

May 2023

ROBERT KLITGAARD

Robert Klitgaard is a University Professor at Claremont Graduate University, in California, where he served as President from 2005 to 2009.

Klitgaard advises countries around the world on government reform and economic strategy, and his consulting work and research have taken him to more than 40 countries in Africa, Asia, Europe, and Latin America. His recent international partners range from environmental nonprofits to Supreme Audit Authorities; from the United Nations to the World Bank; from the Government of Sonora, Mexico, to the Royal Institute for Governance and Strategic Studies in Bhutan; from the International Anti-Corruption Academy to the International Monetary Fund. He has participated in the World Economic Forum as a faculty member and is a member of the Forum's Impact Circle: Strategic Foresight.

Before joining CGU, Klitgaard was the Dean of the Pardee RAND Graduate School, America's leading Ph.D. program in policy research, where he was also the Ford Distinguished Professor of International Development and Security. He has served as the Lester Crown Visiting Professor of Economics at Yale's School of Management and an Associate Professor of Public Policy at Harvard's John F. Kennedy School of Government, where he also was a half-time Special Assistant to Harvard President Derek Bok.

His books include:

Policy Analysis for Big Issues: Corruption, Elitism, Development, Despair (Cambridge Scholars Press, forthcoming).

Bold and Humble: How to Lead Public-Private-Citizen Collaboration, with Five Success Stories (Royal Institute for Governance and Strategic Studies, 2023; open access around the world at <https://rigss.bt/publications>). "I never leave an interaction with Bob Klitgaard without at least one actionable insight that is both elegantly simple and piercingly accurate. This book is no exception, being packed with wisdom told through rich narratives and compelling characters. If you are looking to build unlikely coalitions to address seemingly unsolvable policy problems, then you must read this book." — Karthik Ramanna, Professor of Business and Public Policy, Oxford University.

Prevail: How to Face Upheavals and Make Big Choices with the Help of Heroes (Wipf and Stock, 2022). "I applaud the brilliant work of *Prevail*. Its messages are presented with a unique kind of engaging erudition that has much to offer for general audiences, as well as more academic ones. Buy, read, share *Prevail* with friends, family, and colleagues." —Philip Zimbardo, Stanford University. "Robert Klitgaard is one of those rare professors who harnesses rigorous academic inquiry to big human questions, making his writing both insightful and relevant." —Jim Collins, author of *Good to Great*.

Adjusting to Reality: Beyond "State versus Market" in Economic Development (Routledge, 2021; originally ICS Press and International Center for Economic Growth, 1991; translated into Spanish and French), a study of policies to make markets work better, make governments work better, and close the economic gaps among ethnic groups. "Lively and highly readable ... goes beyond the abstractions of academia and the slogans of the World Bank to present a step-by-step guide to identifying problems and implementing the recommended policies." —*Journal of Economic Literature*.

The Culture and Development Manifesto (Oxford University Press, 2021). With fascinating examples

from around the world, this inspiring book shows how to take account of cultural diversity in reshaping economic and political development. “Highly engaging ... This is a book that only Klitgaard, with his sharp multidisciplinary lens, wealth of on-the-ground experience, and remarkable penmanship, could have pulled off.” —Dani Rodrik, Harvard University

Addressing Corruption Together (Paris: OECD, 2015). How to define, measure, and combat corruption.

Tropical Gangsters II: Adventures in Development in the World's Poorest Places (Amazon Kindle KDP Select, 2013). “A must read for anyone who is concerned about the problems of endemic poverty and understanding the forces that inhibit effective change.” —Timothy Besley, London School of Economics.

High-Performance Government: Structure, Leadership, Incentives (RAND, 2005) (edited with Paul C. Light). “This sometimes sprawling but hugely insightful work is the first significant public management book about performance in the new century. It rivals John Roberts’ *The Modern Firm* currently regarded by many (this reviewer included) as the best business book thus far on performance in the 21st century.” —*The Public Manager*.

Corrupt Cities: A Practical Guide to Cure and Prevention (ICS Press and World Bank Institute, 2000; translated into 16 languages) (with Ronald MacLean-Abaroa and H. Lindsey Parris). “This small gem of a book ... is an exemplar of the transfer of economic principles into the practice of public management.” —*The Journal of Economic Literature*.

