

MARK HARRISON MOORE

Hauser Professor of Nonprofit Organizations
Harvard's Kennedy School of Government

Herbert Simon Professor of Organizations, Management, and Education
Harvard's Graduate School of Education

124 Mt. Auburn Street
200 North, Room 234
Cambridge, Mass 02318

Telephone: 617-495-1113

E-Mail: mark_moore@harvard.edu

Current Positions:

- 2008- Herbert A. Simon Professor of Education, Management and Organizational Behavior
2005- Hauser Professor of Nonprofit Organizations

Previous Positions:

- 2007-2011 Visiting Professor, Harvard Business School
1998-2007 Director, Hauser Center for Nonprofit Organizations, Kennedy School of Government
1996-1998 Faculty Chairman, Strategic Management "Cluster," Kennedy School, Harvard University
1979-2004 Guggenheim Professor of Criminal Justice Policy and Management, Kennedy School, Harvard University
1979-2004 Faculty Chairman, Program in Criminal Justice Policy and Management, Kennedy School, Harvard University
1979-1990 Faculty Chairman, Executive Programs, Kennedy School, Harvard University
1976-1979: Associate Professor of Public Policy, Kennedy School, Harvard University
1974-1975: Special Assistant to the Administrator and Chief Planning Officer, Drug Enforcement Administration, U.S. Department of Justice (on leave from KSG)

1973-1976: Assistant Professor of Public Policy, Kennedy School, Harvard University

Education

B.A., Yale University (Summa Cum Laude and Honors with Exceptional Distinction in Political Science and Economics), 1969

M.P.P., Kennedy School of Government, Harvard University, 1971

Ph.D., Kennedy School of Government, Harvard University, 1974

Primary Research/Teaching Interests

Crime; Criminal Justice Policy and Management

Organizational Behavior, Public Management;

Normative Theories of the State; Law and Public Policy

NonProfit Organizations, Civil Society

Social Innovation, Social Entrepreneurship and Social Change

Professional Service

For the National Academy of Sciences

Vice Chair, Committee on Law and Justice, 2002-2005

Committee on Research on Law Enforcement and the Administration of Justice, 1990-1998

Chair, Committee on Case Studies in School Violence, 2001-2002

Chair, Conference on Urban Violence, 1994

Chair, Panel on Alcohol Control Policies, 1979-1981

Review Coordinator, *Juvenile Crime, Juvenile Justice*, 2001

Review Coordinator, "Transnational Organized Crime: Report of a Workshop," 1999

Member, Committee on Law and Justice: Panel on the Understanding and Control of Violent Behavior, 1989-1992

Other Service

Steering Committee: Interfaculty Initiative on Mind, Brain, and Behavior, Harvard University, 1994-1997

Editorial Board, *Criminology and Criminal Justice*

Honorary Societies

Phi Beta Kappa

Associate Member, National Academy of Sciences

Other Honorary Appointments and Positions

Fellow, Sunningdale Institute, National School of Government, Great Britain

Faculty Member, Australian-New Zealand School of Government,

Fellow, Faculty of Business, Tilburg University

Selected Publications

Books and Monographs

Recognizing Public Value: The Strategic Use of Performance Measurement, Cambridge: Harvard University Press, 2013.

Ports in a Storm: Public Management in a Turbulent World, with John D. Donahue (eds.). Washington: Brookings Institution Press, 2012.

Public Value: Theory and Practice, with John Benington (eds.). London, Palgrave, Macmillan, 2010.

Creating Public Value Through State Arts Agencies with Gaylen Moore, Minneapolis: Arts Midwest, 2005.

Deadly Lessons: Understanding Lethal School Violence, with Carol V. Petrie, Anthony A. Braga, and Brenda L. McLaughlin. (eds.) Washington, D.C.: National Academies Press, 2003.

The 'Bottom Line' of Policing: What Citizens Should Value (and Measure!) in Police Performance, with Anthony Braga, Police Executive Research Forum, February 2003.

Recognizing Value in Policing: The Challenge of Measuring Police Performance, with David Thacher, Andrea Dodge, and Tobias Moore, Police Executive Research Forum, 2002.

