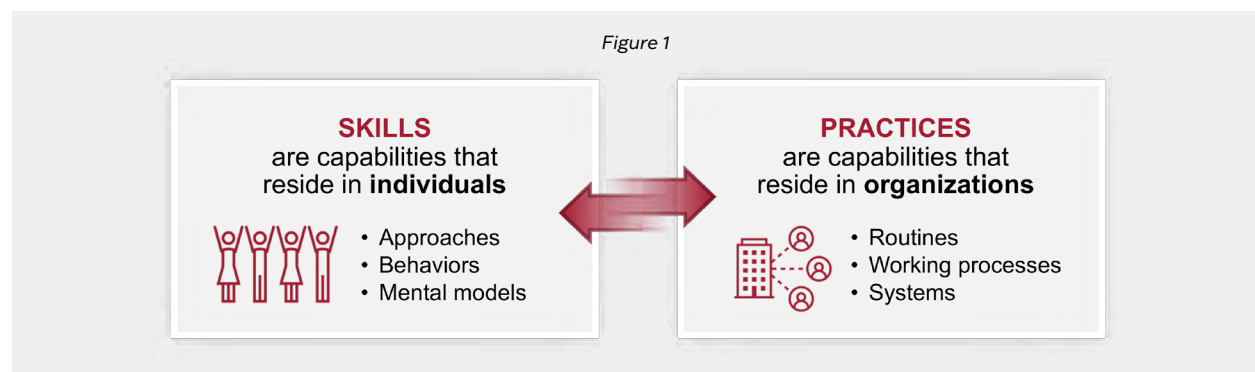# Academic Research and Curriculum Development

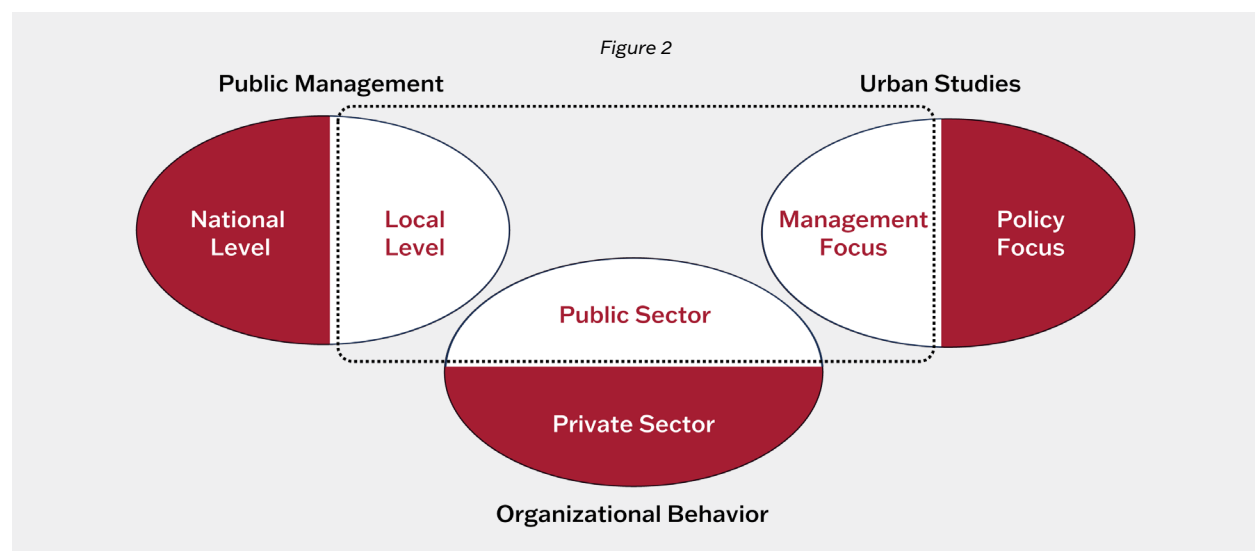Publications and work in progress, 2019-2024

Capabilities for Problem-oriented Governance in Cities

The Bloomberg Harvard City Leadership Initiative—located at the Bloomberg Center for Cities at Harvard University—is a collaboration between Harvard Kennedy School, Harvard Business School, and Bloomberg Philanthropies. Its mission is to equip current and future city leaders with the insights and tools to tackle social issues and to advance the field of study. More than 40 faculty have contributed to research and curriculum development to date, with the support of almost 60 Initiative-affiliated student research assistants and research fellows. The Initiative's research, teaching, and applied work focus on *capabilities* for problem-oriented governance in cities. These include organizational practices as well as managerial and leadership skills (Figure 1).