Tropical Gangsters (Basic Books, 1990). Named by the editors of the *New York Times* as one of the six best non-fiction books of 1990 and, later, one of its Books of the Century. “Has the twists and surprises of fiction. But it is not made up. A reader learns much from it about why our approaches to the Third World are often mischievous failures. In the end it even leads one to question the wisdom of the whole process we call development.” —*New York Times’ Books of the Century*.

Controlling Corruption (University of California Press, 1988; translated into 8 languages), a study of corruption and how to reduce it in the developing countries. “A most worthwhile book, both for its insights into anticorruption policies and for the academic debate about more general questions that it will certainly create.” —*American Political Science Review*.

Elitism and Meritocracy in Developing Countries (Johns Hopkins University Press, 1986), an analysis of selection policies (including affirmative action) around the globe. “This groundbreaking book ... should be required reading for social scientists, both in universities and outside them, who are seriously interested in the important roles and impacts of education in developing countries.” —*Annals of the American Academy of Political and Social Sciences*.

Data Analysis for Development (Oxford University Press, 1985), how to apply statistics and econometrics to policy problems in poor countries. “Stunningly good.” —Richard Light, Harvard University.

Choosing Elites (Basic Books, 1985), how educational elites are and should be selected in the United States. Listed in *The Harvard Guide to Influential Books*. “One of the most comprehensive theoretical and empirical examinations ever undertaken on choosing an elite ... Klitgaard’s illuminating *tour de force* leads the reader to understand the leading philosophies of elite selection, and he does so in the clearest and most thorough exposition yet composed on this subject.” —*The American Scholar*

EDUCATION

A.B. (philosophy), Harvard College.

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

Ph.D. (public policy), Harvard University.

EMPLOYMENT

Claremont Graduate University. University Professor, 2005-present. President 2005-2009.

National University of Singapore. Li Ka-shing Distinguished Chair Visiting Professor, Lee Kuan Yew School of Public Policy, National University of Singapore, Summer 2010 and Summer 2011. Visiting professor, August 2014 and August-December 2017.

Oxford University. Visiting Scholar, Nuffield College and Blavatnik School of Government, summer 2017.

The Pardee RAND Graduate School. 1997-2005. Dean and Ford Distinguished Professor of International Development and Security.

University of Natal, Durban. 1993-1997. Professor of Economics. Head of postgraduate programs in economics (1995-1996). Fellow of the University of Natal (1996).

School of Management, Yale University. 1992. Lester Crown Visiting Professor of Economics.

University of Natal, Pietermaritzburg. 1991-2. Visiting Professor of Economics.

Centre d'Etudes et de Recherches Internationales, Paris. 1990. Visiting Scholar.

The RAND Corporation, Santa Monica. Visiting Scholar. 1988-89.

Ministry of Finance, Equatorial Guinea. 1986-1988. Economist/Administrator of an economic rehabilitation project funded by the World Bank. Worked with a team of ministers to design a structural adjustment program, reform sectoral strategies, and undertake rehabilitation projects. Managed a budget of approximately one-seventh of the country's GNP.

Kennedy School of Government, Harvard University. 1977-1984; on leave 1984-1986. Associate Professor of Public Policy and Special Assistant to the President of Harvard.

University of Karachi, Pakistan. 1975-1977. Visiting Research Professor, Applied Economics Research Centre, under the auspices of the Ford Foundation.

PUBLICATIONS

Books:

Policy Analysis for Big Issues: Corruption, Elitism, Development, Despair (forthcoming Cambridge Scholars Press).

Bold and Humble: How to Lead How to Lead Public-Private-Citizen Collaboration (Royal Institute for Governance and Strategic Studies, 2023). Open access: <https://rigss.bt/publications>

Prevail: How to Face Upheavals and Make Big Choices with the Help of Heroes (Wipf and Stock, 2022).

Adjusting to Reality: Beyond "State versus Market" in Economic Development (Routledge, 2021; originally ICS Press and International Center for Economic Growth, 1991; translated into Spanish and French).

The Culture and Development Manifesto (Oxford University Press, 2021).

