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Kennedy School of Government  
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#### PRESENT POSITION

Albert J. Weatherhead III and Richard W. Weatherhead  
Professor of Public Management  
Harvard University, John F. Kennedy School of Government

Faculty Affiliate  
Ash Center for Democratic Governance and Innovation  
Harvard University, John F. Kennedy School of Government

#### PREVIOUS POSITIONS

1993-1997	Administrator, Office of Federal Procurement Policy Office of Management and Budget, Washington D.C.
1986-1992	Professor of Public Policy Harvard University, John F. Kennedy School of Government
1978-79, 1981-86	Assistant and Associate Professor of Public Policy Harvard University, John F. Kennedy School of Government
1979-81	Associate Director for Management Planning Federal Trade Commission Bureau of Consumer Protection
1975-76	Research Associate Harvard School of Public Health
1973-75	Teaching Fellow in Government Harvard University

#### ACADEMIC JOURNAL PARTICIPATION

2005-Present	Editor in Chief, International Public Management Journal  Editorial Board, Journal of Public Administration Research and Theory
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## EDUCATION

- 1970                    A.B., Harvard College, *summa cum laude* (Social Studies)  
1978                    Ph.D., Harvard University (Government)

## HONORS

- 2010                    John Gaus Award and Lectureship, American Political Science Association  
2007                    Hall of Fame, *Government Computer News*  
2001                    Herbert Roback Award, National Contract Management Association  
1997                    National Achievement Award, National Contract Management Association  
1996                    Distinguished Public Service Award,  
                             American Society of Public Administration (Washington chapter)  
1980                    Gabriel Almond Award, Outstanding Dissertation in Comparative Politics,  
                             American Political Science Association  
1970-71                Fulbright Scholarship to University of Stockholm  
1970-71                Harvard University Sheldon Traveling Fellowship  
1969                    Junior Twelve, Phi Beta Kappa  
1966-70                Harvard National Scholar

## PARTICIPATION IN ORGANIZATIONS AND COMMITTEES

- 2012-                    Academic Advising Committee, Dr. Seaker Chan Center for Comparative  
                             Political Development Studies at Fudan University  
2012                    Li Ka Shing Professor (Visiting), Lee Kuan Yew School of Public Policy,  
                             National University of Singapore (March 2012)  
2011-                    Adjunct Professor, Xi'an Jiaotong University  
2008 -                    Vice President, International Public Management Network  
2008-                    Editorial Board, *Public Organization Review*  
2006-                    Editorial Board, *Journal of Comparative Policy Analysis*  
2006-                    Board of Advisors, Compusearch Software Systems, Inc.

- 2005- Board of Advisors, FedBid, Inc.
- 2004- Editor, *International Public Management Journal*
- 2003- Director, Procurement Roundtable
- 2002-03 Member, National Academy of Science, Institute of Medicine  
National Research Council, Committee on Accelerating the Research,  
Development, and Acquisition of Medical Countermeasures Against  
Biological Warfare Agents
- 1997- Principal, Council for Excellence in Government
- 1997- Board of Directors, GTSI Corp.
- 1995- Fellow, National Academy of Public Administration
- 1994- Board of Advisors, National Contract Management Association
- 1991-93,  
1997- Board of Editors, *Journal of Public Administration Research and Theory*
- 1990-93,  
1997- Editorial Board, *The American Prospect*
- 1989-93 Academic Advisory Board, Volvo Research Foundation
- 1973-75 Board of Directors, American Council on Germany
- 1975 Member (invited), American Council on Germany

#### PUBLICATIONS: BOOKS

*Unleashing Change: A Study Of Organizational Renewal In Government* (Brookings Institution Press, 2005)

*American Democracy and the Public Good* (Harcourt Brace, 1996)

*Procurement and Public Management: The Fear of Discretion and the Quality of Public Performance* (American Enterprise Institute, 1990)

*Making Public Policy: A Hopeful View of American Government* (Basic Books, 1987)

*Elites and the Idea of Equality* (with Sidney Verba et al, Harvard University Press, 1987)

*What Price Incentives? Economists and the Environment* (Auburn House, 1981)

*Regulating America, Regulating Sweden: A Comparative Study of Occupational Safety and Health Policy* (MIT Press, 1981)

*Improving Doctor Performance: A Study in the Use of Information and Organizational Change* (Human Sciences Press, 1979)

*Behind the Berlin Wall* (Houghton Mifflin, 1972)

*Push Comes to Shove* (Houghton Mifflin, 1970)

#### PUBLICATIONS: CHAPTERS IN BOOKS

“Achieving Contracting Goals and Recognizing Public Law Concerns: A Contracting Management Perspective,” in Jody Freeman and Martha Minow (editors), *Government by Contract: Outsourcing and American Democracy*. (Harvard University Press, 2008).

"The 'Kennedy School School' of Research on Innovation in Government," in Sanford Borins (editor), *Innovations in Government: Research, Recognition, and Replication*. (Brookings Press and Ash Institute for Democratic Governance and Innovation, 2008).

