transitions. How Three Mayors Stepped into the Role, In Their Own Words.”**
Learning objectives: assessing political and organizational challenges, setting priorities, and sequencing change. Co-authored with Lisa Cox, Mitchell Weiss and Kimberlyn Leary.
- 2021 **“Reducing Harm: Overdose Prevention in Philadelphia.”** Learning objectives: adaptive leadership, moral philosophy, public administration. Co-authored with Gaylen Moore, Christopher Robichaud and Kimberlyn Leary.
- 2021 **“No Trust in Miracles: Leading through a Water Crisis in Cape Town.”** Learning objectives: crisis leadership, building trust, equity. Co-authored with Fernando Monge and Kimberlyn Leary.
- 2020 **“Reckoning with History: Confederate Monuments in American Cities.”** Learning objectives: moral reasoning, adaptive leadership, civic engagement. Co-authored with Chris Robichaud, Kim Leary and Gaylen Moore.
- 2020 **“Pressing the Right Buttons: Jennifer Musisi for New City Leadership.”** Learning objectives: strategic management and capacity building in developing cities. Co-authored with Eric Weinberger.
- 2020 **“Making a Statement: Mayor Libby Schaaf and the Sanctuary City of Oakland, Ca.”**
Learning objectives: moral reasoning, adaptive leadership, civic engagement. Co-authored with Chris Robichaud, Kim Leary and Gaylen Moore.
- 2020 **“A Difficult Lady: Shutting Down Pollution in Kampala, Uganda.”** Learning objectives: moral reasoning, adaptive leadership, civic engagement. Co-authored with Chris Robichaud, Kim Leary and Gaylen Moore.
- 2018 **“Nobody’s Core Business. Confronting Cross-cutting Problems in the Public Sector.”**
Learning objectives: strategic management in government, public value theory, collaborative governance). Co-authored with Gaylen Moore and Mark Moore.
- 2013 **“Business as Usual? The First HPV Vaccination Campaign.”** Learning objectives: dealing with public protest on social media and securing legitimacy of government authority. Co-authored with Sanderijn Cels.
- 2010 **“Housing the Homeless. Implementing the Vulnerability Index in New Orleans.”** Learning objectives: leading social innovation, adaptive leadership. Co-authored with Sanderijn Cels.

About Cross-boundary Collaboration in Government

- (tbd) **“Building Trust Block-by-Block. Clean Sweeps and Neighborhood Improvement in Buffalo, New York.”** Learning objectives: leveraging cross-boundary collaboration, data and

evidence, and innovation to make government more effective, efficient, equitable and responsive. Co-authored with Yamile Nesrala and Lisa Cox.

- 2023 **“More than a Contract. Black Self-determination and People’s Assemblies in Jackson, Mississippi.”** Learning objectives: designing civic engagement efforts, collaborative problem-solving with communities (forthcoming). Co-authored with Gaylen Moore, LaChaun Banks, L., Hollie Russon Gilman, and Archon Fung.
- 2023 **“Operation Pufferfish. Building and Sustaining a Department of Neighborhoods and Citizen Engagement in Lansing, Michigan.”** Learning objectives: designing civic engagement efforts, collaborative problem-solving with communities. Co-authors: Moore, G.W., Russon-Gilman, H., Fung, A. (forthcoming).
- 2023 **“Trust the People. Civic Engagement and Collaborative Imagination in Bologna, Italy”** Learning objectives: designing civic engagement efforts, collaborative problem-solving with communities. Co-authors: Moore, G.W., Russon-Gilman, H., Fung, A. (forthcoming).
- 2021 **“Growing Pains. How a Dutch Cross-Agency Took on Illegal Marijuana Production in Residential Areas.”** Learning objectives: teaming to innovate, cross-boundary collaboration, strategic management. Coauthors: Eric Weinberger, Martijn Groenleer, Sanderijn Cels, 2020.
- 2020 **“The Queen’s City Collective and Compassionate Approach: Fighting Opioids and Homelessness in the Granite State.”** Learning objectives: coalition-building, collaborative governance. Co-authored with Brady Roberts, Elizabeth Patton, Monica Giannone, Brian Mandell, and Guhan Subramanian.
- 2020 **“Leading Civic Engagement: Three Cases.”** Learning objectives: designing civic engagement efforts, collaborative problem-solving with communities. Coauthors: Husock, H., Lurye, I., Fund, A., Moore, G.W.
- 2019 **“Change at the Speed of Trust. Advancing Educational Opportunity through Cross-sector Collaboration in Louisville, Kentucky.”** Learning objectives: barriers to collaboration, governance of cross-sector collaborations, performance leadership, and municipal innovation. Co-authors: Gaylen Moore, Paul Reville, Lynn Sacks and Anna Burgess, 2019.
- 2018 **“The Bilbao Effect: The Collaborative Architecture that Powered Bilbao’s Urban Revival.”** Learning objectives: orchestrating collaborative governance for economic development and urban planning. Co-authored with Fernando Monge and Linda Bilmes.
- 2018 **“Collaborating for Youth Opportunity in Hartford, Connecticut.”** Learning objectives: creating conditions for successful cross-sector collaboration and multi-level governance. Originally written by Pamela Varley and Xavier de Souza Briggs; abridged, updated and edited with Jan Rivkin and Lisa Cox.

