

# Kenneth J. Meier

## Address

School of Public Affairs, American University  
347 Kerwin Hall  
4400 Massachusetts Ave. NW  
Washington DC 20016

(202) 885-3930 Office

e- mail [kmeier@american.edu](mailto:kmeier@american.edu)

## Education

AB University of South Dakota, 1972.

MA Maxwell School of Citizenship and Public Affairs, Syracuse University, Political Science, 1974.

PhD Maxwell School of Citizenship and Public Affairs, Syracuse University, Political Science, 1975. Dissertation:  
Representative Bureaucracy and Administrative Responsiveness.

## Academic Positions

Current, Distinguished Scholar in Residence, Department of Public Administration and Policy, School of Public Affairs,  
American University.

2004-present, Professor of Public Management, Cardiff University School of Business, Cardiff, UK.

2018-present, Professor of Bureaucracy and Democracy, Institute of Public Administration, Leiden University, the  
Netherlands.

2012-present, Research Fellow, The Danish Centre for Social Science Research (VIVE), Copenhagen, Denmark.

2017-2018, Distinguished Professor of Public Administration.

Director, Project for Equity, Representation, and Governance, 1998-2018

Director, Cantu Hispanic Education and Opportunity Endowment, 2002-2018

Faculty Affiliate, Race and Ethnic Studies Institute, 1998-2018

2005-2017 Charles H. Gregory Chair in Liberal Arts, Texas A&M University

Distinguished Professor of Political Science 2006-2017

Associated Distinguished Professor of Public Administration, George Bush School of Government and  
Public Service, 2015-2017.

Director, Program in the Cross-National Study of Politics, 2011-13

Professor of Political Science, 1998-2006

Charles Puryear Professor of Liberal Arts, 1998-2005

Sara H. Lindsey Chair in Government, George Bush School of Government and Public Service 2001-4

Director, Program in American Politics, 1998-2001

Acting Director, Center for Presidential Studies, Policy & Governance, George Bush School of Government  
and Public Service, 2001-2.

1989-1997 Professor of Political Science, University of Wisconsin-Milwaukee. Faculty Associate of the University  
of Wisconsin System Institute on Race and Ethnicity.

1986-1989 Professor of Political Science and Public Affairs, University of Wisconsin-Madison.

1985-1986 Associate Professor of Political Science and Public Affairs, University of Wisconsin-Madison.

1981-1985 Associate Professor of Political Science, University of Oklahoma.

1978-1981 Assistant Director, Bureau of Government Research and Assistant Professor of Political Science,  
University of Oklahoma.

1975-1977 Assistant Professor of Political Science and Administrative Science, Rice University.