Figure 1

SKILLS
are capabilities that reside in **individuals**
- Approaches
- Behaviors
- Mental models

PRACTICES
are capabilities that reside in **organizations**
- Routines
- Working processes
- Systems

The subject of capabilities is vastly understudied. Most public management and leadership research focuses on national-level government, not on local government. Most research on cities focuses on urban policy and planning, not on management and leadership. And most organizational behavior research focuses on the private sector, not on the public sector.

The Initiative has concentrated on systematically filling this triple knowledge gap (Figure 2). Its research program has studied the capabilities that city leaders (mayors and other city officials as well as non-profit leaders and social entrepreneurs) need to tackle complex social issues. This includes collaborating across sectors, jurisdictions, and organizational silos; using data and evidence to make decisions; developing and implementing innovations; and leading and managing strategically.

Figure 2

Public Management — Urban Studies

National Level / Local Level / Management Focus / Policy Focus

Public Sector

Private Sector

Organizational Behavior

Research Questions and Output

The Initiative's research questions are informed by direct interaction with city leaders in fieldwork and executive education programs: What levers can local leaders use to better diagnose and remedy urban problems? Under what conditions can collaborating across sectoral, organizational, and departmental boundaries, using data and evidence, and focusing on innovation lead to better outcomes for city residents? What organizational and institutional challenges make it difficult to tackle urban problems holistically? To answer these questions, the Initiative has drawn on the expertise of quantitative and qualitative researchers from a variety of disciplines across Harvard. To date, 22 papers have been published in high-impact peer-reviewed journals, including Administration & Society, Cities, Global Policy, the Journal of Applied Behavioral Science, Perspectives on Public Management and Governance, the Journal of Public Administration Research and Theory, Public Management Review, Population Health, PLOS ONE, and Review of Public Personnel Administration. Another five papers are currently under review.

Appendices A and B provide a list of published and ongoing research for the period 2019-2024, organized by date, capability, and type of publication, including links to papers and other materials.

Initiative faculty and staff are working on two major book projects. The first, *Leading Cities Today: Leveraging People, Data, and Ideas*, weaves together core elements of the Initiative's research and curriculum portfolios. The second, Teaming Up to Tackle Public Problems: Strategies and Tactics for Joint Problem- Solving, presents research and case studies on collaborative problem-solving and innovation.

Convenings and Dissemination

The Initiative will play a key role in launching a bi-annual international research conference of the Bloomberg Center for Cities at Harvard University, starting in 2025/2026, focused on the management, leadership, and governance of cities. The conference aims to bring diverse scholars from multiple disciplines together around this topic and advance the field of study.

To bring research findings back to the people and places where the research questions originated, and to disseminate learnings broadly to those who can leverage them in their work, we have produced practitioner-oriented articles. These Action Insights make the findings and insights from our academic research accessible to practitioners and students. Appendix C provides a list (with links) of the Initiative's practitioner-oriented publications.

Alongside faculty members, dozens of staff members, including this group convened in 2022, have contributed to research and curriculum work since 2019.

Curriculum Development

To date, the team has produced more than three dozen teaching cases designed to teach the research findings. These cases feature diverse city leaders as protagonists: more than two thirds are either women, people of color, or leaders of cities outside of the United States. To support the effective use and interpretation of these cases, the Initiative develops accompanying educator and practitioner guides for faculty and facilitators interested in teaching the material. The Initiative also produces multimedia toolkits that bundle cases, worksheets, and video to facilitate training and instruction centered around key elements of the research and curriculum. Finally, interactive asynchronous digital learning modules are designed for use in degree programs and executive education, empowering learners to engage with teaching cases and conceptual frameworks on their own, without instructors.