Addressing Corruption Together (Paris: OECD, 2015). Open access: <https://www.oecd.org/dac/conflict-fragility-resilience/publications/FINAL%20Addressing%20corruption%20together.pdf>

Tropical Gangsters II: Adventures in Development in the World's Poorest Places. Amazon: KDP Books 2013.

High-Performance Government: Structure, Leadership, Incentives. (Edited with Paul C. Light). The RAND Corporation, 2005. Open access:

https://www.rand.org/content/dam/rand/pubs/monographs/2005/RAND_MG256.pdf

Corrupt Cities: A Practical Guide to Cure and Prevention (ICS Press and World Bank Institute, 2000; translated into 16 languages) (with Ronald MacLean-Abaroa and H. Lindsey Parris).

Tropical Gangsters (Basic Books, 1990; I. B. Tauris, 1991).

Controlling Corruption (University of California Press, 1988; translated into 8 languages).

Elitism and Meritocracy in Developing Countries (Johns Hopkins University Press, 1986).

Data Analysis for Development (Oxford University Press, 1985).

Choosing Elites (Basic Books, 1985).

Monographs:

Addressing Corruption in Haiti, The American Enterprise Institute Working Paper Series on Development Policy Number 2, April 2010. <http://www.aei.org/paper/100099>

Assessing Partnerships: New Forms of Collaboration (with Gregory F. Treverton). New Ways to Manage Series. Arlington, VA: IBM Endowment for the Business of Government, March 2003. <http://businessofgovernment.org/sites/default/files/Assessing%20Partnerships.pdf>

A Practical Approach to Dealing with Municipal Malfeasance (with Ronald MacLean-Abaroa and H. Lindsey Parris). UMP Working Paper Series 7, Urban Management Programme (Nairobi: UNDP/UNHCS (Habitat)/World Bank, May 1996).

Institutional Adjustment and Adjusting to Institutions, World Bank Discussion Paper No. 303 (The World Bank, September 1995).

Institutional Reform and the Challenges Facing South Africa, IRIS Research Report #112, Center for Institutional Reform and the Informal Sector, University of Maryland, June 1994.

Dealing with Corruption and Intimidation in Criminal Justice Systems: Cases and Materials, ed. Philip Heymann and Robert Klitgaard (Harvard Law School, 1991).

Exploring the Neglected: Hawkers and Peddlers in Karachi (with others) (University of Karachi, 1977).

Controlling Exports on National Security Grounds (with Graham Allison and Richard Huff) (U.S. Government Printing Office, 1975).

Pricing and Recoupment Policies for Commercially Useful Technology Resulting from NASA Programs (with others), R-1671-NASA (The RAND Corporation, 1975).

National Security and Export Controls, R-1432-ARPA/CIEP (The RAND Corporation, 1974).

Achievement Scores and Educational Objectives, R-1217-NIE (The RAND Corporation, 1974).

A Statistical Search for Unusually Effective Schools (with George Hall), R-1210-CC/RC (The RAND Corporation, 1973).

Articles and Chapters:

"Hermits, Addicts, and Heroes," *The International Journal of Religion and Spirituality in Society* 10, no. 1 (March 2020): 29-40. doi:10.18848/2154-8633/CGP/v10i01/29-40.

"Geography, Climate, and Genes in Development Studies," *The World Bank Economic Review*, 34, Suppl 1 (February 2020): S46-S51. (with Johannes Fedderke and Valerio Napolioni). DOI 10.1093/wber/lhz034

"On Romance and Intimacy," *Philosophy and Literature* 42, No. 2 (October 2019): 482-500. DOI: <https://doi.org/10.1353/phl.2019.0018>

"Revitalizing Mandaue City: Obstacles in Implementing a Performance Governance System," *Policy Design and Practice*, 2, no. 4 (August 2019): 383-99. DOI: [10.1080/25741292.2019.1642072](https://doi.org/10.1080/25741292.2019.1642072) (with Melissa Mahoney)

"Engaging Corruption: New Ideas for the International Monetary Fund," *Policy Design and Practice*, published online May 2019, 2, no 3: 229-42. DOI: [10.1080/25741292.2019.1612542](https://doi.org/10.1080/25741292.2019.1612542)

"Genetic Adaptation to Historical Pathogen Burdens," *Infection, Genetics and Evolution*. 54 (2017): 299-307. July. (with Johannes W. Fedderke and Valerio Napolioni).