## Honors and Awards

- 2019 William Duncombe Excellence in Doctoral Education Award, Network of Schools of Public Policy, Affairs, and Administration, October 16-19, 2019.
- 2019 First Lecture (Oratie) "Politics, Bureaucracy, and Successful Governance," Institute of Public Administration, Leiden University, the Netherlands, May 20, 2019.
- 2018 Doctor Scientiarum Politicarum Honoris Causa, Aarhus University, Aarhus, Denmark, September 14, 2018.
- 2017 Visiting Professor, Leiden University, The Hague, Netherlands, September 2017.
- 2017 Distinguished Scholar in Residence, Department of Public Administration and Policy, School of Public Affairs, American University.
- 2016 Emerald Citation of Excellent Award for "Subjective Organizational Performance and Measurement Error: Common Source Bias and Spurious Relationships." *Journal of Public Administration Research and Theory* 23 (April 2013), 429-456 with Laurence J. O'Toole.
- 2015 Beryl Radin Award for the best article published in the *Journal of Public Administration Research and Theory* in 2013 for "Subjective Organizational Performance and Measurement Error: Common Source Bias and Spurious Relationships." *Journal of Public Administration Research and Theory* 23 (April 2013), 429-456 with Laurence J. O'Toole.
- 2015 Distinguished Visiting Faculty, Department of Public Policy and Administration, Boise State University, October 19-23, 2015.
- 2015 Nominee, Faculty Leadership Award, Hispanic/Latino Graduate Student Association.
- 2014 Honorable Mention, Best Article, Academy of Management, Public and Nonprofit Division for "I Think (I Am Doing Well), Therefore I Am: Assessing the Validity of Administrators' Self-Assessments of Performance." *International Public Management Journal* 16 (Number 1, 2013), 1-27 with Laurence J. O'Toole.
- 2013 Distinguished Achievement Award, Graduate Student Mentoring, Texas A&M University, Former Students' Association.
- 2013 Donald Stone Lecture Award, American Society for Public Administration.
- 2012 President, Midwest Public Administration Caucus.
- 2011 H. George Frederickson Award by the Public Management Research Association for "lifetime achievement and continuous contributions to public management research over an extended career."
- 2011 Herbert A. Simon Best Book Award for *Bureaucracy in a Democratic State: A Governance Perspective* (Baltimore: Johns Hopkins University Press) by the Public Administration Organized Section of the American Political Science Association, with Laurence J. O'Toole.
- 2011 Herbert Kaufman Award by the Public Administration Organized Section of the American Political Science Association for the best paper presented at the 2010 annual meetings for "Organizational Performance: Measurement Theory and an Application Or, Common Source Bias: The Achilles Heel of Public Management Research," with Laurence J. O'Toole.
- 2011 Kooiman Award from the International Research Society for Public Management for the best article published in 2010 for "In Defence of Bureaucracy: Public Managerial Capacity, Slack, and the Dampening of Environmental Shocks." *Public Management Review* 12 (May 2010), 341-362 with Laurence J. O'Toole.
- 2010 C. Dwight Waldo Award, American Society for Public Administration, for "outstanding contributions to the professional literature of public administration over an extended career."
- 2010 State Politics and Policy Career Achievement Award for "a lifetime of outstanding contributions to the study of politics and policy in the American States." State Politics and Policy Conference and State Politics and Policy Section, American Political Science Association.
- 2008 Outstanding Mentoring Award, Women's Caucus for Political Science, American Political Science Association.
- 2007 Accenture Advances in Public Management Award for "Networking in the Penumbra: Public Management, Cooptative Links, and Distributional Consequences." *International Public Management Journal* 9 (Number 3, 2006), 271-294 with Laurence J. O'Toole.
- 2007 Lucius Barker Award for the best paper on race and ethnicity presented at the 2006 Midwest Political Science Association Meetings for "Social Capital and Racial Diversity: Evaluating the Determinants of

- Equity in the American States,” with Daniel P. Hawes and Rene R. Rocha.
- 2007 Herbert Kaufman Award by the Public Administration Organized Section of the American Political Science Association for the best paper presented at the 2006 annual meeting for "Management Theory and Occam's Razor: How Public Organizations Buffer the Environment," with Laurence J. O'Toole, Jr.
- 2006 John Gaus Award for a “lifetime of exemplary scholarship in the joint tradition of political science and public administration,” American Political Science Association.
- 2006 Excellence in Mentoring Award, Public Policy Organized Section, American Political Science Association.
- 2006 Phi Beta Delta, honorary life member.
- 2005 Fellow, National Academy of Public Administration.
- 2005-6 President, Midwest Political Science Association.
- 2005 Adalijza Sosa-Riddell Latino/a Mentoring Award for outstanding mentoring of Latino/a graduate students in political science, Committee on the Status of Latinos y Latinas in the Profession, American Political Science Association.
- 2005 Charles H. Levine Memorial Award for Excellence in Public Administration, American Society for Public Administration.
- 2005 William E. Mosher and Frederick C. Mosher Award for the best article published by an academic in *Public Administration Review* during 2004 for “Parkinson’s Law and the New Public Management? Contracting Determinants and Service Quality Consequences in Public Education.” *Public Administration Review* 64 (May/June 2004), 342-352 with Laurence J. O’Toole.
- 2004-5 President-Elect, Midwest Political Science Association.
- 2004 Advanced Institute for Management International Fellow, Economic and Social Research Council (U.K.) Cardiff University (Wales).
- 2004 Joseph Wholey Distinguished Scholarship Award for “outstanding scholarship on performance in public and nonprofit organizations,” The Center for Accountability and Performance, American Society for Public Administration.
- 2003-5 President, Public Management Research Association.
- 2003 Big XII Faculty Fellow, University of Missouri, Columbia.
- 2003 Texas A&M University Distinguished Achievement Award in Research.
- 2003 Visiting Scholar, Cardiff University (Wales).
- 2003 American Society for Public Administration/National Association of Schools of Public Affairs and Administration Distinguished Research Award “In recognition of a record of published work that has had a substantial impact on thought and understanding of the profession.”
- 2002 Presidential Citation of Merit, American Society for Public Administration for “engaging in activities toward improved public perception of the public service and advocacy on behalf of public service.”
- 2002 College of Liberal Arts Superior Service Award for facilitating diversity in research and recruitment at Texas A&M University.
- 2001-3 Vice President, Public Management Research Association.
- 2001 Editor’s Choice Award, *Public Administration Review*.
- 2001 Herbert Kaufman Award by the Public Administration Organized Section of the American Political Science Association for the best paper presented at the 2000 annual meeting for “Gender, Identity, and Representative Bureaucracy: A Neoinstitutional Approach.” with Lael Keiser, Vicky Wilkins, and Catherine Holland.
- 2000 Best Article Award, Academy of Management, Public and Nonprofit Division for “Modeling the Impact of Public Management: The Implications of Structural Context.” *Journal of Public Administration Research and Theory* 9 (October 1999), 505-526, with Laurence J. O’Toole.
- 1999-2000 President, Southwestern Political Science Association.
- 1999 Herbert Simon Award, for a “significant contribution to the scientific study of bureaucracy,” Midwest Public Administration Caucus, Midwest Political Science Association.
- 1998-9 President-Elect, Southwestern Political Science Association.
- 1993-4 President, Public Policy Section, American Political Science Association.
- 1993 Gustavus Myers Award for the “best scholarship on the subject of intolerance in the United States,” for *The Politics of Hispanic Education: Un paso pa'lante y dos pa'tras*. Albany, NY: State University of New York Press, 1991, with Joseph Stewart.