The purpose-built, research-based curricular materials serve as the foundation for the Initiative's executive education programs, which as of spring 2025 have trained 583 mayors and 3,056 senior city officials in 575 cities worldwide. Responsive both to the long-term and changing needs of city leaders, the Initiative develops curriculum not only for its yearlong mayors and senior leaders program but also for a set of supplemental programs centered around core leadership challenges, including procurement, negotiation, talent management, civic engagement, and economic development.

Appendix D provides a list of and links to the Initiative's teaching cases and supporting instructional materials.

All research and learning resources are available at no cost at cityleadership.harvard.edu, and an ongoing email series, open to all, frequently releases new research and curricular materials.

Senior Associate Fernando Fernandez-Monge and Research Fellow Eva Flavia Martínez Orbegozo, two of the staff who have advanced the Initiative's work.

Jorrit de Jong, Ph.D. leads research and curriculum development as the director of the Bloomberg Center for Cities at Harvard University, the faculty co-director of the Bloomberg Harvard City Leadership Initiative, and an Emma Bloomberg Senior Lecturer in Public Policy and Management at Harvard Kennedy School.

Appendices

Appendix A: Articles in Peer-reviewed Academic Journals

Research on Strategic Leadership and Management in Government

(tbd) **"Time Use in Mayoral Transitions: An Exploratory Study,"** under review.

Lee, M., Mayne, Q., and De Jong, J.

2023 **"Crafting Public Narrative to Enable Collective Action: A Pedagogy for Leadership Development,"** *Academy of Management Learning & Education.*

Ganz, M., Cunningham, J.L., Ben Ezer, I., and Segura, A.

2021 **"All Minds on Deck? Assessing Distributed Strategic Capacity in Public Sector Organizations,"** *Review of Public Personnel Administration.*

De Jong, J., Waardenburg, M., Steenbergen, B., and Vachon, N.

2019 **"State Capabilities for Problem-Oriented Governance,"** *Perspectives on Public Management and Governance.*

Mayne, Q., De Jong, J., and Monge, F.

Research on Cross-boundary Collaboration in Government

2025 **"Cross-sector Collaboration in Cities: Learning Journey or Blame Game?"** *Journal of Public Administration Research and Theory.*

Pulido-Gómez, S., De Jong, J., and Rivkin, J.W.

2023 **"Cross-boundary Collaboration in Cities: Where to Start?"** *Stanford Social Innovation Review.*

De Jong, J., Martínez Orbegozo, E. F., Cox, L., Riley Bowles, H., Edmondson, A., and Nahhal, A.

2023 **"Inter-City Collaboration: Why and how cities work, learn, and advocate together,"** *Global Policy.*

Robb, K., LaPointe, M., Hemsing, K., Anderson, G., Anderson, J., and De Jong, J.

2022 **"Entry Points: Gaining Momentum in Early-Stage Cross-Boundary Collaborations,"** *The Journal of Applied Behavioral Science.* Doug McGregor Award for Runner-up Best Article of the Year.

Martínez Orbegozo, E. F., De Jong, J., Bowles, H. R., Edmondson, A., Nahhal, A., and Cox, L.

2021 **"Building Cities' Collaborative Muscle,"** *Stanford Social Innovation Review.*

De Jong, J., Edmondson, A., Moore, M., Riley Bowles, H., Rivkin, J., Martínez Orbegozo, E. F., and Pulido-Gómez, S.

2020 **"Safety in the City: Building Partnerships in the Fight Against Organized Crime,"** in Van Montfort, C. and Michels, A., *Partnerships for Livable Cities,* Palgrave MacMillan.

Groenleer, M., Cels, S., and De Jong, J.

