



Senior Executive Fellows | October 18 – November 13, 2015

FACULTY BIOGRAPHIES

Peter Brown Zimmerman (Faculty Chair) is Lecturer in Public Policy and Senior Associate Dean for Strategic Program Development. He also serves as faculty chair of the Senior Executive Fellows Program and is co-chair of the Advanced Leadership Initiative, an interfaculty initiative with participation from five of Harvard's professional schools. He is a graduate of the Kennedy School's Public Policy program. Before coming to Harvard, he worked for the US Navy, on the National Security Council staff and on the staff of the Senate Intelligence Committee. He has consulted with and advised a wide range of public and non-profit organizations.
<http://www.hks.harvard.edu/about/faculty-staff-directory/peter-zimmerman>

Dana H. Born, Lecturer in Public Policy, is a retired brigadier general with 30 years of service in the U.S. Air Force. Prior to coming to Harvard, from 2004-2013, she served two terms as the President appointed dean of the faculty for the U.S. Air Force Academy where she was also a professor and head of the Behavioral Sciences and Leadership Department. Dana also served as Assistant Director for Recruiting Research and Analysis in the Office of Assistant Secretary of Defense for Force Management Policy, aide to the Secretary of the Air Force and Deputy Chief of the Personnel Issues Team in the Office of the Deputy Chief of Staff for Personnel. She commanded the 11th Mission Support Squadron at Bolling Air Force Base in Washington, D.C., was an Exchange Officer with the Royal Australian Air Force, and served in Afghanistan in support of Operation Enduring Freedom. A 1983 graduate with distinction of the U.S. Air Force Academy, Dana holds two master's degrees (Trinity University and University of Melbourne) and a doctorate in industrial and organizational psychology from Penn State University. She has received a large number of awards, including the Secretary of the Air Force Eugene M. Zuckert Award for Outstanding Management Achievement, an honorary doctorate from Simmons College in 2007, the Air Force Distinguished Service Medal, the Legion of Merit and the Defense Meritorious Service Medal. Dana also is a Senior Consultant for the Authentic Leadership Institute (ALI), member of the International Women's Forum; Peer Evaluator for the Higher Learning Commission; Trustee on the U. S. Air Force Academy Falcon Foundation; is an Advisory Board Member on "A Child's Guide to War" documentary, and, is a Director on the Board of the Apollo Education Group and serves on the Compensation and Audit Committees.
<http://www.hks.harvard.edu/about/faculty-staff-directory/dana-born>

Max H. Bazerman is the Co-Director of the Center for Public Leadership (with David Gergen) at the Harvard Kennedy School and the Jesse Isidor Straus Professor of Business Administration at the Harvard Business School and. Max's research focuses on decision making, negotiation, and ethics. He is the author, co-author, or co-editor of twenty books (including *The Power of Noticing*, Forthcoming, Simon and Schuster, 2014, the eighth edition of Judgment in Managerial Decision Making [with Don A. Moore], Wiley, 2013 and *Blind Spots* [with Ann Tenbrunsel], Princeton University Press, 2011) and over 200 research articles and chapters. His awards include an honorary doctorate from the University of London (London Business School), being named as Ethisphere's 100 Most Influential in Business Ethics, a Daily Kos Hero from the Bush Era for going public about how the Bush Administration corrupted the RICO Tobacco trial, and the Distinguished Educator Award from the Academy of



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and a fellow at the Harvard Kennedy School's Malcolm Wiener Center for Social Policy. He was also a faculty co-chair of the Pathways to Prosperity Initiative on adolescent-to-adult transitions at Harvard's Graduate School of Education. After 31 years as full-time faculty, he moved into a half-time adjunct position in 2014.

Most of his research since the mid-1990s has focused on racial achievement gaps, appearing in publications of the National Research Council, the Brookings Institution, and the US Department of Education, in addition to various books and journals. His most recent book is *Toward Excellence with Equity: An emerging vision for closing the achievement gap*, published by Harvard Education Press. Dr. Ferguson earned an undergraduate degree from Cornell University and Ph.D. from MIT, both in economics.

<http://www.hks.harvard.edu/about/faculty-staff-directory/ronald-ferguson>

David Gergen is a senior political analyst for CNN and has served as an adviser to four U.S. presidents. He is a public service professor of public leadership at the Harvard Kennedy School and the director of its Center for Public Leadership. In 2000, he published the best-selling book, *Eyewitness to Power: The Essence of Leadership*, Nixon to Clinton.

Gergen was born in Durham, North Carolina, where his father taught mathematics at Duke University. He graduated with honors from both Yale College (1963) and Harvard Law School (1967), and served as an officer in the U.S. Navy for nearly three and a half years, posted to a ship in Japan.

Gergen joined the Nixon White House in 1971, as a staff assistant on the speech writing team, a group of heavyweights that included Pat Buchanan, Ben Stein, and Bill Safire. Gergen went on to work in the administration of Gerald Ford and as an adviser to the 1980 George H.W. Bush presidential campaign. He served as Director of Communications for Ronald Reagan and as adviser to Bill Clinton and Secretary of State Warren Christopher on domestic and foreign affairs.