- 1992-3 Vice President, Public Policy Section, American Political Science Association.
- 1992 Herbert Kaufman Award by the Public Administration Organized Section of the American Political Science Association for the best paper presented at the 1991 annual meeting for “Active Representation in Educational Bureaucracies: Policy Impacts” with Joseph Stewart.
- 1991-2 President, State Politics and Policy Section, American Political Science Association.
- 1991-2 Fellow, Inter-University Program/Social Science Research Council Committee for Hispanic Public Policy Issues.
- 1991 Gustavus Myers Award for the “best scholarship on the subject of intolerance in the United States,” for *Race, Class, and Education: The Politics of Second Generation Discrimination*. Madison: University of Wisconsin Press, 1989.
- 1990 Clarence A. Kulp Award by the American Risk and Insurance Association for an “outstanding contribution to the literature of risk and insurance,” for *The Political Economy of Regulation: The Case of Insurance*. Albany: State University of New York Press, 1988.
- 1987 President, Public Administration Organized Section, American Political Science Association.
- 1986 Policy Studies Organization’s “Best Conference Paper Award” for the outstanding policy studies paper presented during 1986, for “The Politics of Injury: Explaining State Legislative Responses to the Medical Malpractice Insurance Crisis.”
- 1984 Associates’ Distinguished Lecturer, University of Oklahoma.
- 1980-1 Vice President, Southwest Political Science Association.
- 1972-5 National Science Foundation Fellowship.

### **Consulting and Administrative Service**

- Consultant, U.S. House of Representatives, Commission on Administrative Review, July 1977.
- Consultant, Handicapped Needs Assessment Project, University of Oklahoma, March-June 1978.
- Consultant, Disputed Election Results, Oklahoma State Senate District 46, November-December 1978.
- Election Analyst, KTEW-TV, Tulsa, Oklahoma, November 1978.
- Consultant, Bureau of Indian Affairs, Implementation of PL 93-638 August-December 1979.
- Consultant, Citizens for a Sound Water System, Stillwater, Oklahoma, court testimony, September 1979.
- Consultant, Rehabilitation Administration Management Program, May 1979 to March 1980.
- Consultant, Illinois State Auditor General, Statistics, October 1979 to March 1980.
- Consultant, Oklahoma Department of Institutions and Social and Rehabilitative Services, management, August-December 1979.
- Consultant, U.S. Rehabilitation Services Administration, forward planning, November 1979.
- Consultant, U.S. Office of Personnel Management, Southwest Regional Training Center, program planning and evaluation, December 1979.
- Consultant, Louisiana Department of Health and Human Resources, management improvement, February 1980.
- Election Analyst, KWTW-TV, Oklahoma City, OK, 1980-84.
- Consultant, U.S. Office of Water Research and Technology, public policy typology, April 1980.
- Consultant, U.S. Office of Personnel Management, program evaluation, April 1980-June 1982.
- Pollster, McCurdy for Congress Committee, 1980.
- Consultant, Oklahoma State Personnel Board, audit of unclassified employees, August-December 1981.
- Consultant, Oklahoma State Personnel Board, merit system reform legislation, January-February 1982.
- Consultant, U.S. Army Corps of Engineers, program management and evaluation, September 1982.
- Commissioner, Oklahoma State Ethics and Merit Commission, 1982-1985, chair, 1984-1985.
- Member, Governor’s Task Force on Professional and Occupational Discipline, State of Wisconsin, 1986.
- Member, Insurance Commissioner’s Task Force on Property and Casualty Insurance, State of Wisconsin, 1985-1986.
- Consultant, Avi Chai Foundation, school choice, 1998.
- Consultant, Southwest Educational Development Laboratory, minority teachers, 2000.

