

Zairo Borges Cheibub
Phone: 857-891-9067

Education

Massachusetts Institute of Technology Sloan Fellows Program, MBA, 2007

Massachusetts Institute of Technology PhD program in Political Science, 1984-87,
ABD (qualifying exams and course work)

IUPERJ, Rio de Janeiro, Brazil M.A., Political Science, 1984

Universidade Federal Fluminense, UFF B.A., Social Science, 1980

Non-Academic Professional Experience

Merida LLC.

Supply Chain and Sustainability Director
2007-2010

Director of Operations and Sustainability
2010-2017

Director of Research and Development
2017-2021

Teaching Experience

Professor of Political Science, Fluminense Federal University - UFF

July 1987-2007

Courses taught: Several introductory courses on political theory; Survey Practice and Analysis; Research Methodology; Civil Society and Political Theory; Introduction to Statistical Analysis; Distributive Justice; Brazilian Politics, and Social Policy in Brazil.

Ad hoc Professor at the National School of Public Administration, Enap, Brasília

1996-2006

Courses taught: State and Civil Society Relations in Brazil; Social Policy in Brazil, Program Evaluation, Ethics in the Public Sector, and Evaluation of Customers Satisfaction with the Public Sector Services.

Assistant Professor of Sociology, UFF

September 1987- July 1991

Courses taught: Introduction to Sociology; Development Sociology; Class and Social Stratification.

Assistant Professor at IRI International Relations Institute, Pontifical Catholic University of Rio de Janeiro PUC-RJ

January 1990-December 1990

Courses taught: The Political Economy of International Trade, and Thesis Seminar
Editor of the journal *Contexto Internacional*

Assistant Professor of Sociology, Department of Social Sciences, Faculdade da Cidade, RJ [City College].

March 1982-August 1983

Courses taught: Sociology of Leisure, Sociology of Communications and Introduction to Sociology

Research Experience

Coordinator of FGV-Opinião (Opinion Research Center of Fundação Getulio Vargas - FGV)

December 2002- May 2006

FGV is considered one of the best higher education and research institutions in Brazil, particularly in the areas of economics, law, social sciences, business and public administration. For more information see <https://portal.fgv.br/en>)

Co-founder of the Center. Responsible for fund-raising; relations with central administration; recruitment, training and management of staff (of about 10 people). Also responsible for design several research projects and writing the final report. Main projects included research on corporate social responsibility program implementation, communication and strategies; electoral surveys; evaluation of social projects of several corporations, federal and local governments; consumption of public services in low income communities and several other projects using survey analysis and focus group.

Director, DataUff, Applied Social Science and Public Policy Center at Fluminense Federal University – UFF)

January 1999-December 2002

Co-founder of the Center. Responsible for fund-raising; relations with central university administration; recruitment, training and management of staff (of about 15 people) and the design, execution and final report of several research projects. Some of the main projects include: a survey on race relations in the state of Rio de Janeiro, electoral

surveys in several municipalities throughout Brazil; a socio-economic diagnosis of 40 municipalities and 5 *favelas* (shantytowns) in the state of Rio de Janeiro aimed at designing an income generation program for less developed areas, and an analysis of the career patterns of top federal -level civil servants. Coordination of a national opinion survey, similar to the General Social Survey of the United States. This multi-year project is funded by the Ford Foundation.

Visiting Scholar, Department of Political Science, MIT (Fulbright Scholarship on “Civil Society Studies”)

August 1997-August 1998

Conducted research on Health Reform in Developing Countries; Innovative Health Delivery Systems in Brazil; and Public Sector Labor Relations Reform in Advanced Industrial and Developing Countries.

Co-coordinator of the Laboratory on Grassroot Associations, Citizenship and Local Development, IUPERJ/UFF

July 1995-July 1997

Conducted a research project on the impact of an urban development program funded by the Inter-American Development Bank and the city government of Rio de Janeiro on the *favelas* (shantytowns) of Rio de Janeiro. The research focused on the impact of urban development and infrastructural investment on the civic life in the *favelas*, i.e., patterns of association and participation of residents, relationship with public authorities, and political attitudes. The research used focus groups, in-depth interviews and survey. Co-authored a research report called “Political Culture and Citizenship: A Methodological Proposal for the Evaluation of the Favela-Bairro Program”.

Senior *Ad hoc* Researcher at GAP, Group of Analysis and Research of the Special Office for the Presidency of the Republic

July 1995-December 1995

Conducted research on unionism and associative participation in Brazil and their impact on government activities. Drafted several policy position papers.