2020 **"Paradoxes of collaborative governance: investigating the real-life dynamics of multi-agency collaborations using a quasi-experimental action-research approach,"** *Public Management Review.*

Waardenburg, M., Groenleer, M, De Jong, J., and Keijser, B.

Research on Using Data and Evidence in Government

(tbd) **"Performance Management in Collaborative Governance: A Literature Synthesis,"** revise and resubmit.

Waardenburg, M., Groenleer, M., and De Jong, J.

(tbd) **"The Role of Performance Measurement in Collaborative Action Initiatives for Children and Youth,"** revise and resubmit.

De Jong, J., Reville, P., Sacks, L., Wong, K., LaPointe, M., Cox, L., and Vachon, N.

(tbd) **"The Effects of a City-Led Neighborhood Intervention on Resident Reporting Behavior: A Frontier Matching Approach,"** under review.

Dickens, E., Greifer, N., Robb, K., Marcoux, A., Creighton, J., Allegar, C., and De Jong, J.

(tbd) **"The Data-Informed City: A Framework on How and Why to Use Data in Local Governments,"** under review.
De Jong, J., Fernandez-Monge, F., and Vachon, N.

2024 **"Substandard Housing and the Risk of COVID-19 Infection and Disease Severity,"** SSM - *Population Health.*
Robb, K., Ahmed, R., Wong, J., Ladd, E., and De Jong, J.

2022 **"A tale of two Americas: Socio-economic mobility gaps within and across American cities before and during the pandemic,"** *Cities.*
Sevtsuk, A., Basu, R., Halpern, D., Hudson, A., Ng, K., and De Jong, J.

2022 **"Use of smartphone mobility data to analyze city park visits during the COVID-19 pandemic,"** *Landscape and Urban Planning.*
Jay, J., Heykoop, F., Hwang, L., Courtepatte, A., De Jong, J., and Kondo, M.

2022 **"Using Integrated City Data and Machine Learning to Identify and Intervene Early on Housing-Related Public Health Problems,"** *Journal of Public Health Management and Practice.*
Robb, K., Diaz Amigo, N., Marcoux, A., McAteer, M., and De Jong, J.

2021 **"The impact of COVID-19 on trips to urban amenities: Examining travel behavior changes in Somerville, MA,"** *PLOS ONE.*
Sevtsuk A., Hudson A., Halpern D., Basu R, Ng K., and De Jong J.

2021 **"Effects of demolishing abandoned buildings on firearm violence: a moderation analysis using aerial imagery and deep learning,"** *Injury Prevention.*
Jay, J., De Jong, J., Jimenez, M., Nguyen Q., and Goldstick, J.

Research on Innovation in Government

2025 **"The Impact of City-led Neighborhood Action on Coproduction of Neighborhood Quality and Safety in Buffalo, NY,"** *International Journal of Environmental Research and Public Health.*
Robb, K., Uribe, P., Dickens, E., Marcoux, A., Creighton, J., and De Jong, J.

2024 **"Tackling Persistent, Boundary-Spanning Problems through Collaborative Innovation: Lessons from the Clean-Sweep Initiative in Buffalo, NY,"** *Administration & Society.*
Robb, K., Marcoux, A., Dickens, E., and De Jong, J.

2021 **"Further Inspection: Integrating Social Services and Housing Code Enforcement to Improve Community Health,"** *International Journal of Environmental Research and Public Health.*
Robb, K. Marcoux, A., and De Jong, J.

2020 **"The State of Access in Cities: Theory and Practice,"** in *Governance for Urban Services. Access, Participation, Transparency and Accountability. Springer.*
De Jong, J. and Monge, F.

2020 **"Designing Environments for Experimentation, Learning, and Innovation in Collaborative Governance,"** *Policy and Politics.*
Waardenburg, M., Groenleer, M.L.P., and De Jong, J.

2019 **"Managing Value Conflicts in Public Innovation" Ostrich, Chameleon, and Dolphin Strategies,"** *International Journal of Public Administration.*
Meijer, A. and De Jong, J.