2013 **“Wanted: Partners. The Challenges of Pioneering a Novel Approach to Fighting Human Trafficking in the Netherlands.”** Discussion Case on Collaborative Governance and Cross-boundary Innovation Developed for US-Netherlands Dialogue on Human Trafficking in Washington D.C., 2013.

About Using Data and Evidence in Government

- 2023 **“Tracking Data, Fighting Crime. Multi-Agency, Data-informed Violence Reduction in Baltimore, Maryland.”** Learning objectives: leveraging data to understand and tackle social problems; building data-analytic capabilities in city government. Co-authors: Lundberg, K., Moore, and Leary, K. (forthcoming).
- 2022 **“Mayor Curtatone’s Culture of Curiosity: Building Data Capabilities at Somerville City Hall.”** Learning objectives: help participants explore and understand why and how to use data and what to do to become and remain a more informed city hall. Co-authored with Lisa Cox.
- 2021 **“How Rockford Changed Course to Tackle Veterans’ Homelessness: Using Data to Diagnose and Remedy Complex Problems.”** Learning objectives: build data-analytic capabilities to tackle tough urban problems. Co-authored with Dan Levy and Eric Weinberger.
- 2020 **“A Taskforce with Teeth? Tackling Problem Properties in Lawrence, Massachusetts.”** Learning objectives: data-driven government, cross-silo collaboration and performance leadership, municipal innovation. Co-author: Lisa Cox.

About Innovation in Government

- 2021 **“Doing Something with Nothing: Trying to Make Kampala’s Primary Schools Safer and Healthier.”** Learning objectives: problem solving without resources, mobilization resources, creating public value. Co-authored with Eric Weinberger.
- 2021 **“You Have 100 Days. Accelerating Government Performance in the UAE.”** Learning objectives: leading innovations across organizational boundaries. Co-authored with Fernando Monge and Warren Dent.
- 2021 **“Shanties in the Skyline: Addressing Unauthorized Building Works in Hong Kong.”** Learning objectives: addressing wicked problems through strategic innovations. Originally written by Howard Husock, abridged, updated, and edited with Gaylen Moore.
- 2020 **“Driving Change in São Paulo.”** Learning objectives: leading innovation, pacing change, navigating stakeholder environments. Co-authored with Carlos Paiva, Carin-Isabel Knoop and Rawi Abdelal.

- 2020 **“Fortaleza: Keeping an Electoral Promise.”** Learning objectives: determining the right approach for performance improvement: incremental change or breakthrough innovation. Co-authored with Carlos Paiva, Carin-Isabel Knoop and Rawi Abdelal.
- 2020 **“The Garbage Lady Cleans up Kampala. Turning Quick Wins Into Lasting Change.”** Learning objectives: leading innovation, pacing change, navigating stakeholder environments. Co-authored with Lisa Cox.
- 2015 **“Innovating by the Book. The Introduction of Innovation Teams in Memphis and New Orleans.”** Learning objectives: building collaborative capacity for performance management, data-analytics and innovation. With Laura Winig.
- 2010 **“Under the Radar. Introducing Medical Informatics in Japan.”** Learning objectives: leading innovation and organizational change. With Sanderijn Cels.
- 2010 **“Launching Recovery.Gov. The Pursuit of Absolute Accountability.”** Learning objectives: creating transparency and accountability in government. With Sanderijn Cels.
- 2010 **“Sarah’s Perspective on Domestic Violence.”** Learning objectives: diagnosing and remedying bureaucratic dysfunction, innovation in social services. With Irwin Turbitt.
- 2006 **“The Sandwich Shop.”** Learning objectives: diagnosing and remedying bureaucratic dysfunction, innovation in law enforcement.