Project Coordinator at Instituto Universitário de Pesquisas do Rio de Janeiro, IUPERJ

September 1992-October 1994

Coordinated all stages of the research project “Strategic Elites, Political Culture and Dilemmas of Development”. The project was a national survey of top federal bureaucrats, federal Senators and Representatives, union leaders, heads of business associations, and CEOs of major national corporations. Published several papers based on this research project.

Senior Researcher at Center of Research and Documentation of Contemporary Brazilian History, CPDOC/FGV-RJ.

December 1987-December 1989

Conducted several interviews for an oral history projects about the oil and the electricity industries in Brazil.

Peer Reviewed Publications

"Reforma Administrativa e Relações Trabalhistas no Setor Público: Dilema e Perspectivas" [Administrative Reform and Labor Relations in the Public Sector: Dilemmas and Perspectives], *Revista Brasileira de Ciências Sociais*, n. 41, June 2000

Co-author with Maria Regina Soares de Lima, "Instituições e Valores: As Dimensões da Democracia na Visão da Elite Brasileira" [Institutions and Values: The Dimensions of Democracy in the Brazilian Elite's View], *Revista Brasileira de Ciências Sociais*, No. 31, June 1996

"Valores e Opiniões da Elite: Notas sobre Padrões de Apoio a Políticas Sociais" [Elite's Values and Opinions: Notes Support Patterns for Social Policies], *Dados-Revista de Ciências Sociais*, Rio de Janeiro, Vol. 38, No. 1, 1995.

Co-author with Elisa Reis, "Valores Políticos das Elites e Consolidação Democrática" [Elites' Political Values and Democratic Consolidation] , *Dados - Revista de Ciências Sociais*, Rio de Janeiro, Vol. 38, No. 1, 1995

Co-author with Elisa Reis, "Pobreza, Desigualdade e Consolidação Democrática" [Poverty, Inequality and Democratic Consolidation], *Dados - Revista de Ciências Sociais*, Rio de Janeiro, Vol. 36, No. 2, 1993

"A Carreira Diplomática no Brasil: O Processo de Burocratização do Itamaraty" [The Diplomatic Career in Brazil: The Bureaucratization Process of Itamaraty], *Revista de Administração Pública*, Rio de Janeiro, Vol. 23, No. 2, 2º trim. 1989.

"Uma Interpretação da Condição Atual de Economia Política dos Estados Unidos e a Questão do Protecionismo" [A Interpretation of the Current Condition of the Political Economy of the United States and the Issue of Protectionism], *Dados - Revista de Ciências Sociais*, Rio de Janeiro, Vol.. 31, No. 1, 1988.

"Diplomacia e Formação do Estado Nacional" [Diplomacy and the Formation of the National State], *Política e Estratégia*, São Paulo, Vol. 5, No. 1, January/March, 1987.

"Diplomacia e Construção Institucional: O Itamaraty em uma Perspectiva Histórica" [Diplomacy and Institutional Building: Itamaraty in Historical Perspective], *Dados - Revista de Ciências Sociais*, Rio de Janeiro, Vol. 28, No.1, 1985.

Book Articles and Research Reports

“Negociação coletiva no setor público: Experiência Internacionais recentes” (Collective Bargain in the public sector: recent international experiences”), *Cadernos Enap*, n. 25, Brasília, National School of Public Administration, 2004.

Co-author with Alberto Almeida, “Uma vela a Deus, um voto...” (A candle to God, a vote...)” *Insight Inteligência*, n.20, jan/fev/mar 2003

Co-author with Marcelo Simas e Leandro Molhano, “Ajustando o foco para a melhoria do serviço público: usos, conceitos e métodos das pesquisas de satisfação”, (“Adjusting the focus for a better public service: uses, concepts and methods of satisfaction research”) in BRASIL, Ministério do Planejamento, Orçamento e Gestão (Ministry of Planning, Budgeting and Management), *Pesquisade Satisfação dos Usuários dos Serviços Públicos: Conceitos e Instrumentos*, Brasília, Escola Nacional de Administração Pública (ENAP)/Secretaria de Gestão (SEGES)/Secretaria de Planejamento Institucional (SPI)/ Ministério do Planejamento, Orçamento e Gestão (MP), 2002

Co-author with Richard Locke, “Valores ou interesses? Reflexões sobre a responsabilidade social das empresas” (Values or interest? Thoughts about social responsibilities of corporations”) in KIRSCHNER, A.M.; GOMES, E.R. E CAPPELLIN, P. (orgs.) *Empresas, empresários e globalização*, Rio de Janeiro, Relume Dumará:FAPERJ, 2002.

