

Linda J Bilmes
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HARVARD UNIVERSITY, HARVARD KENNEDY SCHOOL, Cambridge MA

Daniel Patrick Moynihan Senior Lecturer in Public Policy

6/02- present

Full-time professor/faculty member, teaching budget, appropriations, and public policy courses.

- **Courses:** “Budgeting and Financial Management”, which covers operating and capital budgeting, performance budgeting, cost accounting, and public finance (bonds, pensions, capital markets); “Advanced Applied Budgeting” a service-learning course which trains students using field work, and “Complex Budgeting” which teaches advanced budgeting, accounting and public finance skills. Also teach a course on the “Executive Branch of Government”, including federal procurement, rule-making, public land management, human resources management, and government organizational structure.
- **Annual Programs:** Lead teams of student volunteers to provide financial assistance to local communities, using. Currently supervising 22 students in five projects for the city of Boston. Projects have included fleet maintenance, differential pricing models for parking zones, marginal and fixed cost analysis of students in charter schools, cost accounting for after-school and special education grants, trash collection, open space zoning, park financing, streamlining revenue collection functions.
- **Executive Education:** Current teaching includes the Senior Executive Fellows program (senior federal government officials) and the Mexico federal and local officials program.
- **Bi-annual Programs:** Lead budgeting workshops for newly-elected Mayors and Members of Congress (Harvard Institute of Politics) in applied budgeting and public finance. Have taught budgeting and public financial accounting to more than 100 new members of Congress in 2008, 2006, and 2004.

National Parks System Advisory Board

(4-year term. 2010-2014)

Appointed by Secretary of the Interior Ken Salazar to 12-person advisory board providing recommendations on matters relating to the National Parks, programs administered by the National Park Service and designation of national landmarks.

- Previously served on The National Parks Second Century Commission, an independent bipartisan national commission. Chair of the subcommittee on finance, striving to create a national endowment to support the National Parks in perpetuity.
- Initial report issued with Ken Burns National Park documentary in September 2009

US DEPARTMENT OF COMMERCE, Washington DC

Chief Financial Officer and Assistant Secretary for Administration, Management and Budget

1/99-1/01

Appointed by the President and confirmed (twice) by the US Senate. Third-highest official in the Commerce Department, responsible for financial management, budget formulation and execution, procurement, human resources, civil rights, security, small business development, minority business contracting, information

technology, administrative services, grants and financial assistance programs for the \$7 Billion Department of Commerce and its 39,000 personnel. Direct line management of 900 employees.

- Delivered first-ever clean financial audits for the Department's consolidated balance sheet, reducing material weaknesses from 47 to 1, and designing and implementing the Department's first financial control system.
- Directed management oversight for the 2000 Decennial Census, including budget negotiations with the US Congress, hiring of 850,000 temporary personnel, opening of 500 offices nationwide, and awarding \$2 billion in new contracts. Testified at congressional appropriations and oversight hearings on numerous occasions.
- Increased Commerce's minority procurement record from worst (#14) to best (#1) department in government by creating first-ever Government-wide Administrative Contract (GWAC) for small, women-owned and minority-owned businesses.
- Improved employee morale by 50% as measured by Office of Personnel Management (OPM), by introducing employee participation program, Town Hall meetings, team-building and individual career development and training.

Deputy Assistant Secretary for Administration and Budget 7/97-12/98

Sole Deputy to the CFO and Assistant Secretary for Administration.

- Assisted in all activities above; also managed the Department's 5-year strategic planning process and restored financial stability to the National Weather Service modernization program, which was \$500 million over budget.
- Direct line management of 250 employees.

NATIONAL PERFORMANCE REVIEW, OFFICE OF THE US VICE PRESIDENT

Special Advisor

05/97 – 07/97

Compiled and edited Vice President Gore's book, "Businesslike Government" which reviewed four years of the reinventing government effort, and its parallels in the private sector.