About Negotiation in City Government

- 2020 **“In the Weeds: Securing a Grass Moving Contract in Stockton, California.”** Learning objectives: basic negotiation concepts including value claiming versus value creating negotiations. Co-authored with Stefan Norgaard, Elizabeth Patton, Monica Giannone, Brian Mandell and Guhan Subramanian.
- 2020 **“You Get What You Pay For Reforming Procurement in Naperville, Illinois.”** Learning objectives: basic negotiation concepts including value claiming versus value creating negotiations. Co-authored with Stefan Norgaard, Elizabeth Patton, Monica Giannone, Brian Mandell and Guhan Subramanian.
- 2020 **“Many Ways to Get There: Securing Public Investments in Richmond, Virginia.”** Learning objectives: positional bargaining versus interest-based bargaining. Co-authored with Hung Vo, Elizabeth Patton, Monica Giannone, Brian Mandell and Guhan Subramanian.
- 2020 **“Beyond the Table: Infrastructure Development in Kampala, Uganda.”** Learning objectives: creating the conditions to create better deals, including building personal relationships and trust.

Co-authored with Hung Vo, Elizabeth Patton, Monica Giannone, Brian Mandell and Guhan Subramanian.

2020 **“In the Green: Negotiating Rail Expansion in Somerville, Massachusetts.”** Learning objectives: divergence and convergence strategies in multi-actor, multi-round, multi-issue negotiations. Co-authored with Stefan Norgaard, Elizabeth Patton, Monica Giannone, Brian Mandell and Guhan Subramanian.

Teaching Cases and Educator Notes in Dutch

2023 **“Vrij Worstelen. Interbestuurlijke samenwerking rondom de Regiodeal Noordoost Brabant”.** On the challenges of inter-governmental collaboration and multi-level governance. With Martijn Groenleer.

2023 **“Even goed afmaken. De organisatie van de Hersteloperatie Kinderopvangtoeslagen”.** On the challenges of designing an administrative process for grievances and reparations. With Sanderijn Cels.

2023 **“Echt herstellen kunnen we niet. De uitvoering van de Hersteloperatie Kinderopvangtoeslagen”** On the challenges of learning while executing under conditions of scrutiny, time constraints and performance pressure. With Sanderijn Cels.

2023 **“Als je het zelf hoort is het toch anders. De focus van de Hersteloperatie Kinderopvangtoeslagen”.** On the challenges of rethinking the tools of governance in light of severe government performance failure. With Sanderijn Cels.

2015 **“Niemand is Speciaal. De totstandkoming van P-Direct.”** On the challenges of creating shared services in government. With Sanderijn Cels.

2014 **“Gids in Niemandsland.”** *Over ondernemerschap, innovatie, and de vraag naar stelseltransformatie in de zorg.* (On entrepreneurship, innovation and the demand for structural transformation in health care in the Netherlands). With Peter Kasbergen.

2014 **“Ultimum Remedium. Hoe de publieke ouderenzorginstelling Parrhesia zich voorbereidt op de toekomst.”** (on the challenges of publicly regulated social enterprises in health care in the Netherlands). With Peter Kasbergen.

2012 **“Weda’s zorg. Over de transformatie van TriviumMeulenbeltZorg tot coöperatief bedrijfsmodel.”** (on the potential of the co-operative business model for social enterprises). With Peter Kasbergen.

2012 **“Stof tot Nadenken. Over het tot stand brengen van samenwerking in de keten asbestverwijdering.”** (on strategic management and cross-sectoral collaboration in regulation and enforcement). With Peter Kasbergen.