“Pesquisa de opinião pública: limites e possibilidades” (Public opinion research: limits and possibilities”) in BOTELHO, T.R.; SAMPAIO, A.C.J.; CERQUEIRA, A.L.; MARQUES, C.E.P. e FAVERSANI, F. (orgs.) *História Quantitativa e Serial no Brasil: Um balanço*, Goiânia, ANPUH, 2001.

Co-author with Elisa Reis, “Political Values of Elites and Democratic Consolidation”, in ETZIONI-HALEVY, Eva (ed.), *Elites and Democratic Consolidation*, New York, Garland Publishers, Garland Reference Library of Social Science, vol. 1083, 1997,

Co-author with Elisa Reis, “Bureaucratic Elite, Political Culture, and Democratization in Brazil” in REIS, Elisa P. and ASMEROM, Haila (eds.), *Democratization and Bureaucratic Neutrality: Experiences from the Developed and Developing Countries*, Amsterdam, SISWO, 1996 (Revised version published in *Nova Economia: Revista do Departamento de Ciências Econômicas da UFMG*, Vol. 6, No.1, July, 1996)

Diplomacia em Alto-mar: Depoimento ao CPDOC, [Diplomacy in Open Sea: An Interview to CPDOC] (Vasco Leitão da Cunha), Rio de Janeiro, Editora da Fundação Getulio Vargas, 1994. [preparation and realization of the interview with former Foreign Minister of Brazil in 1964-67].

Co-author with Maria Regina Soares de Lima, *Elites Estratégicas e Dilemas do Desenvolvimento [Strategic Elites and Dilemmas of Development]*, Rio de Janeiro, IUPERJ, 1994.

"A Formação do Diplomata e o Processo de Institucionalização do Itamaraty: Uma Perspectiva Histórica e Organizacional" [The Formation of the Diplomat and the Institutionalization Process of Itamaraty: A Historical and Organizational Perspective], *Leituras Especiais*, Brasília, Instituto Rio Branco, No. 25, 1st. semester de 1994.

Co-author with Elisa Reis, "Market, State and Citizenship: Assessing Brazilian Development Strategies", in JAIN, R.B. and BONGARTZ, H. (eds.) *Structural Adjustment, Public Policy and Bureaucracy in Developing Societies*, New Delhi, India, Har-Anand Publications, 1994

"Elites Sociais: Definição e Implicações para a Democracia" [Social Elites: Definition and Implications for Democracy], *Tempo e Presença*, Rio de Janeiro, Vol. 16, No. 274, March 1994.

"A 'Nova Política Industrial': Possibilidades e Limites" [The 'New Industrial Policy': Possibilities and Limits], *Brasil: Perspectivas Internacionais*, Rio de Janeiro, No. 18, 1988.

Honors, Awards, Scholarships

Grant from Fulbright Commission, Civil Society Studies Program, to support my stay as Visiting Scholar at the Department of Political Science at MIT, 1997-1998.

Scholarship from CAPES, agency of the Brazilian Ministry of Education, for pursuing a Ph.D. Program in Political Science at MIT, Cambridge, USA, 1984-87.

Grant from the Political Science Department at MIT for research in Argentina and Brazil about industrial policy under authoritarian regimes, July 1986.

Grant from the Associação Nacional de Pós-Graduação em Ciências Sociais - ANPOCS - [National Association of Graduate Programs in Social Science] for financing research for my Master Dissertation, 1983-84.

Grant from the Consejo Latinoamericano de Ciencias Sociales - CLACSO - [Latin American Council for Social Science] from Buenos Aires, Argentina, for financing research for my Master Dissertation, 1983-84.

Scholarship from CAPES, Ministry of Education, for studying in the Master program in Political Science at IUPERJ, Rio de Janeiro, Brazil, 1981-83.

Scholarship from CNPq, a research fomenting agency from the Ministry of Planning, for conducting the project on “Brazilian-North American Relations during the Korean War, 1951-1954”, 1980-81.

Scholarship from the American Field Service - AFS - to conclude High School at Westford Academy, Westford, Massachusetts, 1975-76.

Language Skills

Portuguese - Native

English - Fluent

French - Good reading and oral understanding skills.

Spanish – Excellent reading and good oral understanding skills