BOSTON CONSULTING GROUP, LONDON UK,

1988 – 1997

Principal (1991-97) *Promoted to run cost accounting practice and to develop client base in health care and industrial employment practices.*

- Led worldwide study of human resources, workplace practices and financial performance.
- Built BCG's UK healthcare practice (pharmaceuticals, insurance, medical equipment and hospitals) from zero to \$11m in annual revenue.
- Appointed as one of 10 western advisors to Russian Ministry of Privatization in 1992-94 when 60% of state enterprises were transferred to private ownership. Drafted first healthcare financing legislation for Russia.
- Managed over 30 financial restructuring projects in Europe, including:
 - *Spain*: valuation, restructuring and privatization of state-owned enterprises including paper mills, aluminum, diesel engines and state oil company (Repsol);
 - *Poland*: wrote industrial policy for prime minister's office; managed military conversion of Star Trucks, (largest truck manufacturer in Eastern Europe); advised on restructuring of 100 construction companies prior to privatization
 - *Russia*: restructuring and privatization of food wholesalers in city of Perm, Urals

Senior Engagement Manager (1990-91)

Promoted to manage teams of consultants on project assignments

- Directed some of the earliest East-West joint ventures including *Sovfinamtrans*, a US-Soviet-Finnish railway and petrochemical venture. Developed pricing and cost reimbursement model for new medicines. Managed large acquisitions in consumer retailing in Hongkong and Spain, including analysis of client's strategic and cash-flow options.

Consultant (1988-89)

Recruited to build Spanish office team and to work on industrial restructuring projects.

- Analyzed financial impact of economic development and trade issues for the Spanish Export Promotion Agency. Developed strategy for Spanish footwear and Portuguese ceramic industry.

BAIN & COMPANY, LONDON UK

1986 – 1987

Consultant

- Directed rationalization of the Guinness beer distribution system in Ireland. Negotiated with 10,500 publicans, lorry driver unions, depot managers and employees.
- Developed African expansion strategy for Kenya's leading safari and luxury hotel chain. Divested client of bus routes in South African townships and acquired Hertz franchise.

CAMPAIGN STRATEGIES INC., NEW YORK

1980-1982

Trainee Media Consultant

- Assisted in the re-election campaign of then-Senate majority leader Robert C. Byrd. Learned mechanics of polling, focus groups, media production, direct mail and investigative analysis.
- Assisted in the successful 1980 campaign of Congresswoman Margaret M. Heckler (R-Wellesley).

ADDITIONAL EXPERIENCE

BOSTON UNIVERSITY, LONDON CAMPUS

1995 – 1997

Adjunct Professor

- Taught "International Business Management: Eastern Europe, Russia and the CIS". Voted *Best Professor* by students two years running.

COMMISSION ON INTER-AMERICAN INVESTMENT, WASHINGTON

1994 – 1996

US Commissioner

Appointed by Secretary of the Treasury Lawrence Summers to represent United States on an international commission set up to assess viability of Inter-American Investment Corporation (IIC), the private-sector lending subsidiary of the Inter-American Development Bank

- Led US effort to insist on major restructuring of IIC. Evaluated financial health of loan portfolio, examined private-sector investment criteria, proposed reorganization plan.

CURRENT BOARDS & AFFILIATIONS

Economists for Peace and Security (Board Member)

National Park System Advisory Board

National Parks Second Century Commission (Commissioner)

Center for Human Capital Innovation (Consultant, Advisory Board Member)

National Parks Conservation Association (advisor)

Iraq and Afghanistan Veterans of America (advisor, occasional)

Veterans for Common Sense (advisor, occasional)

City of Somerville, MA (advisor)

City of Boston (Economic Advisory Recovery Commission)

BeyondTribute.org (advisory board, veterans group)

Mossavar-Rahmani Center on Business and Government (fellow)

Taubman Center for State and Local Government (affiliate)

Rappaport Center for Greater Boston (affiliate)
Prospect Magazine (Editorial Board)
Gabriella Axelrad Education Foundation (advisor, charity)
Brecknock Wildlife Trust, Wales UK (financial advisor, charity)
Wellesley Meeting of Friends (Finance Committee chair)
LAM Treatment Alliance (advisor, fundraiser)