- 2012 **“Koehandel. Over het totstandbrengen van samenwerking in de kalversector.”** (on strategic management and cross-sectoral collaboration in regulation and enforcement). With Martijn Groenleer.
- 2012 **“Grip op de groeistuipe. Over het verliezen en terugwinnen van de budgettaire controle op het Kinderopvangdossier.”** (on dealing with unexpected budget overruns strategically and responsibly). With Peter Kasbergen.
- 2012 **“Van Heidag tot Heibel. Het herontwerp van het persoonsgebonden zorgbudget.”** (on changing the tools of governance in Dutch health care). With Sanderijn Cels.
- 2012 **“Winst voor Nederland? De onderhandeling van de Europese Richtlijn Mensenhandel.”** (on negotiating European Policy at Multiple Levels of Governance). With Martijn Groenleer.
- 2011 **“Gegronde Zorg. Over de Verwijsindex Risicjongeren.”** (on competing values and constitutional law in the information age). With Sanderijn Cels.
- 2011 **“Wakker worden in Europa.”** (strategic engagement in European Policymaking). With Peter Kasbergen.
- 2011 **“Een goed ID? ICT en de transformatie van een Rijksdienst.”** (*A Good ID? How ICTs transform public service delivery* (strategic management). With Sanderijn Cels.
- 2010 **“Binnen de Grenzen, Buiten de Perken. Over de spreiding van coffeeshops in Maastricht.”** (soft drugs policy in Holland; public problem solving). With Sanderijn Cels.
- 2010 **“Een stevig verhaal. Over de totstandkoming van het 12-min beleid.”** (on very young juvenile delinquents in Holland; public problem solving). With Sanderijn Cels.

Pedagogical Innovation: Simulation Exercises and Interactive Learning Environments

- 2024 **Using Data and Evidence in Cities.** Digital Self-Assessment Tool and Interactive Learning Module for (Aspiring) City Leaders. Developed with Teddy Svoronos and the *Evidence for Policy Design* team and the *Bloomberg Harvard City Leadership Initiative* (forthcoming).
- 2024 **Leading Civic Engagement in Cities.** Digital Self-paced Case-Session for (Aspiring) City Leaders on building data-analytic capabilities. With Lisa Cox, Warren Dent, and the *Bloomberg Harvard City Leadership Initiative* (forthcoming).
- 2023 **Developing a Data-Informed City.** Digital Self-paced Case-Session for (Aspiring) City Leaders on building data-analytic capabilities. With Gaylen Moore, Warren Dent and the *Bloomberg Harvard City Leadership Initiative*.

- 2009-2015 **Setting Standards:** a simulation exercise for private and public sector managers and policymakers about the political and economic dimensions of standardization processes. Developed for Delft University of Technology.
- 2013 **The Sky is the Limit:** a simulation exercise for policymakers and managers from all sectors about the relationship between standards and innovation and the process of multi-sector collaborative governance. Developed for Delft University of Technology.
- 2013 **MultiStuff, Inc.,** a simulation about the rationales for private sector organizations to engage in multi-sector collaborative governance to set standards – or not. Developed for Delft University of Technology.
- 2013 **Personal Space:** a simulation exercise for private and public sector managers and policymakers about the concept of standards and the process of standard-setting. Developed for Delft University of Technology.
- 2003-2012 **Chain City:** Web-based simulation about cooperation and value creation in networks of (semi) public organizations (executed in 200+ Dutch cities with city leadership teams).
- 2008 **Tricky Transfer:** a management simulation game on the transfer of successful innovations in the public sector. Developed for the United Nations in New York.
- 2005-2007 **Big Deal:** simulation game on leading change in breaking through bureaucracy (Dutch Ministry of the Interior).
- 2004-2005 **Mind your Business!** Simulation game on public governance, information management and co-operation in planning- & control processes in networks of city departments (City of Rotterdam).
- 2004 **Epistemia's Future** Educational negotiation game about public and private sector dilemmas in the transition towards a knowledge-based economy. (Knowledge Land Foundation, Amsterdam and De Balie, Sofia).
- 2003 **The New Subway:** Simulation game on the management of technically complex infrastructural projects (City of Amsterdam).
- 1998-2004 **The Schiphol Battle:** Web-based simulation game about multi-actor decision-making, knowledge management, and public debate based on the case of the Schiphol Airport expansion (Erasmus University Rotterdam, Universiteit of Leiden, Ministry of the Interior).
- 2003 **The Interactive Civil Servant:** Simulation game about the roles of politicians and civil servants in participatory policymaking processes (City of Amsterdam).

