

**Linda J. Bilmes**  
**Curriculum Vitae**

**HARVARD UNIVERSITY, Cambridge MA**

**Daniel Patrick Moynihan Senior Lecturer in Public Policy**

**6/02- present**

*Full-time faculty member, teaching budget, public finance and public policy courses.*

- Teach graduate students in Masters in Public Policy and Public Administration program;
- Lead applied experiential field projects in the Greater Boston area, focus on municipal finance;
- Run Executive programs for government officials from US, Mexico, China, Indonesia, state and local government
- Co-teach annual training workshops for newly-elected Mayors and Members of Congress.

**GOVERNMENT service (current presidential appointments)**

- United States National Parks System Advisory Board
- United States Advisory Committee on Veterans Employment, Training and Employer Outreach

**CURRENT Grant-Funded Research Projects**

- *Costs of War Project* (Eisenhower Research Project, Watson Institute for International Studies at Brown University): Analysis of costs of long-term medical care and disability benefits for Iraq and Afghanistan veterans; cost structure of US military medical system.
- *Department of Defense*, Joint Task Force Capital Medical Region, Analysis of the consolidation of Walter Reed Army Hospital and Bethesda Naval Medical Center into a jointly administered medical service.
- *U.S. National Parks*: Analysis of the Economic Value of the National Parks Service (with John Loomis, Colorado State University);
- *Women Veterans*: Research on social, medical and economic outcomes of Iraq/Afghanistan women veterans; funded by IVMF; Women's Leadership Council.

***Previous Employment***

**US DEPARTMENT OF COMMERCE, Washington DC**

**Chief Financial Officer and Assistant Secretary for Administration**

**1997-2001**

Appointed by the President Bill Clinton and confirmed (twice) by the US Senate. Previously served as Deputy Assistant Secretary for Administration (1997-1998)

**BOSTON CONSULTING GROUP, London, Madrid, Moscow**

**1987-1996**

**Consultant, Manager, Principal**

- Managed over 30 financial restructuring projects in Europe
- Worked in five continents, including extensive work in Eastern Europe, Russia, South America.

***Selected Publications***

**BOOKS**

- ***The People Factor: Strengthening America by Investing in Public Service*** (with W. Scott Gould), Brookings, 2009. Brookings best seller in 2009, 2010.
- ***The Three Trillion Dollar War: The True Cost of the Iraq Conflict*** (with Joseph E. Stiglitz, Norton, 2008). *New York Times* best-seller, translated into 22 languages. Rated "Best Books of 2008" by *The Economist* and Bloomberg.

- ***Gebt uns Das Risiko zuruck***, (*Give us Back the Risk*) with Konrad Wetzker and Peter Struven, (Carl Hanser Verlag, (1998) Best Business Book Award, Germany.

### **BOOK CHAPTERS**

- Joseph E. Stiglitz and [Linda J. Bilmes](#), "[Estimating the costs of war: Methodological issues, with applications to Iraq and Afghanistan](#)" in the *Oxford Handbook of the Economics of Peace and Conflict*. Eds. Michelle Garfinkel and Stergios Skaperdas, Oxford University Press: Oxford, 2011.
- 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. (April 2011, Edward Elgar Publishers)
- 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 Guide to Becoming a Master of People Management*. Ed. James Pickford. FT Prentice Hall, 2001.