CONGRESSIONAL TESTIMONY

- February 13, 2008 - [Testimony before the US House of Representatives Veterans Affairs Committee - Subcommittee on Disability Assistance and Memorial Affairs](#)
- October 24, 2007 - [Testimony before the US House of Representatives Committee on the Budget - "The Growing Budgetary Costs of the Iraq War"](#)
- May 23, 2007 - [Testimony before the US House of Representatives - Veterans Affairs Committee - VA Claims Roundtable Hearing](#)
- March 13, 2007 - [Testimony before the US House of Representatives - Veterans Affairs Committee - Subcommittee on Disability Assistance and Memorial Affairs](#)
- October 5, 2005 - [Testimony with W. Scott Gould before the US House of Representatives - Committee on Government Reform - Subcommittee on the Federal Workforce and Agency Organization](#)

Federal Commission Testimony

- July, 2010 – (upcoming) Testimony before the Secretary’s Advisory Board on Veterans Disability Compensation
- May 17, 2007 - Testimony before The Commission on the Future of America’s Veterans

AWARDS/Honors

- **“Speaking Truth to Power”** 2008 Prize, American Friends Service Committee
 - National award presented in Chicago awards ceremony, May 2008
- Recipient: **“Airborne” Flag of the United States of America**, flown over 847th Headquarters in Balad, Iraq during Operating Iraqi Freedom in honor of Linda J Bilmes;
 - Presented by David Laes, Commanding Officer, US Army, 16th Special Troop Battalion July 23, 2009
- “Truthdigger of the Week”, Truthdig blog (December 2006)
- Commendations from veterans service organizations:
 - Disabled American Veterans
 - Veterans for Common Sense
 - Vietnam Veterans of America
- HKS Faculty Advising award of the Month(2008)

PUBLICATIONS

BOOKS

The People Factor: Strengthening America by Investing in Public Service (with W. Scott Gould), Brookings, 2009

- Brookings #1 best seller of the year

The Three Trillion Dollar War: The True Cost of the Iraq Conflict (with Joseph E. Stiglitz, Norton, 2008)

- New York Times best-seller
- Rated one of the “Best Books of 2008” by *The Economist* Magazine, Bloomberg News
- International best-seller, translated into 18 languages

Gebt uns Das Risiko zuruck, (Give us Back the Risk) with Konrad Wetzker and Peter Struven, (Carl Hanser Verlag, (1998)

Budgeting for Better Performance (*forthcoming*). Budgeting textbook on activity-based and performance budgeting featuring interactive tutorials and 18 mini-cases.

Current Peer Review activity:

- Named Reviewer, “*Report on Readjustment Needs of Military Personnel, Veterans, and their Families*” Institute of Medicine, National Academy of Sciences, published March 2010
- Peer reviewer for Institute of Medicine, and *Military Medicine* journal

BOOK CHAPTERS

- New “Afterword” chapter for paperback version of *The Three Trillion Dollar War* (Stiglitz and Bilmes).
- Bilmes, Linda and Joseph Stiglitz. “**Hidden Wounds and Accounting Tricks: Disguising the True Costs**” in *Lessons From Iraq: Avoiding the Next War*. Eds. Miriam Pemberton and William D. Hartung. Penguin Publishers, 2008.
- Bilmes, Linda and Jeffrey R. Neal. “**The People Factor: Human Resources Reform in Government**” in *For the People: Can We Fix Public Service?* Eds. John D. Donahue and Joseph S. Nye, Jr. Brookings, 2003.
- Bilmes, Linda. “**Scoring Goals for People and Company**” in *Mastering People Management: Your Single-Source Guide to Becoming a Master of People Management*. Ed. James Pickford. FT Prentice Hall, 2003.
- Bilmes, Linda and Joseph Stiglitz, “**The Long-term Costs of Conflict: The Case of the Iraq War**”, in the *Elgar Handbook on the Economics of Conflict*. Eds. Derek Braddon, and Keith Hartley. (forthcoming, 2010, Edward Elgar Publishers)
- Bilmes, Linda and Joseph Stiglitz, “**The Economics of War and Peace: A Long-term Perspective**”, in *The Oxford Handbook of the Economics of Peace and Conflict*. Ed. Stergios Kaperdas. (Forthcoming, Autumn 2011, Oxford University Press).
- Bilmes, Linda, “**Federal Workers and the Founders?**” in *The 86th Federalist Paper*, Ed. Paul Light. Special edition of *Public Administration Review*. (Forthcoming September 2011).