Appendix B: Research in Progress

Research concluded, manuscript in writing or editing stage

Articles

(tbd) **"The Psychology of Public Narrative: Conceptualization and Assessment."**
Moore, M., et al.

(tbd) **"A Data-Capacity Framework for Public Problem-Solving,"**
Mayne, Q., Fernandez-Monge, F., and De Jong, J.

(tbd) **"Leadership and Innovation: A Systematic Literature Review of Quantitative Research."**
Fernandez-Monge, F., Mayne, Q., and De Jong, J.

(tbd) **"Developing Data Capacity in Cities: An Empirical Analysis of Three Cities."**
Fernandez-Monge, F., De Jong, J., and Mayne, Q.

(tbd) **"Advancing Joint Problem-Solving in Cities: Creating Conditions for Capability Building."**
De Jong, J., Mayne, Q., Edmondson, A., and Kalaw, A.

(tbd) **"Designing Civic Engagement: Challenges and Choices for City Leaders."**
Russon Gilman, H., De Jong, J., Fung, A., and Moore, G.

(tbd) **"Generating and Leveraging Data in Real Time to Improve Rental Housing Market Stability in Cities."**
De La Campa, E. and De Jong, J.

Books

(tbd) **"Teaming Up to Tackle Public Problems: Strategies and Tactics for Joint Problem-Solving,"** forthcoming with *Brookings Institution Press, Washington D.C.*
De Jong, J., Groenleer, M., and Cmar, W.

(tbd) **"Leading Cities Today: Leveraging People, Data, and Ideas,"** publisher TBD.
De Jong, J., and Cox, L.

Appendix C: Practitioner-oriented Publications

"Action Insights" – Summaries of findings from Bloomberg Harvard City Leadership Initiative research

2024 **"Connecting the Dots: Using Big Data to Understand Mobility Gaps in American Cities,"** *Bloomberg Harvard City Leadership Initiative.*

Sevtsuk, A., Basu, R., Halpern, D., Hudson, A., Ng, K., De Jong, J., Nesrala, Y.

2024 **"Breaking Down City Hall's Silos: Collaborative Innovation in Practice,"** *Bloomberg Harvard City Leadership Initiative.*

Robb, K., Marcoux, A., Dickens, E., De Jong, J., Swope, C.

2024 **"Improving Health in Underserved Neighborhoods: Targeting Risk by Leveraging Multi-Sector Data,"** *Bloomberg Harvard City Leadership Initiative.*

Robb, K., Ahmed, R., Wong, J., Ladd, E., De Jong, J., Folsom, J.

2024 **"Eight Types of Power City Leaders Can Use When Negotiating,"** *Bloomberg Harvard City Leadership Initiative.*

Mandell, B., Petraeus, S., Subramnian, G., and Cox, L.

2024 **"Inter-City Collaboration: When to Partner Up with Other Cities?"** *Bloomberg Harvard City Leadership Initiative.*

Robb, K., Anderson, J., Nesrala, Y., LaPointe, M., Hemsing, K., Anderson, G., and De Jong, J.

2023 **"Are Your City's Policies as Dynamic as Your Residents' Preferences?"** *Bloomberg Harvard City Leadership Initiative.*

Sevtsuk, A., Hudson, A., Halpern, D., Basu, R., Ng, K., De Jong, J., and Cox, L.

2023 **"Hidden Barriers to Open Venues: What Big Data Can Tell You above Access to Public Spaces,"** *Bloomberg Harvard City Leadership Initiative.*

Nesrala, Y., Jay, J., De Jong, J., Heykoop, F., Hwang, L., Courtepatte, A., and Kondo, M.

2023 **"Organizing People through Storytelling: Public Narrative as a Leadership Development Practice,"** *Bloomberg Harvard City Leadership Initiative.*

Ganz, M., Nesrala, Y., De Jong, J., El-Raheb, S., and Giles, D.

2023 **"Using Big Data for Local Decisions: Which Demolitions Reduce Gun Violence Most?"** *Bloomberg Harvard City Leadership Initiative.*

Cox, L., Jay, J., De Jong, J., Jimenez, M., Nguyen, Q., and Goldstick, J.