Youth Violence, Volume 24 of Crime and Justice: A Review of Research, with Michael Tonry (eds.). Chicago: The University of Chicago Press, 1998.

Creating Public Value: Strategic Management in Government, Cambridge: Harvard University Press, 1995. (Translated into Spanish, Portuguese, and Italian; English Version Published in China)

Accounting for Change: Reconciling the Demands for Accountability and Innovation in the Public Sector (Council for Excellence in Government: Washington, D.C. 1993)

Beyond Command and Control: The Strategic Management of Police Departments, with Darrel W. Stephens. Washington, D.C.: Police Executive Research Forum, 1991.

Beyond 911: A New Era for Policing, with Malcolm K. Sparrow and David Kennedy, New York: Basic Books, 1990.

Ethics in Government: The Moral Challenge of Public Leadership, with Malcolm K. Sparrow, Englewood Cliffs, New Jersey: Prentice Hall, 1990.

From Children to Citizens, Vol. I: The Mandate for Juvenile Justice, with T. Bearrows, J. Bleich, F. X. Hartmann, G. L. Kelling, M. Oshima, and S. Weingart, New York: Springer-Verlag, 1987.

Inspectors-General: Junkyard Dogs or Man's Best Friend? with Margaret J. Gates, New York: Russell Sage Foundation, 1986.

Dangerous Offenders: The Elusive Target of Justice, with Susan Estrich, Daniel McGillis, William Spelman. Cambridge: Harvard University Press, 1984.

Alcohol and Public Policy: Beyond the Shadow of Prohibition, with Dean Gerstein, Washington DC: National Academy Press, 1981.

Public Duties: The Moral Obligations of Public Officials, co-edited with Joel L. Fleishman and Lance Liebman, Cambridge: Harvard University Press, 1981.

Special Edition of Public Policy on "Implementation Analysis," co-authored with Graham T. Allison, Spring 1978.

Buy and Bust: The Effective Regulation of an Illicit Market in Heroin, Lexington Books, 1977.

Book Chapters, Articles, Professional Papers

1. Public Policy Analysis, Public Management and the Voluntary Sector

"Public Value in Changing Times" with John Benington in Benington and Moore, *Public Value: Theory and Practice*, London, Palgrave Macmillan, 2010 Ch. 1.

"Choice and Marketing in Public Management; the Creation of Public Value?" with Robin Wensley in Benington and Moore *Public Value: Theory and Practice*, London, Palgrave Macmillan, 2010 Ch. 7

"Looking Ahead," in Benington and Moore (above) *Public Value: Theory and Practice* London, Palgrave Macmillan, 2010 Ch. 16.

"Networked Government: Survey of Rationales, Forms, and Techniques" in Stephen Goldsmith and Donald F. Kettl, eds. *Unlocking the Power of Networks: Keys to High Performance Government* (Washington, DC: Brookings Institution, 2009)

Hurricane Katrina and the Voluntary Sector: Summary Observations Urban Institute 2007

Social Entrepreneurship: A Preliminary View of the Possibilities (Hauser Center, 2007)

“Innovations in Governance” with Jean Hartley, *Public Management Review* 2007

“A Framework for Analyzing Nonprofit Governance and Accountability Policies and Practices,” with William Ryan. Hauser Center Working Paper No. 33.3. 2006

“The Simple Analytics of Accountability,” Hauser Center Working Paper No. 33.9. 2006

“Break-Through Innovations and Continuous Improvement: Two Different Models of Innovative Processes in the Public Sector” [Public Money & Management](#), January 2005, vol. 25, no. 1, pp. 43-50(8)

“Introduction to Symposium: Public Values in an Era of Privatization” *Harvard Law Review*, vol.11. no. 5.