“Public Management and Organization Studies,” in Arthur Brief and James P. Walsh (editors), *Academy of Management Annals*, Vol. 1 (Academy of Management, 2007)

"Strategic Contracting Management," in John D. Donahue and Joseph S. Nye, Jr. (editors), *Market Based Governance* (Brookings Institution Press, 2002)

"Contracting," in Lester Salamon (editor), *The Tools of Government: A Guide to the New Governance* (Oxford University Press, 2002)

“Implementing Management Change from the White House: The Case of Federal Procurement Reform,” in James Pfiffner (editor), *The Managerial Presidency* (Texas A&M University Press, 1998)

“What is Wrong with the Revolving Door? in Barry Bozeman (editor), *Public Management: The State of the Art* (San Francisco: Jossey-Bass Publishers.1993)

“Congress and Public Spirit: A Commentary,” in Jane Mansbridge (editor), *Beyond Self-Interest* (University of Chicago Press, 1990)

“Why Public Ideas Matter,” in Robert Reich (editor), *The Power of Public Ideas* (Harvard University Press, 1987)

“The Political Foundations of American Statistical Policy,” in William Alonso and Paul Starr (editors), *The Politics of Numbers* (Russell Sage Foundation, 1987)

“Revenue Recycling Using Checkwriting,” in Alvin Alm and Robert Weiner (editors), *Oil Shock: Policy Response and Implementation*, (Ballinger, 1984)

“Economic Incentives and Environmental Policy: Politics, Philosophy, Ideology,” in Thomas Schelling (editor), *Incentives for Environmental Protection*, (MIT Press, 1983)

“The Occupational Safety and Health Administration,” in James Q. Wilson (editor), *The Politics of Regulation*, (Basic Books, 1980)

#### PUBLICATIONS: ARTICLES (SELECTED)

Kelman, S. 2016. “My Experience With Lymphoma: Navigating the Ups and Downs of a Life-Changing Diagnosis.” *The Atlantic*.

Kelman, S., Sanders, R., Pandit, G. And Taylor, S., 2016. “Tell It Like It Is”: Groupthink, Decisiveness, And Decision-Making Among Us Federal Subcabinet Executives. *Governance* (forthcoming).

Kelman, s. and Hong, s., 2016. “Hard,”“Soft,” or “Tough Love” Management: what promotes successful performance in a cross-organizational collaboration?. *International Public Management Journal*,19.2.

Kelman, S., Sanders, R. and Pandit, G., 2016. “I Won't Back Down”: Complexity and Courage in Government Executive Decision Making. *Public Administration Review*. (76) 3

Kelman, S., Hong, S. and Turbitt, I., 2013. Are there managerial practices associated with the outcomes of an interagency service delivery collaboration? Evidence from British crime and disorder reduction partnerships. *Journal of Public Administration Research and Theory*, 23(3), pp.609-630.

“Successfully Achieving Ambitious Goals in Government: An Empirical Analysis” with Jeff Myers, *American Review of Public Administration*, 41(3) (May 2011), pp. 235-262.

“Performance Improvement and Performance Dysfunction: An Empirical Examination of Distortionary Impacts of the Emergency Room Wait-Time Target in the English National Health Service” with John N. Friedman, *Journal of Public Administration Research and Theory*, 19(4) (October 2009), 917-946.

"Improving Service Delivery Performance in the United Kingdom: Organization Theory Perspectives on Central Intervention Strategies," *Journal of Comparative Policy Analysis*, 8(4), (December 2006), 393-419.

“Downsizing, Competition, and Organizational Change In Government: Is Necessity the Mother of Invention?” *Journal of Policy Analysis and Management*, 25(4) (Fall 2006).

“9/11 and the Challenges of Public Management: A Review Essay of The 9/11 Commission Report.” *Administrative Science Quarterly* (March 2006).

“Public Management Needs Help!” *Academy of Management Journal* (December 2005).

"Remaking Federal Procurement," *Public Contracts Law Journal* (Summer 2002).

“Policy Views, Constituency Pressure, and Congressional Action on Flag Burning,” *Public Choice* (Winter 1992).

“Adversary and Cooperationist Institutions for Conflict Resolution in Public Policymaking,” *Journal of Policy Analysis and Management* (Spring 1992).

“The Japanization of America?” *The Public Interest* (Winter 1990).

“A Case for In-Kind Transfers,” *Economics and Philosophy* (April 1986).

“The Grace Commission: How Much Waste in Government?” *The Public Interest* (Winter 1985).

“Using Implementation Research to Solve Implementation Problems: The Case of Energy Emergency Assistance,” *Journal of Policy Analysis and Management* (Fall 1984).

“Limited Government: An Incoherent Concept,” *Journal of Policy Analysis and Management* (Fall 1983).

“The Ethics of Regulatory Competition,” *Regulation* (May/June 1982).

“Economists and the Environmental Muddle,” *The Public Interest* (Summer 1981).

“Cost-Benefit Analysis: An Ethical Critique,” *Regulation* (January 1981).

“Regulation and Paternalism,” *Public Policy* (Winter 1981).

“Regulation by the Numbers: The Consumer Product Safety Commission,” *The Public Interest* (Summer 1974).

#### COLUMN & BLOG:

Regular column in *Federal Computer Week* (<http://fcw.com/articles/list/columns.aspx>)

Blog at FCW.com. (<http://fcw.com/blogs/lectern/list/blog-list.aspx>)

#### WORKING PAPERS:

"Effort as Investment: Analyzing the Response to Incentives." with John N. Friedman.  
HKS Faculty Research Working Paper Series: RWP07-024

#### LANGUAGES

Swedish (fluent)

German

French

Chinese (beginning)