### **RECENT PAPERS**

- Bilmes, Linda J., and Michael Intrilligator. "[How Many Wars is the U.S. Fighting Today?](#)" In *Peace Economics, Peace Science and Public Policy* Volume 19, Issue 1, Pages 8–16. May 2013.
- Linda J. Bilmes. "[The Financial Legacy of Iraq and Afghanistan: How Wartime Spending Decisions Will Constrain Future National Security Budgets.](#)" *HKS Faculty Research Working Paper Series* RWP13-006, March 2013.
- Linda J. Bilmes. *Federalist* Nos. 67–77 "How Would Publius Envision the Civil Service Today?" *Public Administration Review*, 71: s98–s104. doi: 10.1111/j.1540-6210.2011.02468.x  
<http://onlinelibrary.wiley.com/doi/10.1111/j.1540-6210.2011.02468.x/full>
- Linda J. Bilmes. "[Highlights from "The People Factor: Strengthening America by Investing in Public Service"](#)" in the ESADE (Institute of Public Governance & Management) Journal, October 31, 2011.
- "Current and Future Costs of Caring for Veterans of the Iraq and Afghanistan Wars", in Brown University, Watson Institute for International Studies. Project on "Costs of War". June 2011.  
<http://costsofwar.org/article/caring-us-veterans>
- Bilmes, Linda. "The Fiscal Crisis in State Government – And What Should be Done About It", (Published by the New America Foundation, June 2010)
- 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 (2006)
- Bilmes, Linda ["Activity Based Budgeting for Massachusetts"](#) Rappaport Institute White Paper (2006)

#### **CONGRESSIONAL TESTIMONY:**

- September 30, 2010 – Testimony before the US House of Representatives Veterans Affairs Committee <http://veterans.house.gov/hearings/hearing.aspx?newsid=632>
- 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](#)

#### **SELECTED ARTICLES**

##### **2013**

- [Bilmes, Linda J. "Pentagon a ripe target for cuts." \*The Boston Globe\*, July 31, 2013.](#)
- [Bilmes, Linda J. "Giving Margaret Thatcher The Feminist Cred She Deserved - And Would Have Hated." Cognoscenti, WBUR National Public Radio, April 17, 2013.](#)
- [Bilmes, Linda J. "Hurling itself off successive cliffs, Congress shows dysfunction." \*The Boston Globe\*, February 22, 2013.](#)
- [Stiglitz, Joseph and Linda J. Bilmes. "There Will Be No Peace Dividend After Afghanistan." \*Financial Times\*, January 24, 2013.](#)

##### **2012**

- [Bilmes, Linda J. "Three Ways to Avoid Future 'Fiscal Cliffs'." Cognoscenti WBUR National Public Radio, November 26, 2012.](#)
- [Bilmes, Linda J. "The battle for veterans' votes," \*Los Angeles Times\*, October 19, 2012.](#)
- [Bilmes, Linda J. "The Truth Behind The Ryan Budget," WBUR National Public Radio, September 19, 2012.](#)
- [Bilmes, Linda J. "Don't Perpetuate a 'Culture of Endless Money'" \*New York Times\*, September 10, 2012.](#)
- [Bilmes, Linda J. "Afghanistan is missing from the campaign." \*The Boston Globe\*, July 15, 2012.](#)
- [Bilmes, Linda J. and Shelby Chodos, "Where the New Deal meets Reaganomics." \*The Washington Post\*, July 1, 2012.](#)
- [Bilmes, Linda J. "And now, battles with hardly any rules." \*The Boston Globe\*, February 5, 2012.](#)

##### **2011**

- Bilmes, Linda J. ["What have we learned from Iraq?"](#) *The Boston Globe*, December 7, 2011.
- Bilmes, Linda J. ["America's Costly War Machine."](#) *Los Angeles Times*, September 18, 2011.

- Bilmes, Linda J. "What Government Can Learn from Business", *Harvard Business Review*, August 2011
- [Bilmes, Linda J. "Costly Inheritance: How to tackle the triple root of US debt that has been passed to us."](#) *The Boston Globe*, April 27, 2011.
- *On Point* with Tom Ashbrook. ""[GAO: Duplications, Waste Cost Taxpayers.](#)" March 3, 2011.

## 2010

- Stiglitz, Joseph E. and Bilmes, Linda J., "The true cost of the Iraq war: \$3 trillion and beyond", *Washington Post*, Sunday, September 5, 2010
- Bilmes, Linda J. "Iraq war winds down, but costs soar", *San Francisco Chronicle*, August 15, 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

## 2006-2007

- 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.
- 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.