In his private life, Gergen works as a political journalist and analyst. From 1985-1986 he worked as an editor at U.S. News & World Report, where he also served as editor-at-large. Gergen's career in television began in 1985, when he joined the MacNeil/Lehrer News Hour for widely praised Friday night discussions of politics. Today, he appears frequently on CNN as a senior political analyst and contributes a monthly column to Parade Magazine.

Gergen joined the Harvard faculty in 1999. He is active as a speaker on leadership and sits on many boards, including Teach for America, the Aspen Institute, and Duke University, where he taught from 1995-1999. He is a member of the Washington D.C. Bar and the Council on Foreign Relations, and holds 19 honorary degrees. Gergen lives in Cambridge, MA with his wife Anne, they have two children, Christopher and Katherine, and four grandchildren.

<https://www.hks.harvard.edu/about/faculty-staff-directory/david-gergen>

Francesca Gino is the Tandon Family Professor of Business Administration in the [Negotiation, Organizations & Markets Unit](#) at Harvard Business School. She is also formally affiliated with the [Program on Negotiation](#) at Harvard Law School, with the [Mind, Brain, Behavior Initiative](#) at Harvard, and with the Behavioral Insight Group at Harvard Kennedy School. Professor Gino teaches Decision Making and Negotiation in the MBA elective curriculum and in [Executive Education programs](#) at the School. She co-chairs an HBS Executive Education program on [applying behavioral economics to](#)



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Steve Kelman is the Weatherhead Professor of Public Management at Harvard University's John F. Kennedy School of Government. A *summa cum laude* graduate of Harvard College, with a Ph.D. in government from Harvard University, he is the author of many books and articles on the policymaking process and on improving the management of government organizations. His latest book, *Unleashing Change: A Study of Organizational Change in Government*, was published in 2005 by the **Brookings Institution Press**. His other books include a study on how to improve the government computer procurement process, entitled *Procurement and Public Management: The Fear of Discretion and the Quality of Government Performance* (AEI Press, 1990), and *Making Public Policy: A Hopeful View of American Government* (Basic Books, 1987). In 1996 he was elected a Fellow of the National Academy of Public Administration. In 2001, he received the Herbert R. O'Connell Memorial Award, the highest achievement award of the National Contract Management Association. In 2003 he was elected as a Director of The Procurement Roundtable. In 2010 the American Political Science Association awarded him the Gaus Prize, which honors a lifetime of achievement in public administration scholarship. He currently serves as editor of the [**International Public Management Journal**](#), and he writes a regular [column for *Federal Computer Week*](#) and a [blog, *The Lectern*](#), at FCW.com.

From 1993 through 1997, Dr. Kelman served as Administrator of the Office of Federal Procurement Policy in the Office of Management and Budget. During his tenure as Administrator, he played a lead role in the Administration's reinventing government effort. He led Administration efforts in support of the Federal Acquisition Streamlining Act of 1994 and the Federal Acquisition Reform Act of 1995. <https://www.hks.harvard.edu/index.php/about/faculty-staff-directory/steven-kelman>

David C. King is Senior Lecturer in Public Policy at The Harvard Kennedy School and Faculty Chair of the Masters in Public Administration programs. Professor King is the primary faculty contact for students in the two-year [MPA](#) and the one-year [Mid-Career MPA](#) programs, for which he also chairs the Admissions Committees. Professor King chairs Harvard's Bi-Partisan Program for Newly Elected Members of the U.S. Congress, and he directs the Executive Program for [Senior Executives in State and Local Government](#). An award-winning instructor, King's work is highlighted in Bill Smoot's 2010 book, *Conversations with Great Teachers*. Since joining the Harvard faculty in 1992, Professor King's courses have focused on Legislatures, Political Parties, and Interest Groups. He is also a member of the core faculty within the [Carr Center for Human Rights Policy](#) and a faculty affiliate of the [Taubman Center for State and Local Government](#). In the wake of the 2000 presidential elections, Professor King directed the Task Force on Election Administration for the National Commission on Election Reform, chaired by former presidents Gerald Ford and Jimmy Carter. That effort culminated in landmark voting rights legislation signed by President Bush in late 2002. He later oversaw an evaluation and new management structure for the Boston Election Department, and he served on the Advisory Board of AmericansElect.org. Professor King is the author, co-author, and co-editor of three books, and he has published in a range of journals, including *The American Political Science Review*, and *The Journal of Politics*.

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Dr. Jennifer Lerner is Professor of Public Policy and Management at the Harvard Kennedy School of Government and Co-founder of the Harvard Decision Science Laboratory. She is the first psychologist



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tor Performance Management and visiting professor at the University of Maryland's School of Public Policy.

Dr. Metzenbaum is recognized as one of the nation's leading experts in the field of public sector performance management and measurement, and has authored numerous publications, articles, and case studies on performance management, leadership, and accountability. She is a fellow of the National Academy of Public Administration and holds a Ph.D. in public policy from Harvard's Kennedy School of Government.

