

STEVEN KELMAN  
Harvard University  
Kennedy School of Government  
79 John F. Kennedy Street  
Cambridge, MA 02138  
(617) 496-6302  
[steve\\_kelman@harvard.edu](mailto:steve_kelman@harvard.edu)

### PRESENT POSITION

Albert J. Weatherhead III and Richard W. Weatherhead  
Professor of Public Management  
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

### 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)

“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:

“Hard,” “Soft,” or “Tough Love”: What Kinds of Organizational Culture Promote Successful Performance in Cross-Organizational Collaborations? with Souman Hong. HKS Faculty Research Working Paper Series RWP12-005, (February 2012).

"Are There Managerial Practices Associated with Service Delivery Collaboration Success?: Evidence from British Crime and Disorder Reduction Partnerships" with Souman Hong and Irwin Turbitt. HKS Faculty Research Working Paper Series RWP11-011, (February 2011).

"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)

(rev: 17-Jun-13)