"On Culture and Corruption," BSG Working Paper Series, BSG-WP-2017-020, Oxford University, Blavatnik School of Government, July 2017. <https://www.bsg.ox.ac.uk/sites/www.bsg.ox.ac.uk/files/documents/BSG-WP-2017-020.pdf>

"Corruption" in *International Development: Inquiries in Global Development Practice*, ed. Paul Battersby, Ravi Roy, and José Roberto Guevara (Sage Press, 2017).

Reforming Mandaue City: The Struggle to Implement the Performance Governance System (with Melissa Mahoney Smith), Case 1-430-497 and Teaching Note. Ann Arbor: WDI Publishing, University of Michigan (January 2017).

"Foreword," to Jesus P. Estanislao, *It Can Be Done: Bright Spots in the Governance Reform Movement in the Philippines* (Manila: Institute for Solidarity in Asia, 2016).

"The Limits of Institutional Reform in Developing Countries," (book review) *Public Administration and Development*, 33:5 (December 2013)

"How Much Do Rights Matter?" (with Johannes Fedderke), *World Development*, Vol. 51, Nov. 2013: 187-206.

"Public-Private Collaboration and Corruption," in *Collective Action: Innovative Strategies to Prevent*

Corruption, ed. Mark Pieth. Zurich/St. Gallen: DIKE Verlag AG, 2012: 41-67.

"The Quality of Government," (book review) *Perspectives on Politics*, 10:3 (September 2012).

"Social Media: A New Tactic in the Fight against Corruption," *Asian Journal of Public Affairs*, 5:1 (Spring 2012). <http://www.spp.nus.edu.sg/ajpa/pdf/Issue09.pdf>

"Toward Results-Based Government in Colombia," *International Development Evaluation Association*, IDEAS Website, March 2012.

http://www.ideas-int.org/documents/file_list.cfm?DocsSubCatID=2

"Toward a Turning Point against Corruption," *Strategic Review*, 2:2 (April-June 2012).

"Designing and Implementing a Technology-Driven Public-Private Partnership," *Innovations Journal* (MIT), 6:2 (June 2011)

"Fighting Corruption," *Journal for Institutional Comparisons*, 9:2 (June 2011). CESifo DICE Report 2/2011.

"Making a Country," *Foreign Policy*, January 2011.

http://www.foreignpolicy.com/articles/2011/01/07/making_a_country

"Economic Gangsters," (book review) *Economic Development and Cultural Change*, Vol. 59, No. 1, October 2010: 231-234.

"Tackling Corruption in Haiti Is Possible," *Journal of the American Enterprise Institute* (March 2010).

<http://www.american.com/archive/2010/march/tackling-corruption-in-haiti-is-possible-heres-how/?searchterm=klitgaard>

"Universities Have the Responsibility to Tackle the World's Toughest Problems," *Chronicle of Higher Education* (Feb. 2008).

"Subverting Corruption," *Global Crime*, Vol. 7, No. 3-4 (2006): 299-307.

"Economic Growth and Social Indicators: An Exploratory Analysis" (with Johannes Fedderke), *Journal of Comparative Policy Analysis*, Vol. 8, No. 3 (September 2006): 283-303

"Choosing and Using Performance Indicators" (with Johannes Fedderke and Kamil Akramov), in *High-Performance Government: Structure, Leadership, Incentives*, ed. Robert Klitgaard and Paul C. Light. Santa Monica: The RAND Corporation, 2005: 407-446.

"Evaluation of, for, and through Partnerships," in *Evaluation and Development: The Partnership Dimension*, edited by Andrés Liebenthal, Osvaldo Feinstein, and Gregory Ingram. New Brunswick, NJ: Transaction Publishers, 2004: 53-67.

"Economic Development in Africa and Latin America," in *Breaking Borders: African-Hispanic Encounters*, ed. Gustavo Mejía. New Orleans: University Press of the South, 2001.

"Subverting Corruption," *Finance and Development*, Vol. 37, No. 2 (June 2000). Reprinted in *Criminal-States and Criminal-Soldiers*, ed. Robert J. Bunker. London: Routledge, 2008.