“What Business Might Learn From Government About Strategic Management” with Sanjeev Khagram 2004

“Building Strategic Accountability Systems for International NGO’s” with David Brown and James Honan, *Accountability Forum*, Issue 2, Summer, 2004

“The “Public Value Scorecard: A Rejoinder and an Alternative to ‘Strategic Performance Measurement and Management in Non-Profit Organizations’ by Robert Kaplan,” Hauser Center Working Paper No. 18, 2003

On Creating Public Value: What Business (And Non-Profit Organizations) Might Learn from Government About Strategic Management (Unpublished) 2003

“Strengthening the Accountability of International Non-Governmental Organizations: An Analytic Framework and Implementation Guidelines” with David Brown and James Honan (Hauser Center, 2003)

Faith, Liberal Democracy, and the Public Good, (Hauser Center) 2002

“Privatizing Public Management,” in John D. Donahue and Joseph S. Nye, Jr., (eds.), *Market-Based Governance: Supply Side, Demand Side, Upside and Downside*, Washington, D.C.: Brookings Institution Press, 2002.

“Accountability, Strategy, and International Non-Governmental Organizations,” with David Brown *NonProfit and Voluntary Sector Quarterly*, 30:3 2001 569-587

“The Market versus the Forum: Observations on the Ways in Which the Extension of Values and Social Processes Celebrated by Markets Can Adversely Affect Governance,” in John D. Donahue and Joseph S. Nye, Jr., (eds.), *Governance Amid Bigger, Better Markets*, Washington, D.C.: Brookings Institute Press, January 2001.

“Managing For Value: Strategy in Nonprofit Organizations” *Nonprofit and Voluntary Sector Quarterly*,, vol. 29, no. 1, Supplement 2000 183-204 2000 Sage Publications, Inc.

“Globalization, NGOs and Multi-Sectoral Relations,” with L. David Brown, Sanjeev Khagram, and Peter Frumkin, in Joseph S. Nye, Jr., and John D. Donahue (eds.), *Governance in a Globalizing World*, Washington, D.C.: Brookings Institution Press, 2000.

Towards a Normative Theory of the Non-Profit Sector, 1999 (Hauser Center)

“Case Studies in the Transformation of Police Departments”

“The Strategic Management of Criminal Sanctions” in Patricia Harris, *Research to Results: Effective Community Corrections* 1999

“The Strategic Management of Intermediate Sanctions *Corrections Management Quarterly*, vol 1. no. 3, 7/1/ 1997

“Innovation in Policing: From Production Lines to Job Shops” with Malcolm Sparrow and William Spelman in Alan Altshuler and Robert D. Behn, *Innovations in American Government: Challenges, Opportunities and Dilemmas* (Brookings: Washington, D.C., 1997)

An Analysis of DOE’s Experience with Cleaning Up Environmental Hazards, 1996

Notes Towards a Curriculum in Nonprofit Policy and Management, Hauser Working Paper, 1996

“Learning While Doing: Linking Knowledge to Policy Development in Community Policing and Violence Prevention in the United States” in Per-Olof Wikstrom, *Integrating Crime Prevention Strategies: Propensity and Opportunity* (Stockholm, Sweden : National Council for Crime Prevention, Sweden, c1995) pp. 301-331.

“Policing: Deregulating or Redefining Accountability,” In *Deregulating the Public Service: Can Government Be Improved?* John DiIulio, Jr. (ed.), Washington, DC: Brookings Institution Press, 1994.

“Organization and Management” with Darrell Stephens in William Geller, ed. *Local Government Police Management*, 3rd ed. ?

“Public Value as the Focus of Strategy” (Australian Journal)

“Police Leadership: The Impossible Dream,” in Erwin C. Hargrove and John C. Glidewell (eds.), *Impossible Jobs in Public Management*, Lawrence, Kansas: University Press of Kansas, 1990.

“Small Scale Statesmen: A Normative Conception of the Role and Functions of Public Management in Contemporary American Government,” presented to the Third International Colloquium of the Journal “Politiques et Management Public,” November 1988.

“What Sort of Ideas Become Public Ideas?” in Robert B. Reich, (Ed.) *The Power of Public Ideas*, Cambridge, MA: Ballinger, 1988.

“On the Office of the Taxpayer and the Social Process of Taxpaying,” *Income Tax Compliance: A Report of the ABA Section of Taxation Invitational Conference on Income Tax Compliance*, American Bar Association, 1983.

