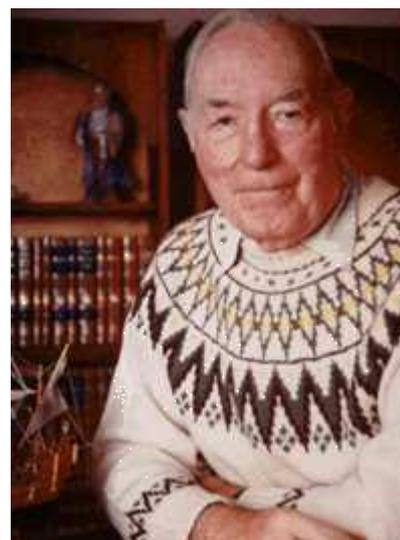


Harlan Cleveland

A Princeton University graduate in 1938, he was a Rhodes Scholar at Oxford University in the late 1930s; an economic warfare specialist (in Washington, D.C.) and United Nations relief and rehabilitation administrator (in Italy and China) in the 1940s. In 1948 he joined the Economic Cooperation Administration, where he served as Director of the China Aid Program, then developed and managed U.S. aid to eight East Asian countries, and later became (as Assistant Director for Europe of the Mutual Security Agency) the Washington-based supervisor of the Marshall Plan for European recovery in its fourth year, 1952. In early 1953 he left Washington to become executive editor, and later also publisher, of *The Reporter* magazine. In 1956 he was appointed dean of the Maxwell Graduate School of Citizenship and Public Affairs at Syracuse University. He was a delegate from the state of New York to the 1960 Democratic National Convention in Los Angeles.



During the 1960s Harlan Cleveland served as Assistant Secretary of State for International Organization Affairs in the administration of President John F. Kennedy, and in 1965 was appointed by President Lyndon B. Johnson as U.S. Ambassador to NATO, serving in that post also under President Richard Nixon until May 1969. From 1969 to 1974 he was President of the University of Hawaii, of which he is now President Emeritus. From 1974 to 1980 he developed and directed the Program in International Affairs of The Aspen Institute, with headquarters both in Princeton, New Jersey, and in Aspen, Colorado. During 1977-78 he was also chairman of the U.S. Weather Modification Advisory Board. In 1979 he served for one semester as the Distinguished Visiting Tom Slick Professor of World Peace at the Lyndon B. Johnson School of Public Affairs, University of Texas at Austin.

During the 1980s he served as the founding dean of the University of Minnesota's Hubert H. Humphrey Institute of Public Affairs, a graduate school, research think-tank, and center for leadership education. He concurrently served two three-year terms as Trustee-at-Large of the University Corporation for Atmospheric Research in Boulder, Colorado. He retired as Professor Emeritus at the University of Minnesota, where he still has an office in the Humphrey Center. In 1991 he was elected to a five-year term as President of the World Academy of Art and Science, and in 1994 was elected Chairman of the Board of Directors of VITA (Volunteers in Technical Assistance), a private voluntary agency based in Arlington, Virginia that has long worked on information transfer to developing countries and is now experimenting with low-earth-orbit (LEO) satellites to bring into the world communication system people who still live "beyond the last telephone pole."

Harlan Cleveland has authored hundreds of magazine and journal articles, and eleven books, mostly on executive leadership and world affairs. The latest is *Birth of a New World: An Open Moment for International Leadership* (1993). Other books include *The Knowledge Executive: Leadership in an Information Society* (1985), republished in paperback 1989, and *The Global Commons: Policy for the Planet* (1990). From 1987 to 1993 he wrote a fortnightly column on world affairs for the *Star Tribune*, Newspaper of the Twin Cities

(<http://www.worldbusiness.org/about/academy-fellows/harlan-cleveland/>)

Ambassador Cleveland is a past president of the American Society for Public Administration and a long-time member of the American Political Science Association and of the Council on Foreign Relations. Among numerous board memberships, he has served as chairman (now honorary chairman) of The American Forum for Global Education, chairman (now vice-chairman) of the National Retiree Volunteer Coalition, and vice-chairman of The Atlantic Council. He is currently a director of the Joyce Mertz-Gilmore Foundation, a trustee of the American Refugee Committee, a director of the World Future Society, the Common Heritage Corporation and Global Action Plan, and a member of the U.S. Board of the International Leadership Center on Longevity and Society.

Harlan Cleveland is the recipient of 22 honorary degrees, the U.S. Medal of Freedom, Princeton University's Woodrow Wilson Award, the Peace Corps' Leader for Peace Award. He was the 1981 co-winner (with Bertrand de Jouvenel) of the Prix de Talloires, a Switzerland-based international award for "accomplished generalists."

QUOTES

On the occasion of Prof. Cleveland's retirement as Dean of the Hubert H. Humphrey Institute of Public Affairs in 1988, some of his colleagues collected their favorite Cleveland quotes and distributed them to attendees. Here are some of their choices:

- If you try too carefully to plan your life, the danger is that you will succeed--succeed in narrowing your options, closing off avenues of adventure that cannot now be imagined. When a student asks me for career advice, I can only suggest that he or she opt for the most exciting "next step." When your job no longer demands of you more than you have, go and do something else. Always take by preference the job you don't know how to do.
- The sheer size of the dominant structures in the "private" sector--corporations and banks and service agencies, the media and the foundations and the universities--will increasingly require their managers to act as though they are responsible to the general public. Because they are.
- It used to be said of the good executive that he/she was "driving;" a more accurate word would now be "steering."
- The attraction of responsibility is the sense of relevance that comes from being where the action is.
- We would do well to glory in the blurring of public and private and not keep trying to draw a disappearing line in the water. In the easier days of the Marshall Plan, the decisive actions needed to meet an international crisis were essentially taken by a few legislative and executive leaders. But the chronic crisis of interdependence, of which the troubles called energy and food and arms and inflation and jobs and money are only the most obvious examples, requires actions by dozens of government agencies, hundreds of state and local governments, thousands of business executives, hundreds of thousands of teachers, and millions of householders, automobile owners, investors, and organized and unorganized workers.
- For Americans, a preference for diversity should come naturally. With the passing of remoteness, a tolerance for diversity seems to be the first principle of world order.
- All real-world problems are interdisciplinary, interprofessional, and international. Policy analysis means combining the rigors of different disciplines, the insights from multiple professions, the workways of multiple cultures. But remember that a committee of narrow thinkers doesn't produce integrative outcomes. The best interdisciplinary instrument is still the individual human mind.

- Courage is directly proportional to distance from the problem.
- Creep up carefully on the use of force. Violence is easy to escalate, hard to de-escalate.
- Voting is an inferior means of conflict management; consensus procedure usually works better. Voting takes a snapshot of a disagreement, but doesn't often modify the behavior of the minority, who prefer their own rights to the majority's righteousness.
- Openness has costs as well as benefits. In a closed society, openness works as a change agent. In an open society, openness is often a way of saying "no" to innovation. But usually, two heads are better than one, three heads are better than two, and so on for quite a number of heads before the nth addition to the circle of knowledge-based responsibility adds nothing more to wisdom.
- Resolving conflict is not always a Good Thing. Some tensions are promising: the global urge for fairness, insistence on human rights, competitive hustling, rising expectations. The problem is not just to keep the peace; it is to keep change peaceful.
- People can agree on next steps to be taken together if they carefully avoid trying to agree on why they are agreeing.