"Combating Corruption and Promoting Ethics in the Public Service," in *Public Service in Transition: Enhancing Its Role, Professionalism, Ethical Values and Standards*. ST/ESA/PAD/SER.E/3. New York: United Nations, 1999. Reprinted (in Spanish) in *Visiones: Perspectivas Literarias de la Realidad Social Hispana*, ed. Carlos M. Coria Sánchez and Germán Torres. New Haven: Yale University Press, 2002.

"Comment: Reinvigorating State Institutions," in *Evaluation and Development: The Institutional*

Dimension, ed. Robert Picciotto and Eduardo Wiesner (New Brunswick and London: Transaction, 1998).

“Economic Growth and Social Indicators: An Exploratory Analysis” (with Johannes Fedderke), *Economic Development and Cultural Change*, Vol. 46, No. 3 (April 1998).

“International Cooperation Against Corruption,” *Finance and Development*, Vol. 35, No. 1 (March 1998). Reprinted in *New Perspectives on Combating Corruption*, a joint publication of Transparency International and the Economic Development Institute of the World Bank, 1998. Reprinted in *SPAN*, Vol. XXXIX No. 5, September/October 1998 (India). Reprinted in *The Economic Price of Corruption*, Bucharest, 2000 (in Romanian).

“Healing Sick Institutions,” in *The Political Dimension of Economic Growth*, ed. Silvio Borner and Martin Paldam (London: Macmillan in association with the International Economic Association, 1998).

“Cleaning Up and Invigorating the Civil Service,” *Public Administration and Development*, Vol. 17, No. 4 (Dec. 1997). Reprinted in *Controlling Corruption*, ed. Robert Williams and Alan Doig (Edward Elgar 2000), Vol. 4 of *The Politics of Corruption*, ed. Robert Williams.

“‘Unanticipated Consequences’ in Anti-Poverty Programs,” *World Development*, Vol. 25, No. 12 (Dec. 1997).

“Exploring Income Variations across Traditional Authorities in KwaZulu-Natal, South Africa” (with Amanda Fitschen) *Development Southern Africa*, Vol. 14, No. 3 (October 1997). <https://doi.org/10.1080/03768359708439971>

“Working Together to Fight Corruption: State, Society and the Private Sector in Partnership” (with Heather Baser), in *Governance Innovations: Lessons from Experience. Building Government-Citizen-Business Partnerships*, ed. Suzanne Taschereau and Jose Edgardo L. Campos (Ottawa: Institute on Governance, 1997).

“Applying Cultural Theories to Practical Problems,” in *Culture Matters*, ed. Richard J. Ellis and Michael Thompson (Boulder: Westview, 1997).

“Information and Incentives in Institutional Reform,” in *Institutions and Economic Development: Growth and Governance in Less-Developed and Post-Socialist Countries*, ed. Christopher Clague (Baltimore: Johns Hopkins University Press, 1997).

“Improving Incentives in Rural Financial Institutions,” *International Journal of Development Banking*, Vol. 14, No. 2 (July 1996).

“National and International Strategies for Reducing Corruption,” in *OECD Symposium on Corruption and Good Governance*, OCDE/GD(96)129 (Paris: Organization for Economic Co-operation and Development, 1996).

“Aid and Institutional Development,” *Proceedings of the World Bank Annual Conference on Development Economics 1995, Supplement to The World Bank Economic Review and The World Bank Research Observer* (March 1996).

“Including Culture in Evaluation Research,” *New Directions for Evaluation*, No. 67, Fall 1995. Also in Robert Picciotto and Ray C. Rist, eds., *Evaluation and Development: Proceedings of the 1994 World Bank Conference* (Washington, D.C.: The World Bank, 1995).

“Social Integration and Disintegration: An Exploratory Analysis of Cross-Country Data,” (with Johannes Fedderke) *World Development*, Vol. 23, No. 3 (March 1995).

"Assessing the Importance of Culture for Governance," *Africanus: Journal of Development Alternatives*, Vol. 25, No. 1 (1995).

"Do Better Governments Have Faster Growth?" *Politikon: The South African Journal of Political Studies*, Vol. 21, No. 2 (December 1994).

"From Insight to Ideology," *Theoria: A Journal of Social and Political Theory*, 83/4 (October 1994).