2023 **"What Makes Leadership Development Programs Succeed?"** *Harvard Business Review.*

Yemiscigil, A., Born, A., and Ling, H.

2022 **"Keeping Your Eyes on the Horizon: The 'Four Ps' Framework for Strategic Leadership,"** *Bloomberg Harvard City Leadership Initiative.*

Wilkinson, R., Leary, K., Weinberger, E., and Giles, D.

2022 **"All Minds on Deck! Engaging Employees in Strategic Work,"** *Bloomberg Harvard City Leadership Initiative.*

De Jong, J., Waardenburg, M., Steenbergen, B., Vachon, N., and Cox, L.

2022 **"More than the Sum of the Parts: Integrating Housing Inspections and Social Services to Improve Community Health,"** *Bloomberg Harvard City Leadership Initiative.*

Robb, K., Marcoux, A., De Jong, J., and Nesrala, Y.

2022 **"Making Sense of It All: Using Analytical Tools in Everyday Work,"** *Bloomberg Harvard City Leadership Initiative.*

De Jong, J. and Weinberger, E.

2022 **"Tackling Big Thorny Problems: Building the Capabilities Your Organization Needs,"** *Bloomberg Harvard City Leadership Initiative.*

De Jong, J., Mayne, Q., and Fernandez-Monge, F.

2021 **"Teaming Up to Tackle Crime: Making Multi-Agency Collaboration Happen in Cities,"** *Bloomberg Harvard City Leadership Initiative.*

De Jong, J., Groenleer, M., Waardenburg, M., Cels, S., Keijser, B., and Weinberger, E.

2021 **"When Innovation Causes Conflict: Ostrich, Chameleon and Dolphin Strategies in the Public Sector,"** *Bloomberg Harvard City Leadership Initiative.*

De Jong, J., Meijer, A., and Giles, D.

2021 **"Why Your Innovation Workspace Matters: Designing an Environment for Creating New Policy Solutions,"** *Bloomberg Harvard City Leadership Initiative.*

De Jong, J., Waardenburg, M., Groenleer, M., and Giles, D.

2021 **"Saving Lives, Time, and Money: Using Data to Find Unsafe and Unhealthy Buildings Faster,"** *Bloomberg Harvard City Leadership Initiative.*

Robb, K., De Jong, J., Diaz Amigo, N., Marcoux, A., McAteer, M., and Cox, L.

2019 **"The Art of Governing Through Questions,"** *Governing.*

Goldsmith, S., De Jong, J., and Fernandez-Monge, F.

2019 **"Bilbao Was Built on Innovation — Can It Repeat the Miracle?"** *Apolitical.*

Bilmes, L., Fernandez-Monge, F., and De Jong, J.

2019 **"Mapping The Five Genes of an Innovative City Hall,"** *Apolitical.*

De Jong, J., Fernandez-Monge, F., and Hawksbee, A.

City Leader Guides – Analytical Toolkits and Curated Resources for Practitioners and Students

2024 **"Inclusive Growth for Cities: A Guide to Diagnose Challenges and Opportunities in Economic Development,"** *Bloomberg Harvard City Leadership Initiative.*

Banks, L., Carras, J., De Jong, J., Hawksbee, A., Kalaw, A., McKoy, H., Niu, D., and Shultz, K.

2023 **"City Leader Guide on Civic Engagement: Designing Pathways for Participatory Problem-Solving,"** *Bloomberg Harvard City Leadership Initiative / Ash Center.*

Russon Gilman H., De Jong, J., Fung, A., Rosen, R., and Moore, G.

2022 **"City Leader Guide on Organizational Culture Change,"** *Bloomberg Harvard City Leadership Initiative.*

Kleiman, N. and Shermansong, A.

2021 **"City Leader Guide on Fiscal Resilience,"** *Bloomberg Harvard City Leadership Initiative.*

Fernandez-Monge, F., Dorador, R., Iammartino, B., Bilmes, L., De Jong, J., Goldsmith, S., Ladin-Sienne, S.