“Social Science and Policy Analysis: Some Fundamental Differences,” in *Ethics, the Social Sciences and Policy Analysis*, Daniel Callahan and Bruce Jennings (eds.), Plenum Publishing Corporation, 1983.

“Policy Managers Need Policy Analysis,” *Journal of Policy Analysis and Management*, Vol.1, No.3, Spring 1982.

“Statesmanship in a World of Particular Substantive Choices,” in Robert A. Goldwin, (Ed.), *Analysts and Statesmen: Who Governs*, American Enterprise Institute, 1980.

“Reorganization Plan #2 Reviewed,” *Public Policy*, Vol.26, No.2, New York: John Wiley and Sons, Spring 1978.

“The Case of the Fourth Platoon,” with Graham T. Allison, Timothy S. Bates, and Jane Downing, *Journal of Urban Analysis*, Vol.3, 1974.

2. Crime, Criminal Justice, and Policing

“Improving Police Through Expertise, Experience and Experiments” In D. Weisburd and A. A. Braga (Eds.), *Police Innovation: Contrasting Perspectives*. Cambridge: Cambridge University Press. (Forthcoming)

“Performance Evaluation of Police Departments.” With Anthony Braga, In *Encyclopedia of Law Enforcement*, edited by Marie Rosen and Larry E. Sullivan. Thousand Oaks, CA: Sage Publications. In Press.

“Police Performance Measurement: A Normative Framework” with Anthony Braga *Criminal Justice Ethics* , 23 (1): 3 ? 19. 2004

“Alternative Strategies for Public Defenders and Assigned Counsel” *Review of Law and Social Change*, Vol. 29, Number 1, 2004

“The Best Defense is No Offense: Preventing Crime through Effective Public Defense,” with Michael P. Judge, Carlos Martinez, and Leonard Noisette, *Review of Law and Social Change*, Vol. 29, Number 1, 2004

"Sizing up COMPSTAT: An Important Administrative Innovation in Policing" *Criminology and Public Policy* vol. 2, no 3, (July 2003)

“Measuring and Improving Police Performance: The Lessons of Compstat and Its Progeny.” With Anthony Braga, *Policing: An International Journal of Police Strategies and Management* , 26 (3): 439 ? 453. 2003.

“The Limits of Social Science in Guiding Inquiry,” *Criminology and Public Policy*, vol 2, no. 1 (November 2002).

“Problem-Solving Policing and Crime Prevention,” with Anthony A. Braga in Per-Olof Wikstrom, Lawrence Sherman, and Wesley Skogan (eds.) *Police and Crime Prevention*, Boulder, CO: Westview Press (forthcoming).

“Creating Networks of Capacity: The Challenge of Managing Society's Response to Youth Violence,” in Gary S. Katzmann, (ed.) *Securing Our Children's Future: New Approaches to Juvenile Justice and Youth Violence*, Washington, DC: Brookings Institution Press, 2002.

“Gun Control,” with Philip J. Cook, and Anthony A. Braga in James Q. Wilson and Joan Petersilia, (eds.) *Crime: Public Policies for Crime Control, 2d ed.*, San Francisco: Institute for Contemporary Studies Press, 2002.

“The Illegal Supply of Firearms,” with Anthony A. Braga, Philip J. Cook, and David M. Kennedy. *Crime and Justice: A Review of Research*, Vol. 29, p. 319, 2002.

“COPS Grants, Leadership, and Transitions to Community Policing,” with David Thacher, Catherine Coles, Peter Sheingold, and Frank Hartmann. *National Evaluation of the COPS Program: Title I of the 1994 Crime Act*, National Institute of Justice Research Report, August 2000.

“Police as an Agency of Municipal Government: Implications for Measuring Police Effectiveness,” with Margaret Poethig. *Measuring What Matters: Proceedings from the Policing Institute Research Meetings*, National Institute of Justice Research Report. July 1999.

“Youth Violence in America,” with Michael Tonry. *Crime and Justice: A Review of Research*, Vol. 24, pp. 1-26, 1998.

“Juvenile Justice: Shoring Up the Foundations,” with Stewart Wakeling. *Crime and Justice: A Review of Research*, Vol. 22, pp. 253-302, 1997.