Op-Ed Articles

In English

- 2023 **“Building a Global Community for Local Leadership,”** June, in *Old Cities, New Ambitions*, LSE Cities, London School of Economics. With Glendean Hamilton.
- 2020 **“A Nationwide Response from an Unusual Place: City Halls,”** July 10th, *The Hill*. With James B. Anderson.
- 2019 **“Mapping the Five Genes of an Innovative City Hall,”** December 17, *Apolitical*. With Adam Hawksbee and Fernando Monge.
- 2019 **“Bilbao was Built on Innovation – Can It Repeat the Miracle?”** August 7, *Apolitical*. With Fernando Monge.
- 2019 **“The Art of Governing through Questions,”** March 25th, *Governing Magazine*. With Fernando Monge and Stephen Goldsmith.
- 2014 **“Embedded Education: An Innovation in Governance,”** *The Guardian Online*. With Guy Stuart and Linda Kaboolian.

In Other Languages

- 2011 **“Gematigd is niet grappig in Nederland,”** *Trouw*, with Sanderijn Cels.
- 2008 **“Obama won met vrouwelijk imago,”** *Trouw*, with Sanderijn Cels.
- 2006 **“Regels zijn niet erg, de rompslomp wel,”** *NRC*, with Sanderijn Cels.
- 2005-2012 **Biweekly column** in *PM Den Haag*, magazine for public sector professionals
- 2006- 2007 **Monthly spoken column** in *Reuring Café*: forum for civil servants and politicians.
- 2005 **“Beleidsmakers bedenken, bier is soms beter dan koffie,”** *NRC*, with Arre Zuurmond et.al.
- 2002 **“ICT brengt niet van zelf meer democratie,”** *NRC*, with Arjan Widlak.
- 2000 **“Maar de naam Democratie.nl blijft van het volk!”**, *Trouw*, with Arjan Widlak.
- 2001 **“Overheid moet investeringen in ICT niet stoppen,”** *Volkskrant*, with Edwin Schraevesande.
- 2000 **“Systeem, open U,”** *NRC*, co-authored with Guido Enthoven et.al.
- 1998 **“Engagement of sentiment, het gaat om de centen,”** *Trouw*.
- 1997 **“Beste Nixers. Open brief aan de patatgeneratie,”** *Trouw*, with Guido Enthoven et.al.

Honors, Awards and Grants

Appointments

2021 Named Chair: Emma Bloomberg Senior Lecturer in Public Policy and Management.

Grants and Gifts

2021 Bloomberg Harvard City Leadership Initiative: \$80,000,000 for research, curriculum development, executive training, field support, impact assessment and international collaboration (2021-2025).

2021 Bloomberg Center for Cities at Harvard University: \$20,000,000 for Center endowment.

2018 Enterprise Community Partners/AG Office of New York: \$1,200,000 for Innovation Field Lab.

2016 Bloomberg Harvard City Leadership Initiative: \$32,000,000 for research and teaching 2017-2021.

2013 Cheung Kung Graduate School of Business: \$140,000 for research on embedded education.

Teaching Performance and Innovation

2014-present Dinner on the Dean: recognition for excellent teaching performance, Harvard Kennedy School.

2018 Harvard Institute for Learning and Teaching: Spark Grant.

2017 Academic Dean's Office: Teaching Innovation Grant.

2011-2012 Dean's Letter of Commendation for Distinguished Teaching Performance, Harvard Extension School

Research and Writing

2023 Douglas McGregor Award for runner-up best Article, *Journal of Applied Behavioral Science*

2018 Chester Newland Award for best Article in the Point of View Category, *Public Administration Review*

2004 Finalist for National Essay contest on Cultural Policy in a Diverse Society, *NRC Handelsblad*

2003 Second Prize National Essay contest on Globalization, *Management Center, The Hague*

Board Memberships, Advisory Roles, Consulting Engagements and Visiting Faculty Positions

2024 – present Public Sector Capabilities Index Advisory Board – University College London, UK.

