

Pat Harris

Ms. Pat Harris is an International Standards Specialist. She brings to NIST extensive experience in the standards development arena at the national and international levels. For twenty years Pat managed an ANSI-accredited standards setting organization and was directly involved in international standards development through the ISO. As secretariat for an ISO Subcommittee and the U.S. Technical Advisory Group to an ISO Technical Committee she gained valuable insights into standards development processes and systems. In her career, Pat has engaged in a number of standards activities that have demonstrated the value of standardization to enabling innovations in information technology, including standardization of the file structures for the CD-ROM and ebooks. Her work as one of NIST's International Standards Specialists engages her in the standards activities of APEC (the Asia Pacific Economic Cooperation).

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

Jorrit de Jong

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

Dr. de Jong is an expert in standards simulation exercises about the political and economic aspects of standardization and has moderated and facilitated simulation exercises for over 250 government organizations and universities around the globe, reaching more than 3000 participants. His simulation exercise for standardization has received acclaim from leading experts in the industry, distinguished scholars of standardization and standards management organizations. Dr. de Jong has contracted with NIST in the past to offer the course, **Setting Standards: Exercise in Strategy and Cooperation in Standardization Process**, and his broad experience in this highly specific area, where didactic theory meets standards management, is invaluable.

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