“The Federal Role in Dealing with Violent Street Crime: Principles, Questions and Cautions,” with Philip B. Heymann. *Annals of the American Academy of Political and Social Science*, p. 103, January 1996.

Violence in Urban America: Mobilizing a Response (Washington, DC.: National Academy of Sciences, 1994)

“Public Health and Criminal Justice Approaches to Prevention,” *Crime and Justice: A Review of Research*, Vol. 19, pp. 237-262, 1995.

“Violence Prevention: Criminal Justice or Public Health?” *Health Affairs*, Vol. 12, No. 4, pp. 34-45, Winter 1993.

“Problem Solving and Community Policing: A Preliminary Assessment of New Strategies of Policing,” in Norval Morris and Michael Tonry, (eds.) *Crime and Justice: Modern Policing*, Chicago: University of Chicago Press, Vol.15, 1992.

“Drugs, the Criminal Law, and the Administration of Justice,” *The Milbank Quarterly*, New York: Cambridge University Press, Vol.69, No. 4, 1991.

“Violence and Intentional Injuries: Criminal Justice and Public Health Perspectives on an Urgent National Problem,” with Deborah Prothrow-Stith, Bernard Guyer and Howard Spivak. *Understanding and Preventing Violence: A Public Health Perspective*, National Academy Press, Vol. 4, 1991.

“An Analytic View of Drug Control Policies,” Program in Criminal Justice Policy and Management Working Paper, Kennedy School, Harvard University, 1990.

“Drugs: Getting a Fix on the Problem and the Solution,” *Yale Law and Policy Review*, 8(1): 8-35, 1990.

“Supply Reduction and Drug Law Enforcement,” in Michael Tonry and James Q. Wilson, (eds.) *Crime and Justice: A Review of Research*, Chicago: University of Chicago Press, pp.109-157, 1990.

“Corporate Strategies for Policing,” with Robert C. Trojanowicz, *Perspectives on Policing* No.6, National Institute of Justice, U.S. Department of Justice, and the Program in Criminal Justice Policy and Management, Kennedy School, Harvard University, November 1988.

“The Evolving Strategy of Policing” with George L. Kelling, *Perspectives on Policing* No.4, National Institute of Justice, U.S. Department of Justice and the Program in Criminal Justice Policy and Management, Kennedy School, Harvard University, November 1988.

“Values in Policing,” with Robert Wasserman, *Perspectives on Policing* No.8, National Institute of Justice, U.S. Department of Justice, and the Program in Criminal Justice Policy and Management, Kennedy School, Harvard University, November 1988.

“Crime and Policing,” with Robert C. Trojanowicz and George L. Kelling, *Perspectives on Policing* No.2, National Institute of Justice, U.S. Department of Justice, and the Program in Criminal Justice Policy and Management, Kennedy School, Harvard University, June 1988.

“Policing and the Fear of Crime,” with Robert C. Trojanowicz and George L. Kelling, *Perspectives on Policing* No.3, National Institute of Justice, U.S. Department of Justice, and the Program in Criminal Justice Policy and Management, Kennedy School, Harvard University, June 1988.

“Drugs: The Problem and the Options,” Program in Criminal Justice Policy and Management Working Paper, Kennedy School, Harvard University, Cambridge (Report to the Ford Foundation) 1987.

“Organized Crime as a Business Enterprise,” Chapter III in *Major Issues in Organized Crime Control: Symposium Proceedings*, National Institute of Justice, Washington D.C., September 1987.

“Purblind Justice: Normative Issues in the Use of Prediction in the Criminal Justice System,” in *Criminal Careers and Career Criminals*, Volume II, A. Blumstein, J. Cohen, J. A. Roth, and C. A. Visher, (eds.) National Academy Press, Washington D.C., 1986.

“Drug Policy and Organized Crime,” in *President's Commission on Organized Crime*, January 1986.

“Federally Funded Community Crime Control: Urban Initiatives Anti-Crime Program,” with George L. Kelling and Steven Edwards, *Criminal Justice Policy Review*, Vol. I, January 1986.