## **Courses Taught**

Bureaucracy and Public Policy, Public Policy, Introduction to Public Administration, Public Management, Statistics for Public Administration I & II, American Government, Polimetrics (advanced undergraduate methods course), Measurement and Research Design, Government Regulation, Seminar in Public Administration, Program Planning and Evaluation, Bureaucracy & Policy Implementation, Quantitative Methods for Political Science I & II, Advanced Time Series Analysis, Seminar in Administrative Ethics, Seminar in Political Institutions, Seminar in Comparative Public Policy, Seminar in Public Policy Theory, Seminar in Race, Ethnicity, Gender and Public Policy/ Administration, Seminar in Education Policy; Seminar in Advanced Public Management, Seminar in Politics, Policy and Administration, Cross-Subfield Seminar in Race and Politics.

## **Professional Activities**

Professional Affiliations: American Political Science Association, American Society for Public Administration, Midwest Political Science Association, Public Management Research Association, Southwestern Political Science Association, Southern Political Science Association, International Research Society for Public Management.

Occasional Reviewer for all major journals in political science and public administration and well as *American Journal of Sociology*, *American Sociological Review*, *International Migration Review*, *American Journal of Public Health*, and *Population Research and Policy Review*.

## **Discussant**

American Political Science Association Meetings: 1981, 2000 (2), 2001, 2015  
Midwest Political Science Association Meetings: 1978, 1990, 1991, 1996, 1997, 1999, 2001, 2010  
Southern Political Science Association Meetings: 1977  
Southwestern Political Science Association Meetings: 1984, 1991, 1998 (2)  
Metropolitan Studies Conference on Government Reform in the 1970s, Syracuse, NY, March 8, 1974.  
“The States and Their Economies” 1993, Chicago.  
“Mayors and School Reform” Russell Sage Foundation, New York, May 18, 2001.

## **Panel Chair**

American Political Science Association: 1991, 1995, 1998, 1999, 2005, 2006, 2007, 2009  
Association for Public Policy Analysis and Management: 2004, 2014  
Midwest Political Science Association: 1987, 1989, 1994 (2), 1996, 1998, 2000, 2006, 2010, 2011 (2), 2013, 2015, 2016, 2017, 2018, 2019  
Southwest Political Science Association: 1978, 1990  
Western Political Science Association: 1985  
Public Management Research Association: 2011  
Southern Political Science Association: 2012, 2013, 2014, 2018

## **Program Chair**

Section on Organization Theory, Bureaucracies, and Public Administration, MPSA 1980.  
Southwest Political Science Association, 1981.  
Section on Public Policy and Administration, SWPSA 1982.  
Section on Public Administration and Organizations, APSA 1985.  
Public Administration Organized Section, APSA 1986.  
Section on Political and Administrative Executives, MPSA 1992.  
Public Administration Research Forum, MPSA 1993.  
Section on Public Policy, APSA 1994.

Public Administration Theory, MPSA 1997.  
 Section on Public Administration, MPSA 1998.  
 Fifth National Public Management Research Conference 1999.  
 Midwest Political Science Association 2000.  
 Section on Bureaucratic Politics, SPSA 2002.  
 Management and Organizational Performance, International Research Society for Public Management, 2008.  
 Public Management and Organizations, International Research Society for Public Management, 2009.  
 Southern Political Science Association, Public Management, 2012.  
 Public Management Research Association and Southern Political Science Association Conference on Public Management, 2014.  
 Section on Public Administration MPSA 2016.  
 Workshop on Comparative Representative Bureaucracy, MPSA 2016, 2017, 2018, 2019.  
 Co-organizer, Workshop on Comparative Representative Bureaucracy, Public Management Research Conference, June 22-24, 2016, Aarhus University, Denmark.  
 Section on Public Administration and Management, Southern Political Science Association, 2018.