"Bribes, Tribes and Markets That Fail: Rethinking the Economics of Underdevelopment," *Development Southern Africa*, Vol. 11, No. 4 (November 1994).

"A Framework for a Country Programme against Corruption," in *Accountability and Transparency in International Economic Development*, ed. Fredrik Galtung (German Foundation for International Development (DSE), 1994), pp. 55-74.

"Taking Culture into Account: From 'Let's' to 'How'," in *Culture and Development in Africa*, ed. Ismail Serageldin and June Tabaroff (Washington, D.C.: The World Bank, 1994); published simultaneously in French.

"Beginning at the End: An Approach to Reform in Higher Education" *Theoria: A Journal of Social and Political Theory*, 81/2, October 1993. Shorter versions have been published in *Democracy in Action*, Vol. 8, No. 1 (February 1994), *SAAD News* (1993), *HSRC Bulletin* (1993), and as IRIS Working Paper #114, University of Maryland, June 1994.

"What If We Knew All About Cultures?" *Critical Arts*, Vol. 6, No. 2 (1993).

"Poisonous Texts," *Negotiation Journal*, Vol. 8, No. 3 (July 1992).

"Comment: The Cultural Dimensions of Governance," *Proceedings of the World Bank Annual Conference on Development Economics 1991, Supplement to The World Bank Economic Review and The World Bank Research Observer*, March 1992.

"On Culture and Development," *Theoria: A Journal of Social and Political Theory*, No. 78 (October 1991).

"Political Corruption: Strategies for Reform," *Journal of Democracy*, Vol. 2, No. 4 (Fall 1991); reprinted in *The Global Resurgence of Democracy*, ed. Larry Diamond and Marc F. Plattner (Baltimore: Johns Hopkins University Press, 1993).

"Gifts and Bribes," in *Strategy and Choice*, ed. Richard Zeckhauser (Cambridge: MIT Press, 1991).

"Adjusting to African Realities," *The Wilson Quarterly*, Vol. XV, No. 1 (Winter 1991).

"Incentive Myopia," *World Development*, Vol. 17, No. 4 (April 1989); reprinted in *Public Fund Digest*, Vol. III, No. 2 (1990).

"On the Emergence of Public Policy Studies and Implications for Comparative Work," in *Public Policy and Policy Analysis*, ed. S. R. Ganesh et. al. (New Delhi: Sage, 1985).

"The Economics of Teacher Education in Pakistan" (with others), *Comparative Education Review*, Vol. 29, No. 1 (Winter 1985).

"Managing the Fight Against Corruption: A Case Study," *Public Administration and Development*, Vol. 4, No. 1 (Spring 1984).

"Overcoming Ethnic Inequalities: Lessons from Malaysia" (with Ruth Katz), *Journal of Policy Analysis and Management*, Vol. 2, No. 3 (Spring 1983); reprinted in *Policy Studies Review Annual*, Vol. 7, ed. Ray

C. Rist (New Brunswick: Transaction, 1985).

"Education on the Auction Bloc: An Admissions Fable," *Change*, Vol. 15, No. 2 (March 1983).

"The Economics of Teacher Training: An Exploratory Data Analysis" (with others), *Pakistan Journal of Applied Economics*, Vol. 2, No. 2 (Summer 1982).

"Integrating Public Services for Rural Development: A Policy Framework," *Philippine Journal of Public Administration*, Vol. 26, No. 2 (April 1982).

"On Reviewing International Studies," *Journal of Higher Education*, Vol. 52, No. 2 (1981).

"Regression without a Model" (with Sadequa Dadabhoj and Simin Litkouhi), *Policy Sciences*, Vol. 13, No. 1 (1981).

"Why International Studies? A Prologue," *Change*, Vol. 13, Nos. 1-2 (Jan./Feb. 1981); reprinted in *NAFSA Newsletter*, National Association for Foreign Student Affairs, Vol. 32, No. 7 (June 1981).

"Support for Young Investigators," *Bulletin of the Atomic Scientists*, Vol. 36, No. 10 (December 1980).

"Government Support and Young Academics," *Change*, Vol. 12, No. 6 (September 1980).

