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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:


*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](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


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.


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


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.


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

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


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.


PUBLICATIONS

Books:

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

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


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:


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

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:


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


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


“Comment: Reinvigorating State Institutions,” in Evaluation and Development: The Institutional


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


“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).


“Sending Signals,” Foreign Policy, No. 32 (Fall 1978).


**Selected Other Articles:**


“Student Power and Student Politics,” Viewpoint, November 1976.

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


**Teaching Cases:**

Author or supervisor of more than twenty teaching cases.
MISCELLANEOUS

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

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