## Editorial Boards

*American Journal of Political Science*, 1982-1985, 2002-2006, 2019-  
*American Political Science Review*, 2001-2007, 2012-2016.  
*American Politics Quarterly/American Political Research*, 1982-2003.  
*American Review of Public Administration*, 2012-  
*Administration & Society*, 1994-  
*Chinese Public Administration Review*, 2004-2007.  
*International Public Management Journal*, 2016-  
*International Review of Public Administration*, 2007-14.  
*Journal of Politics*, 1986-93, 2001-2004, 2007-2009.  
*Journal of Public Administration Research and Theory*, 1989-1996, 2009-2010.  
*Journal of Public Affairs Education*, 2001-2008.  
*Journal of Public Management and Social Policy*, 1998-2005; Senior Advisory Board 2005-  
*Journal of Socio-Economics*, 1991-99.  
*Policy Currents*, 1991-94.  
*Policy Studies Journal*, 1986-1990.  
*Political Research Quarterly*, 2000-2006.  
*Presidential Studies Quarterly*, 1998-  
*Public Administration Review*, 2000-2008.  
*Ralph Bunche Journal of Public Affairs*, 2008-2017.  
*Regulation and Governance*, 2005-2013.  
*Social Science Quarterly*, 1986-  
*State and Local Government Review*, 1992-94.  
*State Politics and Policy Quarterly*, 2000-  
 Editor-in-Chief, *Korean Journal of Policy Studies*, 2021-  
 Editor, *Journal of Behavioral Public Administration*, 2018-  
 Founding Editor, *Perspectives on Public Management & Governance*, 2016-2017.  
 Editor-in-Chief, *Journal of Public Administration Research and Theory*, 2011-2015.  
 Editor, *American Journal of Political Science*, 1994-97.  
 Associate Editor, *Journal of Public Administration Research and Theory*, 2000-2006  
 Co-Editor, *Journal of Public Administration Research and Theory*, 2007-8  
 Associate Editor, *Journal of Politics*, 1991-93.  
 Consulting Editor, M.E. Sharpe series in Bureaucracy, Public Policy and Public Administration, 1990-97.

Consulting Coeditor, Johns Hopkins University Press Series in Public Management and Governance, with Laurence J. O'Toole, 2001-2010.  
Director of Journals, Public Management Research Association, 2016-2019.

## **Executive Committees**

Organized Section on Public Administration, APSA, 1985-1989, 2002-2004.  
Policy Studies Organization, 1988-1990.  
State Politics and Policy Section, APSA, 1990-91.  
Midwest Political Science Association, 1994-97, 1998-2001, 2004-2007.  
Southwestern Social Science Association, 1998-2000.  
Public Management Research Association, 2001-2007, 2011-2019.  
American Political Science Association, 2011-13.