### **HKS ACADEMIC TEACHING CASES:**

"Somerville Traffic Unit" (Cost Accounting, City revenue planning) (HKS, 2012)

"The Bartlett School Revisited", (Cost accounting, Variance, Capital Budgeting) (HKS, 2011)

"The Toliza Museum of Art", (Cost Accounting, Variance and Capital Budgeting) (HKS, 2010)

"Betty Lou's Budget A and B", Excel Financial Spreadsheet and Budget Modeling, Pivot tables (HKS 2010)

"The Kalamazoo Zoo", Variance Analysis

"The St. Xavier Healing Touch Hospital" (Activity-Based Costing, Variance, Capital Budgeting, Accounting) (HBS and HKS, 2008)

### **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**

- Keynote Speaker: **Carnegie Foundation for International Peace**; Topic: "The Economic Benefits of National Parks" March 13, 2013 Washington DC

- **Allied Social Sciences Association:** Presented paper on “Is War Over? The Economics of National Security after Iraq and Afghanistan; January 6, 2013, San Diego
- **Excel Venture Management Annual Meeting:** Keynote, "The U.S. Budget, the Sequester and Federal R&D Spending", Boston, MA , January 31, 2013
- **Affordable World Security Conference:** W.P. Carey Foundation and East West Institute, "The Long-Term Legacy of War", March 27, 2012; Newseum, Washington D.C.
- Keynote Speaker: **America's Summit on National Parks;** Topic: “The Economic Benefits of National Parks” January 25, 2012 Washington DC
- **Allied Social Sciences Association (ASSA),** Presented paper on\_“Who Profited from the Iraq War? An Analysis of the Beneficiaries of the Iraq and Afghanistan conflicts” .January 6, 2012, Chicago.
- “How Many Wars is the U.S. Fighting Today?” (with Michael Intrilligator, UCLA), Presented at the Royal Military College of Canada and Defence Management Studies, School of Policy Studies, Queen’s University, November 2011
- **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
- **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
- **IRMCO 48<sup>th</sup> 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
- **Seminar to National Security Fellows**, Belfer Center “*The People Factor*”, , 19 October 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
- **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

### **CURRENT BOARDS & AFFILIATIONS**

*Economists for Peace and Security (Board Member)*  
*Institute for Veterans and Military Families (Board Member)*  
*Activate Networks (Board Member)*  
*Council on Foreign Relations*  
*National Park System Advisory Board*  
*National Parks Second Century Commission (Commissioner)*  
*Advisory Committee on Veterans Employment, Training and Outreach*  
*Advisory Committee on Veterans Disability*  
*Center for Human Capital Innovation*  
*National Parks Conservation Association (advisor)*  
*LAM (Lymphangiomyomatosis) Foundation*  
*National Institute of Medicine (peer reviewer)*  
*City of Somerville, MA (advisor)*  
*City of Boston (Economic Advisory Recovery Commission)*  
*City of Newton, MA (Advisor)*  
*Mossavar-Rahmani Center on Business and Government (fellow)*  
*Taubman Center for State and Local Government (affiliate)*  
*Rappaport Center for Greater Boston (affiliate)*

### **Recent AWARDS/Honors**

- Nominated by U.S. Congress for Comptroller General of the United States (one of 3)
- “Speaking Truth to Power” 2008 Prize, American Friends Service Committee.
- Recipient: “Airborne” Flag of the United States of America, flown over 84<sup>7th</sup> Headquarters in Balad, Iraq during Operating Iraqi Freedom in honor of Linda J Bilmes;



**EDUCATION**

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**Harvard Business School****1984**

- MBA (Hons)

**Harvard College, Harvard University****1980**

- AB in Government (mcl)
- President, *Harvard Political Review*

**PERSONAL**

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