SELECTED PAPERS

- “The Third Way: Reducing the Federal Budget Deficit with Activity-Based Budgeting” (Forthcoming autumn 2010)
- “The \$962,000 Question: Analysis of the Cost of Sending One US Troop into Afghanistan”. Analysis of the cost structure of the \$1 million troop figure. (forthcoming summer 2010)
- Bilmes, Linda. “The Fiscal Crisis in State Government – And What Should be Done About It”, (Published by the New America Foundation, June 2010)
http://www.newamerica.net/publications/policy/the_fiscal_crisis_in_state_government_and_what_should_be_done_about_it
- Bilmes, Linda ["Soldiers Returning From Iraq and Afghanistan: The Long-term Costs of Providing Veterans Medical Care and Disability Benefits."](#) KSG Faculty Research Working Paper Series RWP07-001, January 2007. (Presented at the ASSA meeting, 2007)
- Bilmes, Linda, and Joseph E. Stiglitz. ["The Economic Costs of The IRAQ WAR: An Appraisal Three Years after the Beginning of The Conflict."](#) NBER Working Paper 12054 (Presented at the ASSA meeting, 2006)
- Bilmes, Linda ["Activity Based Budgeting for Massachusetts"](#) Rappaport Institute White Paper, October 2006

HARVARD KENNEDY SCHOOL CASES

- *The St. Xavier "Healing Touch Hospital* (variance, cost accounting, capital budgeting)
- *The Toliza Art Museum* (cost accounting)
- *"Betty Lou's Budgets (A)* (financial spreadsheet construction)
- *Betty Lou's Budget (B)* (pivot tables)
- *The Bartlett School Revisited* (variance, cost accounting, capital budgeting)
- *The Kalamazoo Zoo* (variance)
- *The Somerville Traffic Unit* (activity-based budgeting)

Selected Journal, Magazine and Newspaper Articles

2010

- Bilmes, Linda and Max Stier, “Freeze on federal jobs won’t reduce spending”, *Boston Globe*, February 10, 2010

2009

- Bilmes, Linda J. and Rosemarie Day. ["The Cost of Not Enacting Health Care Reform."](#) *Boston Globe*, November 7, 2009.
- Bilmes, Linda and W. Scott Gould. “Investing in the People Who Make Government Work” *Federal Manager Magazine*, Summer 2009

- Bilmes, Linda J. and Joseph Stiglitz. "[The U.S. in Iraq: An Economics Lesson.](#)" *Los Angeles Times*, July 2, 2009.
- Bilmes, Linda J. "[Help Wanted in Public Service.](#)" *Boston Globe*, April 15, 2009.
- Bilmes, Linda and Joseph Stiglitz. "The \$10 Trillion Hangover: Paying the Price for Eight Years of Bush." *Harper's*, January 2009. [Cover Story]

2008

- Bilmes, Linda J. "[As Creditors Get Edgy, US Keeps Spending.](#)" *Boston Globe*, November 9, 2008
- Bilmes, Linda and Joseph E. Stiglitz. "[Is This Any Way to Rebuild Iraq?](#)" *Los Angeles Times*, August 15 2008.
- Joseph Stiglitz and Linda Bilmes. "The \$3 Trillion War." *Vanity Fair*, April 2008.
- Bilmes, Linda J. "Iraq's 100 Year Mortgage." *Foreign Policy*, April 2008.
- J. E. Stiglitz and Linda Bilmes. "[There is no such thing as a war for free.](#)" *The Chicago Tribune*, March 20, 2008.
- Bilmes, Linda J. "[The Cost of War.](#)" *The Harvard Crimson*, March 19, 2008.
- Bilmes, Linda J. and Joseph Stiglitz. "[The high cost of fighting a losing battle.](#)" *Financial Times*, March 19, 2008.
- Bilmes, Linda J. in *Los Angeles Times*: "[War's price tag.](#)" March 16, 2008.
- Bilmes, Linda J. "[Another year, another \\$300 billion.](#)" *Boston Globe*, March 16, 2008.
- Bilmes, Linda J. and Joseph Stiglitz. "[The Iraq War Will Cost Us \\$3 Trillion, and Much More.](#)" *Washington Post*, March 9, 2008.
- Joseph Stiglitz and Linda Bilmes. "The Three Trillion Dollar War", *The Times of London*, February 23, 2008

2007

- Bilmes, Linda. "[Soldiers trapped in limbo.](#)" *The Boston Globe*, March 21, 2007.
- Bilmes, Linda. "[The battle of Iraq's wounded.](#)" *Los Angeles Times*, January 5, 2007.