## **Invited Lectures**

“Politics, Bureaucracy, and Agricultural Policy.” Public Policy Institute Lecture Series, University of New Mexico, May 7, 1993.  
“Lessons from the War on Drugs.” George Parthemos Distinguished Lecture, University of Georgia, May 24, 1993.  
“Contemporary Issues in Public Administration.” University of Northern Illinois Lecture Series in Public Administration, October 15, 1993.  
“Principal Agent Models and Political Control over the Bureaucracy.” Texas A&M University, January 29, 1994.  
“Public Policy: Rethinking Principal-Agent Models.” University of North Carolina, Chapel Hill, January 20, 1995.  
“Politics and Bureaucracy: New Theoretical Approaches.” Washington University Spring Lecture Series, St. Louis, February 17, 1995.  
“Expanding the Scope of the Conflict: Gay Rights in the United States.” University of Arizona faculty lecture series, March 6, 1995.  
“Public Administration and Quantitative Methods: A New Approach.” University of Texas at Dallas, February 23, 1996.  
“Regulating the Consumption of Cigarettes.” University of Kentucky, October 10, 1996.  
“Mixing Regulatory Instruments: The Effect of Combining Incentives and Information.” University of New Mexico, October 21, 1996.  
“Policy Implementation: The Impact of Cigarette Regulatory Policy.” Georgia State University, February 13, 1997.  
“Theoretical Improvements in Policy Implementation: A Model and Some Tests.” Florida State University, April 18, 1997.  
“Incentives and Information in Public Health Policy.” University of Michigan School of Public Health, November 6, 1997.  
“Drugs, Sex, Rock and Roll: A Formal Theory of Perversion.” University of Kansas, January 30, 1998.  
“Excellence and Equity in Education: A New Approach.” University of Texas, San Antonio, March 24, 1998.  
“Substantively Weighted Analytical Techniques: A New Approach to Data Analysis in Public Policy and Public Administration.” University of Missouri, April 1, 1998.  
“Formal Approaches to Morality Politics.” University of Houston, April 8, 1998.  
“Bringing the Bureaucracy Back In: The Other Side of Bureaucracy and Political Control.” University of North Texas, November 20, 1998.  
“Deviant Behavior and Deviant Policies: A Formal Analysis.” California Polytechnic University, San Luis Obispo, November 13, 1998.  
“Organizational Cheating: The Anti-Solution to the Agency Problem.” University of New Mexico, March 1, 1999.  
“Formal Theories of Public Policy.” Loyola University, Chicago, April 12, 1999.  
“The Politics of Education Reform.” Farber Forum Distinguished Lecture, University of South Dakota, November 4, 1999.  
“Structural Dimensions of Public Organizational Performance.” University of Georgia, September 23, 1999.  
“Bureaucracy, Structure and Public Organizations.” Maxwell School, Syracuse University, November 10, 1999.

“The Public Clash of Private Values: Drugs, Sex, Rock and Roll.” Senator Henry Bellmon Distinguished Lecture, University of Oklahoma, February 23, 2000.

“Bureaucracy and Organizational Performance: Causality Arguments About Public Schools.” Duke University, May 30, 2000.

“Inside the Bureaucracy: Principals, Agents and Bureaucratic Strategy.” Georgia State University, January 24, 2001.

“Lipstick and Logarithms: Gender, Education and Representation.” University of Florida, March 16, 2001.

“The Politics of Education Policy.” Pi Sigma Alpha lecture, SUNY Buffalo, March 23, 2001.

“Reforming Education: Questions of Excellence, Equity, Race and Choice.” Rosenberg Lecture on the Business of Government, University of Baltimore, February 21, 2001.

“Publishing in Political Science.” University of North Texas, March 9, 2001.

“Managing Public Organizations: Theory and Evidence.” University of Georgia, October 3, 2001.

“Management Quality and Education Organizations.” University of Georgia, January 18, 2002.

“Public Management and Organizational Performance.” Rice University, February 18, 2002.

“Public Management as Political Science.” University of South Carolina, April 5, 2002.

“Managing Organizations and Their Environments.” Ohio State University, April 11, 2003.

“Gender, Representative Bureaucracy, and Law Enforcement: The Case of Sexual Assault.” University of Missouri, April 22, 2003.

“Public Management, Cooptation, and Organizational Performance.” Cardiff University, Wales, June 5, 2003.

“Building Capacity in Quantitative Methods in Public Management.” Advanced Institute for Management Research, London UK, January 28, 2004.

“Gender and Emotional Labor in Public Organizations.” School of Business, Cardiff University (Wales), February 4, 2004.

“Doing Impossible Jobs: The Politics of Public Management.” Oxford University (UK), March 17, 2004.

“Managing Public Organizations.” University of Texas at Dallas, September 28, 2004.

“The Politics of Latino Education: Representation in Political and Bureaucratic Institutions.” Rice University, January 27, 2005.

“Institutional Effectiveness: Bureaucracies and Legislatures.” University of North Carolina, June 23, 2005.

“The Politics of Latino Education: School Boards, Teachers, and Student Performance.” Aggie Latino Alliance Seminar, Texas A&M University September 7, 2005.

“Politics, Bureaucracy, and Education: Exploding the Myth of Political Control of the Bureaucracy.” University of Nebraska, Lincoln, February 23, 2006.

“Management, Diversity, and Minority Student Performance.” Lent D. Upson Distinguished Lecture in Public Administration, Wayne State University, March 29, 2006.