Gary Orren, the V.O. Key, Jr. Professor of Politics and Leadership at Harvard University, teaches and writes on public opinion, politics, and persuasion. He has worked in the United States and abroad as a pollster and strategist for candidates, interest groups, government agencies, corporations, and news organizations, including the *New York Times* and *Washington Post*. He helped draft the rules for the U.S. presidential nomination process and assists *ABC News* in its election night forecasting. He has worked at the youth corps program City Year as a team leader and director of national policy and planning, and served on City Year's National Board of Trustees. His books include *Equality in America: The View from the Top: Media and Momentum: The New Hampshire Primary and Nomination Politics; The Electronic Commonwealth: The Impact of New Media Technologies on Democratic Politics; and Media Polls in American Politics*. He received his bachelor's degree from Oberlin and his PhD from Harvard. String instruments are his thing: playing some (violin, guitar) and playing with others (a tennis racket).
<http://www.hks.harvard.edu/about/faculty-staff-directory/gary-orren>

Roger B. Porter is the IBM Professor of Business and Government. Joining the Kennedy School faculty in 1977, he has served for more than a decade in senior economic policy positions in the White House, most recently as Assistant to the President for Economic and Domestic Policy from 1989 to 1993. He served as Director of the White House Office of Policy Development in the Reagan Administration and as Executive Secretary of the President's Economic Policy Board during the Ford Administration. He is the author of several books on economic policy, including *Presidential Decision Making and Efficiency, Equity and Legitimacy: The Multilateral Trading System at the Millennium*. His most recent book is *New Directions in Financial Services Regulation* (MIT Press, 2011). An alumnus of Brigham Young University, Porter was a Rhodes Scholar at Oxford University, where he received his BPhil degree. He was a White House Fellow from 1974 to 1975 and received his MA and PhD degrees from Harvard University. He was appointed a member of the President's Commission on White House Fellowships, is a trustee of the Gerald R. Ford Foundation, is a member of the Advisory Board of the Bush School of Government and Public Service at Texas A&M University, and is a board member of the White House Historical Association.
<http://www.hks.harvard.edu/about/faculty-staff-directory/roger-porter>

Malcolm K. Sparrow is Professor of the Practice of Public Management at Harvard's John F. Kennedy School of Government. He is Faculty Chair of the school's executive programs on regulation and enforcement, corruption control, policing, and counter-terrorism. Professor Sparrow's recent publications include:



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STAFF BIOGRAPHIES

Horace Ling has been a program director at Harvard's Kennedy School since August 2007. He is currently the director for the Senior Executive Fellows program, which is conducted three times a year for those seeking top leadership positions in federal government. He has directed a wide variety of programs in the past including COMTAX (Comparative Tax Policy and Administration), Taiwan Executive Leadership, Leadership in Crisis, Shaping Healthcare Delivery Policy, Cutting Edge of Development Theory, Leadership in Homeland Security, China's Business Leaders, Strategic Management for Leaders of NGOs and Investment Decisions and Behavioral Finance Programs. From 2001–2006, he worked in Beijing, China for NGOs, first as Director for Corporate Development for Operation Blessing and then as Marketing Manager for World Vision China. Other positions that he has held include Organizational Development Analyst at the Timken Company, a Fortune 500 manufacturing company, Computer Teacher in the Boston Public Schools and Acquisition Program Manager for the US Federal Government. He speaks Mandarin Chinese and Spanish and holds a EdM from Harvard's School of Education and a BS in Computer Systems Engineering from the University of Massachusetts at Amherst.

Horace.Ling@hks.harvard.edu

Tani Nelson is a Senior Program Coordinator for the Executive Education department at the Harvard Kennedy School of Government. She received her Bachelor of Arts degree in Public Policy and Law from Trinity College, in Hartford, Ct. While at Trinity, Tani was a member of the Women's Varsity Soccer team and completed a study abroad semester in Paris, France. Before coming to the Harvard Kennedy School, she worked at the Harvard College Fund where she helped manage multiple Reunion Gift Campaigns. Her previous work experience includes working in state government and on local political campaigns. In her spare time, Tani enjoys playing soccer, politics, reading, and being outdoors.

Danny Bradley is a Program Assistant for Executive Education at the Harvard Kennedy School of Government. He received his Bachelor of Arts degree in International Relations from Boston University, focusing on African culture and politics, international organizations, and human rights. While at Boston University, he studied and interned for a semester in Geneva, Switzerland. Prior to his time at Harvard, Danny worked as a Travel Support Manager at EF Education First in the non-profit foreign exchange division, EF High School Exchange Year. In his spare time, Danny enjoys reading, cooking, traveling, and exploring Boston's various restaurants and cultural sites.

Ariana Diaz is a Program Coordinator who joined the Executive Education department at the Harvard Kennedy School in January of 2014. Previously, she worked for 10 years in the airline industry, in the customer service and operations departments. While working part-time at the airport, she also obtained her BA and MBA from Simmons College in Boston. During her time at Simmons she participated in several study abroad programs, travelling to Spain, Egypt, and the United Arab Emirates. Ariana was born in the southernmost region in Chile, and grew up in Patagonia, Argentina. By now, she has been living in Boston for more than 15 years. Ariana is an avid traveler and soccer fanatic, in her spare time she likes to read and spend time at home with her son Joaquin.