2006

- Bilmes, Linda and Joe Stiglitz. "[War's Stunning Price Tag.](#)" *Los Angeles Times*, January 17, 2006
- Bilmes, Linda and W. Scott Gould. "[New Book Looks at What College Students are Thinking about Government Jobs.](#)" *Federal Manager Magazine*, April 2006.
- Bilmes, Linda "Ask This: Total economic cost of the war in Iraq: One to two trillion dollars." *Nieman Watchdog*, September 2006.
- Bilmes, Linda and Joseph Stiglitz, "The Economic Cost of Iraq War." *Milken Institute Journal of Economics*, 4th Qtr, October 2006.

2005

- Bilmes, Linda. "[Disasters and the Deficit.](#)" *Atlantic Monthly*, December 2005.
- Bilmes, Linda, and W. Scott Gould. "[Getting the Federal Workers We Need.](#)" *Washington Post*, August 31, 2005.
- Bilmes, Linda. "[Uncle Sam Really Wants Usted.](#)" *Los Angeles Times*, August 21, 2005.
- Bilmes, Linda. "[The Trillion-Dollar War.](#)" *New York Times*, August 20, 2005.
- Bilmes, Linda. "[A Budget in Bush's Own Image.](#)" *Financial Times*, February 8, 2005.

2004

- Bilmes, Linda. "[Civil Service Has Morphed Into U.S. Inc.](#)" *Los Angeles Times*, July 18, 2004.
- Bilmes, Linda. "[The Truth About the Reagan Deficits.](#)" *Washington Post*, February 10, 2004.
- Bilmes, Linda. "[Bush's Gamble on the Afghan Front.](#)" *Financial Times*, March 30, 2004.

2001-2003

- Bilmes, Linda. "[Bush Joins the Donor Big League.](#)" *Financial Times*, December 3, 2003.
- Bilmes, Linda. "[A Poor Start for Bush's AIDS Programme.](#)" *Financial Times*, July 7, 2003.
- Bilmes, Linda. "[Bush's Future Is in Blair's Hands.](#)" *Financial Times*, March 6, 2003.
- Bilmes, Linda. "[Scoring Goals for People and Company.](#)" *Financial Times*, November 26, 2001.

FILM CREDITS

[No End in Sight \(Appeared in Cast\)](#). **Winner of the 2007 Sundance Special Jury Prize, nominated for 2008 Academy Award (Documentary category)**

[Rethink Afghanistan \(Part 3\): The Cost of War](#). Brave New Films Foundation, 2009.

SELECTED LECTURES (2007-10)

- **Stan Kimmit Lecture on Public Service**, Presidential Lecture Service, "The People Factor: Strengthening America by Investing in Public Service", University of Montana, Missoula, MT, April 5, 2010
- **Symposium on Jobs, Investment and Energy: Meeting President Obama's Challenge.** "Budgeting for Jobs and Investment: The Impact of State Spending on Job Creation", Sponsored by New America Foundation, Economists for Peace and Security and Bernard Schwartz Washington DC, March 23, 2010
- **Presentation to Prime Minister's Strategy Unit, UK Cabinet**, "*Public Service and Democracy*". London, December 7, 2009
- **Keynote to the Institute for Human Capital Innovation** "*Federal Workforce Reform and the People Factor*", , November 16, 2009, Washington DC
- **Seminar to National Security Fellows**, Belfer Center "*The People Factor*", , 19 October 2009
- **US Department of the Treasury employees** "*The People Factor: Strengthening America by Investing in Public Service*", keynote address to, June 11, 2009, Washington DC
- Panelist at **Lincoln Institute of Land Policy** Conference on The Changing Landscape of Local Public Revenues "*Own-Source Revenues at the Municipal Level*", , June 2009
- **Harvard Kennedy School New England Alumni Association** "*US Budget and Economic Policy*", Keynote Speaker, , May 15, 2009
- "New Directions in Regulation" Seminar, sponsored by MR-CBG, Taubman and Rappaport Centers *The People Factor: Strengthening America by Investing in Public Service*", lecture at, April 28, 2009
- **IRMCO 48th Annual Conference** "*The People Factor*", keynote address, , Cambridge MD, April 21, 2009
- **National Academy of Public Administration (NAPA)**, Speech on "*The People Factor*" (with Scott Gould), Washington DC, April 7, 2009