“The Public Administration of Politics Or What Political Science Could Learn from Public Administration.” John Gaus Distinguished Lecture, American Political Science Association, Philadelphia, September 1, 2006.

“Silver Bullets and Mythical Dragons: The Realities of Public Education Reform.” Frank M. Covey, Jr., Loyola Lectures in Political Analysis, Loyola University Chicago, November 30, 2006.

“The Dog that Did Not Bark: How Public Managers Handle Environmental Shocks.” Department of Public Administration, University of Kansas, February 2, 2007.

“It’s Magic: Reforming Public Education in the United States.” The John R. Williams Memorial Lecture, Dept. of Political Science, University of West Virginia, April 19, 2007.

“Research on Public Service Performance: Theory, Methods and Measurement.” The Public Services Programme, Economic and Social Research Council, Oxford University, June, 8, 2007.

“Deconstructing Larry Luton Or When Is the Next Train to Reality Junction?” Cardiff School of Business, September 19, 2007.

“Race, Representation, and Region: The Puzzle of the Politics of African American Education.” Macalester College, Sept. 28, 2007.

“Evidence-Based Public Management: The Results of a Research Agenda.” Humphrey Institute, University of Minnesota, Sept. 27, 2007.

“Managing for Results: An Evidence-Based Approach to Public Management.” University of Oklahoma, November 30, 2007.

“Politics, Structure, Representation and Race: The Puzzle of Black Education Policy.” Exeter University, March 4, 2008.



- “Political Structure and the Quality of Representation: The Puzzle of Black Education Politics.” Dept. of Politics, London School of Economics, September 23, 2008.
- “Public Administration Theory.” Center for Public Administration and Policy, Virginia Tech University, October 25, 2008.
- “Race, Politics and Education Policy: African American Representation.” University of North Carolina Charlotte, November 5, 2008.
- “Lessons of a Design Scientist: Notes on Luther Gulick’s Contribution to Social Science.” Wagner School, New York University, December 4, 2009.
- “Public Management and the Governance Process.” Charles H. Levine Memorial Lecture, American University, March 18, 2010.
- “Race, Politics and Education Policy: African American Representation.” Dept. of Political Science, Indiana University, April 8, 2010.
- “Establishing a Research Agenda in Public Affairs: Superhighways, Country Roads, and Deadends.” Keynote address, 10<sup>th</sup> Annual Association of SPEA PhD Students Conference, “Problem Solving and Theory Building in Public and Environmental Affairs.” School of Public and Environmental Affairs, Indiana University, April 9, 2010.
- “Public Management and Performance: An Evidence-Based Research Agenda.” Workshop on Evidence-Based Performance in the Public Sector, Netherlands Institute for Government, Radboud University, Nijmegen, June 4, 2010 with Laurence J. O’Toole.
- “Representative Bureaucracy in a Cross-national Context: Politics, Identity, Structure and Discretion.” Zeppelin University, Friedrichshafen, Lake Constance, Germany, July 2, 2010. Keynote Address Conference on Towards a Representative Bureaucracy? Multi-cultural Europe and Diversity in the Public Sector Workforce.
- “The Politics of African American Education Policy.” Keynote address for the Great Plains Political Science Association meetings, Sept. 18, 2010, Sioux Falls, SD.
- “Confessions of an Accidental Liberal Arts Graduate.” Induction Address, Phi Beta Kappa, Texas A&M University, August 12, 2010.
- “The Achilles’ Heel of Public Management: Common Source Bias as a Fatal Flaw.” University of Kansas, October 15, 2010.
- “Evidence Based Public Management: What We Know and What We Don’t Know.” Århus University, Århus Denmark, December 10, 2010.
- “Self Assessments of Organizational Performance: Common Source Bias or Isopraxis Leadership?” Danish Centre for Social Research, Copenhagen, Denmark, September 15, 2011.
- “The Study of Public Policy.” Lincoln University, Lincoln Pennsylvania, November 2, 2011.
- “Performance Gaps and Managerial Decisions: A Bayesian Theory of Why Managers Seek Information and Take Risks.” Danish Centre for Social Research, Copenhagen, Denmark, June 14, 2012.
- “Public Management and the Democratic State.” Keynote Address for the Tenth Anniversary of the Center of Competence for Public Management, University of Bern (Switzerland), September 13, 2012.
- “Partisanship, Structure and the Quality of Representation: The Puzzle of African American Education Politics.” Department of Government, University of Texas, September 19, 2012.  
Department of Political Science, Winthrop College, February 12, 2013.  
Department of Political Science, University of Houston, February 21, 2013.
- “A Theory of Performance Gaps and Managerial Decisions”  
LBJ School of Public Affairs, University of Texas, September 20, 2012.  
Danish Centre for Social Research, Copenhagen, Denmark, October 1, 2012.  
London School of Economics, October 2, 2012.  
Cardiff School of Business, Cardiff Wales, October 3, 2012.  
University of North Carolina-Charlotte, February 13, 2013.
- “The Failure of Politics and the Generation of Bureaucratic Pathologies.” Danish Centre for Social Research, Copenhagen, Denmark, March 12, 2013.
- “Public Administration, Governance and Sustainability.” Donald C. Stone Lecture, American Society for Public Administration March 15-19, 2013, New Orleans, LA.
- “The Politics of Education Reform.” Constitution Day Speaker, Northern State University of South Dakota, Sept. 17, 2013.

