



## About the Facilitator

Dr. Jorrit de Jong is Lecturer in Public Policy and Management at Harvard University's Kennedy School of Government (HKS). He is also Academic Director of the Innovations in Government Program at the Kennedy School's Ash Center. He teaches strategic management, public problem solving, and innovation in executive education and degree programs. His research, teaching and consultancy focus on cross-sectoral collaboration, democratic governance, public management and leadership.

Dr. de Jong is an expert in standards simulation exercises about the political and economic aspects of standardization and has moderated and facilitated simulation exercises for over 250 government organizations and universities around the globe, reaching more than 4000 participants. His simulation exercise for standardization has received acclaim from leading experts in the industry, distinguished scholars of standardization and standards management organizations. Dr. de Jong has contracted with NIST in the past to offer the course, **Setting Standards: Exercise in Strategy and Cooperation in Standardization Process**, and his broad experience in this highly specific area, where didactic theory meets standards management, has been met by participants with great enthusiasm.

De Jong has lectured and conducted research on innovation, change, and development in Europe, Asia, North America, and Africa. He is cofounder of United Knowledge, an Amsterdam-based firm that develops simulation games for professionals. He is also cofounder of the Kafka Brigade, an action research organization with offices in the UK and the Netherlands that aims to diagnose and remedy excessive bureaucracy. His most recent books include *The State of Access: Success and Failure of Democracies to Create Equal Opportunities* (Brookings Institution Press, 2008, with Rizvi), *Agents of Change: Strategies and Tactics of Social Innovation* (Brookings Institution Press, 2012, with Cels and Nauta), and *Dealing with Dysfunction: Problem Solving in Public Sector Bureaucracies* (Brookings Institution Press, forthcoming). He holds Master Degrees in Public Administration and Philosophy and a PhD in Public Policy and Management.

**Pat Harris**

Pat Harris is an International Standards Specialist in the NIST's Standards Coordination Office. She brings to SCO extensive experience in the standards development arena at the national and international levels, having managed an ANSI-accredited standards setting organization and the secretariat for an ISO Subcommittee. Through this hands-on experience she has gained valuable insights into standards development processes and systems. She has also engaged in a number of standards activities that have demonstrated the value of standardization to enabling innovations in information technology, including standardization of the file structures for the CD-ROM and eBooks. Currently her duties include participating on the team representing U.S. standards interests to the Asia Pacific Economic Cooperation (APEC).

Ms. Harris is a graduate of the Randolph Macon Woman's College, holds an M.S. from the University of North Carolina-Chapel Hill, and currently serves on the Board of Visitors to the UNC-Chapel Hill School of Information and Library Science.