2020 **"COVID-19 Local Response Initiative: Insights and Guidance from 11 Sessions on Crisis Leadership,"** *Bloomberg Harvard City Leadership Initiative.*

Moore, G. and De Jong, J. (editors)

Appendix D: Teaching Cases

All cases come with educator guides (teaching plans for use in courses) and practitioner guides (for use in workshops)

About Strategic Leadership and Management in Government

2025 **"Leveraging the Lakefront: Spurring Inclusive Growth in Cleveland, Ohio, through Urban Redevelopment."**
Ioffreda, F., De Jong, J., and O'Brien, T.

2024 **"Newport News: Breakthrough Expectations."**
Cox, L., Weiss, M., and Leary, K.

2024 **"'The Toughest Beat': Supporting Staff at the Denver Sheriff Department."**
Moore, G., Linos, E., and De Jong, J.

2023 **"Charting a Course for Boston: Organizing for Change."**
Cox, L., Weiss, M., and De Jong, J.

2023 **"Mayoral Transitions: How Three Mayors Stepped into the Role, in Their Own Words."**
Cox, L., Weiss, M., De Jong, J., and Leary, K.

2021 **"Reducing Harm: Overdose Prevention in Philadelphia."**
Moore, G., Robichaud, C., Leary, K., and De Jong, J.

2021 **"'No Trust in Miracles': Leading Through a Water Crisis in Cape Town."**
Fernandez-Monge, F., Leary, K., and De Jong, J.

2020 **"Reckoning with History: Confederate Monuments in American Cities."**
Moore, G., De Jong, J., Leary, K., and Robichaud, C.

2020 **"Pressing the Right Buttons: Jennifer Musisi for New City Leadership."**
Weinberger, E. and De Jong, J.

2020 **"Making a Statement: Mayor Libby Schaaf and the Sanctuary City of Oakland, California."**
Moore, G., Robichaud, C., De Jong, J., and Burgess, A.

2020 **"'A Difficult Lady': Shutting Down Pollution in Kampala, Uganda."**
Moore, G., Robichaud, C., De Jong, J., and Leary, K.

2020 **"At the Center of the Storm: San Juan Mayor Carmen Yulin Cruz and the Response to Hurricane Maria."**
Giles, D., Howitt, A., and Leonard, D.

2020 **"Nobody's Core Business: Confronting Cross-Cutting Problems in the Public Sector."**
Moore, G., Moore, M., and De Jong, J.

About Cross-boundary Collaboration in Government

(tbd) **"Solving Problems Block-by-Block: Clean Sweeps and Neighborhood Improvement in Buffalo, New York."**
Nesrala, Y. Cox, L., De Jong, J., Robb, K., and Woodson, L.

2024 **"Collaborating for Youth Development in Hartford."**
Cox, L., Rivkin, J., and De Jong, J.

2024 **"More than a Contract: Black Self-Determination and People's Assemblies in Jackson, Mississippi."**
Moore, G., Banks, L., Russon Gilman, H., De Jong, J., and Fung, A.

2024 **"Operation Pufferfish: Building and Sustaining a Department of Neighborhoods and Citizen Engagement in Lansing, Michigan."**
Moore, G., De Jong, J., Russon Gilman, H., and Fung, A.

2024 **"Trust the People: Civic Engagement and Collaborative Imagination in Bologna, Italy."**
Moore, G., Russon Gilman, H., De Jong, J., and Fung, A.

2020 **"Growing Pains: How a Dutch Cross-Agency Team Took on Illegal Marijuana Production in Residential Areas."**
Cels, S., De Jong, J., Groenleer, M., and Weinberger, E.

2020 **"Leading Civic Engagement: Three Cases."**
Husock, H., Lurye, I., Moore, G., Fung, A., and De Jong, J.

2020 **"The 'Bilbao Effect': The Collaborative Architecture that Powered Bilbao's Urban Revival."**
Fernandez-Monge, F., De Jong, J., and Bilmes, L.