“Controlling Criminogenic Commodities: Drugs, Guns, and Alcohol,” in J.Q. Wilson, *Crime and Public Policy*, 1983.

“Invisible Offenses: A Challenge to Minimally Intrusive Law Enforcement,” in G. M. Caplan (ed.), *ABSCAM Ethics: Moral Issues and Deception in Law Enforcement*, The Police Foundation, Ch.2, 1983.

“The Bird in Hand: A Feasible Strategy for Gun Control,” *Journal of Policy Analysis and Management*, Vol.2, No.2, 1983.

“To Serve and Protect: Learning from Police History,” co-authored with George L. Kelling, *The Public Interest*, No.70, Winter 1983.

“Keeping Handguns from Criminal Offenders,” *Annals of the American Academy of Political and Social Science* 455, May 1981.

“Notes Towards a National Strategy to Deal with White Collar Crime,” in H. Edelhertz and C. Rogovin, (eds.) *A National Strategy for Curtailing White Collar Crime*, Lexington Books, 1980.

“The Police and Weapons Offenses,” *Annals of the American Academy of Political and Social Science* 452, November 1980.

“Limiting the Supplies of Drugs to Illicit Markets,” *Journal of Drug Issues*, Spring 1979.

“Violent Attacks And Chronic Offenders: A Proposal For Concentrating The Resources Of New York’s Criminal Justice System On The ‘Hard Core’ Of The Crime Problem,” with James Q. Wilson and Ralph Gants, Albany, N.Y.: New York State Assembly, 1978.

“A Feasibility Estimate of a Policy Decision to Expand Methadone Maintenance,” *Public Policy*, Vol.26, No.2, Spring 1978.

“Anatomy of the Heroin Problem: An Exercise in Problem Definition,” *Policy Analysis*, Vol.II, No.4, Fall 1976.

“Drug Abuse and Crime: A Policy Perspective,” Appendix to *Drug Use and Crime, Report of the Panel on Drug Use and Criminal Behavior*, National Institute on Drug Abuse and Research Triangle Institute, 1976.

“Policies to Achieve Discrimination of the Effective Price of Heroin,” *American Economic Review*, Vol. LXIII, No.2, May 1973.

“The Problem of Heroin,” with James Q. Wilson and I. David Wheat, *The Public Interest*, No.24, Fall 1972.

Selected Speeches, Presentations and Testimony

1. Public Management, Public Policy, Voluntary Sector

“The Competitive Struggle for Social Legitimacy,” Harvard Business School Alumni Re-Union 2009

“Social Entrepreneurship, Mass Mobilization, and Systems Change:” Keynote Address Skoll Conference on Social Entrepreneurship, Zaid Business School, Oxford University March, 2005

”Remarks: New Models of Governance and Accountability” Kennedy School of Government, Center on Business and Government 2004

“Creating Public Value – Take 2: Warwick Forum The Warwick forum on the Future of the Public Sphere” September 24-26, 2008

“Using Disciplined Knowledge to Create Public Value” Keynote Address Celebrating 50th Anniversary of IVA Tilburg University September 18, 2007

“The Voluntary Sector: A Recast View,” Keynote Address, Hauser Center 10th Anniversary Research Colloquium 2007

Scotland CFIA 2007

“Creating Public Value Through Public/Private Partnerships,” Keynote Address, CLAD IV Conference, SANTIAGO CHILE, OCTOBER, 2005

“What is Public Value? How do you Create It?” University of Warwick March 2004

“Creating Public Value: Political and Administrative Leadership in Local Government” Keynote Address SOLACE Annual Conference October 14, 2004 Brighton, England

“Creating Public Value: A Vision of Urban Governance” A Presentation for Progetto Citta’ Fiera Milano, 19-22 febbraio 2003

“Politics and the New Public Management” Seminar Presented to the Organization for Economic Development Paris, France January 29, 1997

“Creating Public Value: The Fundamental, Entrepreneurial Duty of Every Public Manager” Keynote Speech, For the 1996 European Foundation for Management Development Seminar on European Public Service Management Development, Dublin, Ireland, October 17, 1996