"Merit and Admissions Policy: Case Studies from Pakistan" (with others), *Comparative Education Review*, Vol. 23, No. 2 (June 1979).

"Cognitive Equality and Educational Policies: An Example from Pakistan" (with Sadequa Dadabhoj and Simin Litkouhi), *Pakistan Development Review*, Vol. XVIII, No. 1 (Spring 1979).

"Historical Perspectives on Export Controls," in *Integrating National Security and Trade Policy: The United States and the Soviet Union*, ed. Dana Mead (West Point: U.S. Military Academy, 1978).

"Sending Signals," *Foreign Policy*, No. 32 (Fall 1978).

"Identifying Exceptional Performers," *Policy Analysis*, Vol. 4, No. 4 (Fall 1978).

"Justifying Basic Research in Education," *Minerva*, Vol. XVI, No. 2 (Summer 1978).

"A Statistical Search for Unusually Effective Schools," in *Statistics and Public Policy*, eds. William Fairley and Frederick Mosteller (Reading: Addison-Wesley, 1977).

"On Assessing a Gift Horse," *International Development Review*, No. 4 (1975).

"Are There Unusually Effective Schools?" (with George Hall), *Journal of Human Resources*, Vol. 10, No. 1 (Winter 1975).

"Going Beyond the Mean in Educational Evaluation," *Public Policy*, Vol. 23, No. 3 (Winter 1975).

"Measuring Technological Change: Comments on a Proposed Methodology," *Technological Forecasting and Social Change*, Vol. 6, No. 4 (Fall 1974).

"Institutionalized Racism: An Analytical Approach," *Journal of Peace Research*, Vol. 8, No. 1 (1972); reprinted in *Racial Conflict, Discrimination, and Power: Historical and Contemporary Studies*, eds. William Barclay, Krishna Kumar, and Ruth P. Simms (New York: AMS Press, 1976).

"Observations on the Peruvian National Plan for Development, 1971-1975," *Inter-American Economic Affairs*, Vol. 25, No. 3 (Winter 1971).

"The Dual Labor Market and Manpower Policy," *Monthly Labor Review*, Vol. 71, No. 11 (1971).

"Gandhi's Nonviolence as a Tactic," *Journal of Peace Research*, Vol. 7, No. 2 (1971).

Selected Other Articles:

"Thomas C. Schelling's Contributions to Policy Analysis," Building State Capability, Harvard University, December 2016. <https://buildingstatecapability.com/2016/12/16/thomas-c-schellings-contributions-to-policy-analysis/>

"Rejuvenating Governance in China," *South China Morning Post*, Dec. 2, 2016. <http://www.cgu.edu/PDFFiles/Presidents%20Office/Rejuvenating.pdf>

"Development Given Climate, Geography, and Genes" (with Johannes Fedderke and Valerio Napolioni), paper presented at the Annual Bank Conference on Development Economics, Washington, DC: The World Bank, June 2016. <http://www.cgu.edu/PDFFiles/Presidents%20Office/Development%20Given%20March%202016.pdf>

"Interview with Robert Klitgaard," Eduardo Engel, *Qué Pasa*, May 27, 2016. <http://www.cgu.edu/PDFFiles/Presidents%20Office/klitgaard%20interview2.pdf>

"Tackling Corruption: The Solution Is?" *Fair Observer*, October 2013. <http://www.fairobserver.com/article/tackling-corruption-solution>

"Toward a Turning Point against Corruption: Examining Global Anti-Corruption Efforts" (with Michael Hershman), *Ethisphere*, Q4 (2011): 50-51.

"Corruption and Poverty in Asia: An Interview with Robert Klitgaard," *Asian Trends Monitoring*, August 2011. <http://www.asiantrendsmonitoring.com/2011/08/24/poverty-and-corruption-in-southeast-asia-an-interview-with-robert-klitgaard/>

"Corruption May Be Doomed, but Won't Go Without a Fight," *Global-is-Asian*, Issue 8, Oct-Dec. 2010.

"Three Perfect Days in Franschhoek," *Franschhoek Style*, August 2010.

"Combating Corruption," *United Nations Chronicle*, Vol. XXXV, No. 1 (1998). Also published online at <http://www.un.org/Pubs/chronicle/1998/issue1/0198p90.html>

"Civil Servants, Like Everyone Else, Respond to Incentives," *EDI Forum*, Vol. 2, No. 2, Fall 1997.