2019 **"Change at the Speed of Trust: Advancing Educational Opportunity through Cross-Sector Collaboration in Louisville."**
Moore, G., De Jong, J., Reville, P., Sacks, L., and Burgess, A.

About Using Data and Evidence in Government

(tbd) **Tracking Data, Fighting Crime: Multi-Agency, Data-Informed Violence Reduction in Baltimore."**
Lundberg, K., Moore, G., De Jong, J., and Leary, K.

2021 **"Mayor Curtatone's Culture of Curiosity: Building Data Capabilities at Somerville City Hall."**
Cox, L. and De Jong, J.

2021 **"How Rockford Changed Course to Tackle Veterans' Homelessness: Using Data to Diagnose and Remedy Complex Problems."**
Weinberger, E., Levy, D., and De Jong, J.

2020 **"A Task Force With Teeth? Driving City Performance in Lawrence, Massachusetts"**
Cox, L., De Jong, J., Green, A., and Dent, W.

About Innovation in Government

2024 **"The Sandwich Shop: Breaking Through Bureaucracy in Amsterdam."**
De Jong, J.

2021 **"Doing Something with Nothing: Trying to Make Kampala's Primary Schools Safer and Healthier."**
Weinberger, E. and De Jong, J.

2020 **"'You Have One Hundred Days'": Accelerating Government Performance in the UAE."**
Fernandez-Monge, F., De Jong, J., and Dent, W.

2020 **"Shanties in the Skyline: Addressing Unauthorized Building Works in Hong Kong."**
Originally written by Husock, H.; abridged, updated, and edited by Moore, G. and De Jong, J.

2020 **"Driving Change in São Paulo."**
Paiva, C., Knoop, C., De Jong, J., and Abdelal, R.

2020 **"Fortaleza: Keeping an Electoral Promise."**
Knoop, C., Paiva, C., De Jong, J., and Abdelal, R.

2020 **"The 'Garbage Lady' Cleans up Kampala: Turning Quick Wins Into Lasting Change."**
Cox, L. and De Jong, J.

About Negotiation in City Government

2020 **"In the Weeds: Securing a Grass-Mowing Contract in Stockton, California."**
Norgaard, S., Patton, E., Giannone, M., Mandell, B., De Jong, J., and Subramanian, G.

2020 **"You Get What You Pay For: Reforming Procurement in Naperville, Illinois."**
Norgaard, S., Patton, E., Giannone, M., Mandell, B., and Subramanian, G.

2020 **"Many Ways to Get There: Securing Public Investments in Richmond, Virginia."**
Vo, H., Patton, E., Giannone, M., Mandell, B., De Jong, J., and Subramanian, G.

2020 **"Beyond the Table: Infrastructure Development in Kampala, Uganda."**
Vo, H, Patton, E., Giannone, M., Mandell, B., De Jong, J., and Subramanian, G.

2020 **"In the Green: Negotiating Rail Expansion in Somerville, Massachusetts."**
Norgaard, S., Patton, E., Giannone, M., Mandell, B., De Jong, J., and Subramanian, G.

2020 **"Tackling Homelessness and Addiction: Coalition-Building in Manchester, New Hampshire."**
Roberts, B., Patton, E., Giannone, M., Mandell, B., De Jong, J., and Subramanian, G.

BLOOMBERG HARVARD | City Leadership Initiative

The Bloomberg Harvard City Leadership Initiative, located at the Bloomberg Center for Cities at Harvard University, is a collaboration between Harvard Kennedy School, Harvard Business School, and Bloomberg Philanthropies to equip mayors and senior city officials to tackle complex challenges in their cities and improve the quality of life of their residents.

Launched in 2017, the Initiative advances research and develops new curriculum and teaching tools to help city leaders solve real-world problems. By engaging Harvard graduate students in research and field work, the Initiative supports current city leaders while investing in future generations. The Initiative also advances the field of city leadership through teaching, research, and new curricular materials that help city leaders drive government performance and address pressing social problems.

Scan to read this document online.