- **Partnership for Public Service**, “*The People Factor*” symposium hosted by Richard Armitage, John Berry, Kurt Campbell, Richard Danzig, John Hamre, Paul Volcker, MaxStier, David Walker, April 2, 2009, Washington DC
- **Steinhardt Lecture**, “*The Cost of the Iraq and Afghanistan Wars*”, Lewis and Clark College, Portland, Oregon, March 5, 2009
- **Allied Social Sciences Association (ASSA)**, Presented paper on “*Managing Infrastructure Investment in the Economic Stimulus Package: Lessons from Katrina, Iraq and the Big Dig*”. Panelist with Kenneth Arrow, William Sharpe, Michael Lind, and Lawrence Klein. January 4, 2009, San Francisco, CA
- **Women’s Donor Forum**, “*Developing a Progressive Vision for the Economy*”, Panelist with Winona LaDuke, Maya Wiley, November 4, 2008, Fairmont Copley Hotel, Boston
- **Universalist Unitarian Service Committee**, “*The Cost of the Iraq War*”, First Parish Church Cambridge, 28 October 2008
- **Harvard “Meet the Scholar” Program**, Lecture on the Cost of the Iraq War to graduate students from across the university, 27 October 2008
- **American Neurological Association Annual Meeting, Keynote address**: “*The Economic Cost of Neurological Combat Injuries*”, 22 September 2008, Salt Lake City, UT
- **The Hay Festival**, Speech (with Joseph Stiglitz) on the cost of the Iraq War and implications for the global economy, May 24, 2008, Hay-on-Wye, UK
- **American Friends Service Committee** annual meeting, Acceptance Speech at “*Speaking Truth to Power*” Awards, May 2008, Chicago
- **Center for American Progress**, speech on cost of the Iraq War, 27 March 2008, Washington DC
- **Harvard Business School “Powerful Women” conference**, “*Being a Leader- A Woman Leader*”, February 4, 2008, HBS
- **Council on Foreign Relations**, Presentation on “*The Three Trillion Dollar War*”, 3 March 2008, New York City
- **The Commonwealth Club**, Speech on “*The Three Trillion Dollar War*” (with Joseph Stiglitz), March 2008, San Francisco (also broadcast)
- **Columbia University**, panelist with Robert Hormats, Joseph Stiglitz and Bobby Muller (Vietnam Veterans of America) on the cost of war and implications for veterans, 28 February 2008, NYC
- **World Security Institute**, *Three Trillion Dollar War*, 13 February 2008, National Press Club, Washington DC
- **Allied Social Sciences Association (ASSA)**, Update on the Cost of the Iraq War, January 2008, San Francisco.

- **Physicians for Social Responsibility**, Speech on “*Medical and Disability Costs of the Iraq War: Unintended Consequences*”, May 19, 2007, Old South Church, Boston MA
- **Levy Economics Institute**, Bard College, keynote address: “*The Battle for Iraq’s Wounded*”, at conference on “War and Poverty, Peace and Prosperity”, 30 May 2007, Annandale-on-Hudson NY
- **University of California at San Francisco Medical School**, Keynote address at conference on “*The Health Effects of the Iraq War, Unintended Consequences*”, 9 May 2007, UCSF Medical School, San Francisco, CA
- **Allied Social Sciences Association (ASSA)** annual meeting, Panelist with Thomas Schelling, Winslow Wheeler, Lawrence Korb. Presented paper on “*Soldiers Returning from Iraq and Afghanistan: The Long-Term Costs of Providing Veterans Medical Care and Disability Benefits*”, January 7, 2007, New Orleans LA

EDUCATION

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| Harvard Business School | 1984 |
| • MBA | |
| Harvard College, Harvard University | 1980 |
| • AB in Government | |
| • President, <i>Harvard Political Review</i> | |

PERSONAL

U.S. Citizen, raised in San Mateo, California. Extensive international experience; lived and worked in UK, Spain and Russia for 12 years, fluent Spanish. Married, three children.