2023 – present Harvard Joint Center for Housing Studies, Advisory Board, Cambridge, MA, USA.

2023 – present Standards Committee “What Works Cities,” Results for America, New York City, USA.

2017-2022 Global Innovation Council, Prime Minister's Office, MRB Center for Innovation, UAE.

2015-2022 Advisory Board, MaRS Solutions Lab, University of Toronto and Ontario Government, Canada.

2013-2018 Advisor to OECD, Observatory of Public Sector Innovation, Paris, France.

2012-2015	President of the Board of Directors, Botanic Garden Children's Center, Cambridge, MA.
2011-2013	Consultant to the United Nations Development Program in Bangladesh.
2011-Present	Executive Trainer for Top Civil Servants, Senior Executive Service, Dutch National Government.
2011-2012	Consultant to the United Nations Development Program and NITI Foundation in Nepal.
2003-Present	Advisor to Government Ministers and Top Civil Servants in the Dutch National Government.
2008-2010	Senior Lecturer in Public Management, VU University, Amsterdam, the Netherlands.
2009-2010	Consultant to the Welsh Assembly Government, Wales, United Kingdom.
2008-2009	Consultant to the United Nations Department of Economic and Social Affairs.
2007-2008	Consultant to United Nations Population Fund.
2008-2013	Advisory Board Institute for Social Innovation, The Netherlands.
2004-2011	Columnist and Contributing Editor PM Den Haag, Magazine for Public Sector Professionals.
2003-2006	Guest Lecturer, University of Leiden, Public Administration, and Innovation.

Selected Keynotes and Other Speaking Engagements

2023	Bloomberg-Aspen Institute CityLab 2023, Washington D.C., October 16 th .
2023	Board of Overseers, Harvard University, October 1 st .
2023	Tsinghua University, Visiting Delegation at Harvard Graduate School of Education, September 20 th .
2023	LSE Cities, London School of Economics, United Kingdom, April 27 th
2023	Health Equity Coalition, South Yorkshire, United Kingdom, February 3 rd
2022	Columbus Partnership Annual Convening, Boston, October 16 th
2022	City Data Alliance, Johns Hopkins University, July 15 th , and October 30 th
2021	Ivey Business School, Ontario, Canada, October 31 st
2019	Senior Officials of the United Arab Emirates Government, May 20 th
2018	Harvard Faculty Club and Alumni Association of New York, October 31 st
2017	Massachusetts Mayors Conference May 20 th , Cape Cod, MA,
2017	Dutch Mayors Conference, Schiphol, The Netherlands, June 7 th
2016	Harvard Wide Alumni Affairs and Development, June 10 th
2016	HKS Senior Administrators Group (SAM), March 31 st
2016	Harvard Administrative Innovation Group (Top 100 administrators), January 7 th
2015	Cheung Kung Graduate School of Business in Beijing, China, June 20 th
2013	Deputy Ministers of Canada Conference, May 30 th
2014	Senior Officials in Government, Video Conference, 2014, Canada
2014	OECD Annual Conference, November 6 th

2013 OECD Annual Conference, October 30th

2012 The Values of Bureaucracy Workshop, VU University, Amsterdam, April 20th

2011 The Knowledge Society Conference, 2011, September 20th

2011 The Boston Seminar. Academic Exchange Netherlands-USA, November 9th

2010 Annual Conference of the British and Irish Ombudsmen Conference, April 16th

2010 Annual Conference for Management Controllers in the Public Sector

2009 Innovations in Social Justice, Winelands Conference on Public Value Leadership

2009 Democracy, Equity and Public Services, Harvard Kennedy School, March

2008 Innovations in Governance in the Mediterranean Region, United Nations, Dubrovnik, Croatia, April

2008 Frontiers of Innovation Conference, Ash Institute, Harvard, April 2008

2007 Creating Public Value in Partnership with the Citizen Conference, Warwick University, UK

2008 Dutch Professional Association for Public Administration, October 12th

2007 United Nations 7th Global Forum on Reinventing Government, Vienna, 2007

2007 United Nations Network of Innovators in the Mediterranean Region, Vienna, 2007

2006 National University of Singapore, Penang, Malaysia, 2006, September 10th