"Fighting Corruption: Information and Incentives," *Nueva Sociedad*, No. 145 Sept.-Oct. 1996 (in Spanish).

"What Can Be Done?" *The Unesco Courier* (Paris, UNESCO), special issue on corruption, June 1996. Also published by UNESCO in many other languages.

"Strategies for Fighting Systematic Corruption," *Información Comercial Española. Revista de Economía*, Num. 741, May 1995 (in Spanish).

"Beyond Democracy and Free Markets?" *Natal University Focus*, Winter 1994; also published in Spanish in *Bolivian Times Weekly*.

"El Principio del Pez Gordo: Usos y Limitaciones," in *El Principio del Pez Gordo: Cómo Combatir la Corrupción* (Editorial Planeta, 1994).

"What Can Citizens Do about Corruption?" *Trefoil*, Vol. 59, No. 2 (July 1993)

"On Frying Big Fish," *Optima*, Vol. 19, No. 2 (October 1993).

"Making Governments and Markets Work Better," *Economic Reform Today*, Fall 1992.

"Frying the Big Fish: Campaigns Against Corruption," *Indicator South Africa*, Vol. 9, No. 3 (Winter 1992).

"Vorbeugen Is Besser als Strafen," *Der überblick*, 4/92, September 1992. Reprinted in Fredrik Galtung, *Zum Beispiel Korruption* (Lamuv, 1994): 82-92.

"Is There an Upside to Corruption?" *CEO/International Strategy*, Autumn 1991. Spanish version published in Argentina and in Bolivia.

"What Kinds of Leaders Does Latin America Need?" *Análisis y Opinión*, No. 8 (December 1990), Hanns-Seidel Foundation, published in English and Spanish. A shorter version appeared in *John F. Kennedy School of Government Bulletin*, Fall/Winter 1991.

"Affirmative Action in Malaysia," *Indicator South Africa*, Vol. 8, No. 4 (October 1991).

"How to Control Corruption," *Revista INCAE*, Vol. IV, No. 2 (1990) (in Spanish). Reprinted in *Estado Moderno*, a book published in Colombia in 1993.

"After Structural Adjustment, What?" *Ultima Hora Revista Económica*, December 1988 (in Spanish).

"What Would Nathan and Dad Talk About?" in *Remembering Nathan Leites*, ed. Charles Wolf, Jr. (Santa Monica: The RAND Corporation, 1988).

"The New Field of 'Public Policy' and the Possible Contribution of Comparative Research," *Revista Venezolana de Desarrollo Administrativo*, No. 5 (Summer 1984) (in Spanish).

"Comments on Public and Private Schools," in *School Research Forum* (Educational Research Service, April 1981).

"Microeconomics and Public Policy," *Pakistan Economist*, November 1976.

"Student Power and Student Politics," *Viewpoint*, November 1976.

"Student Merit and Admissions Policy for Pharmacy School," *Manpower Review*, Vol. 1, No. 2 (Fall 1975).

"Preliminary Analysis of Achievement Test Scores in Alum Rock Voucher and Nonvoucher Schools, 1972-73," in *A Public School Voucher Demonstration: The First Year at Alum Rock*, ed. Daniel Weiler, R-1495/2-NIE (Santa Monica: The RAND Corporation, 1974).

"Crisis in Peru," *The New Leader*, Vol. 56, No. 14 (July 1973).

"Onward Christian Soldiers: Dehumanization and the Military Chaplain," *Christian Century*, Vol. 87, No. 46 (November 1970).

"Should Seminarians Be Deferred?" *Christian Century*, Vol. 86, No. 17 (April 1969).

Teaching Cases:

Author or supervisor of more than twenty teaching cases.

MISCELLANEOUS

Office address: Harper Hall 57, Claremont Graduate University, 150 East Tenth St., Claremont, CA 91711 Tel: 1-909-607-4314. Robert.klitgaard@cgu.edu

Cell phone: 1-909-257-4175.

Married to Elaine van Biljon Klitgaard, four children ages 25 to 36.

Speaks Spanish (fluent), French (rusty), Portuguese (rusty), and Urdu (very rusty).