- “Public Administration and Politics: Unresolved Questions.” Freedom Forum, University of South Dakota, Sept. 19, 2013.
- “Public Management, Motivation and Organizational Performance.” Keynote Address, Conference on Motivation and Performance, School of Business, University of Copenhagen, October 4, 2013.
- “A Theory of Public Management Decisionmaking.” School of Government, University of North Carolina, Chapel Hill, October 11, 2013.
- “Management Decisions in a Performance Driven System: Theory and Empirical Evidence in Higher Education.” Cardiff Business School, Cardiff University (Wales), March 7, 2014.
- “Context and Public Management: Seeking a General Theory.” Bush School of Government and Public Service, March 20, 2014.
- “Public Administration and the Failure of Politics.” Keynote Address Virginia Polytechnic Institute and State University, Center for Public Administration and Policy, High Table, March 28-9, 2014, Blacksburg, Virginia.
- “Collaborative Governance and Traditional Public Administration.” Keynote Address Tenth Transatlantic Dialogue University of Lugano, Lugano, Switzerland, June 5-7, 2014.
- “Social Context, Management Strategies, and Organizational Performance: When Human Capital and Social Capital Serve as Substitutes.” Danish Centre for Social Research, Copenhagen, Denmark, August 12, 2014.
- “I Get By with a Little Help from My Friends: Race and Effective Substantive Representation in Urban Education.” Department of Political Science, University of Wisconsin, Madison, September 15, 2014.
- Department of Political Science, University of North Texas, September 25, 2014.
- “The Politics of Country Music: Looking for Meaning in all the Wrong Places.” University of North Texas, September 25, 2014.
- “Cutting Edge Issues in Public Management: New Directions for Research.” Andrew Young School of Public Affairs, January 22, 2015.
- “Public Management, Public Administration and the Performance of Organizations.” School of Public and International Affairs, University of Georgia, January 23, 2015.
- “One Size Fits All? The Impact of Management in Public and Private Universities.” Danish Centre for Social Research, Copenhagen, Denmark, March 13, 2015.
- “Can You Run a University Like a Private Business? Empirical Results from U.S. Universities.” Exeter University (U.K), March 17, 2015.
- “Quo Vadis? The Public Management Agenda.” Indiana University, School of Public and Environmental Affairs, April 3, 2015.
- School of Public and Environmental Affairs, Indiana University Purdue University Indianapolis, April 2, 2015.
- “Why Do Managers Not Respond to Poor Performance? A Theoretical and Practical Challenge,” Bocconi University, Milan, Italy, July 6, 2015.
- “Public Management and the Governance Process: Lessons for Public Education.” Boise State University, October 22, 2015.
- “The Future of Public Management: A Research Agenda.” Leiden University, The Hague, Netherlands, November 26, 2015.
- “The Politics of African-American Education: Representation, Partisanship and Educational Equity.” Michigan State University, January 29, 2016.
- University of Houston, March 23, 2016.
- Texas Southern University, March 24, 2016.
- Texas Tech University, March 31, 2016.
- University of Oklahoma, October 27, 2016.
- Leiden University, the Netherlands, November 7, 2016.
- “Public Management in Comparative Perspective.” Danish Centre for Social Research, Advisory Board Annual Meeting, June 2, 2016.
- “Government and Public Policy in Today’s World.” Texas Agricultural Lifetime Leadership, College Station, TX, July 22, 2016.
- “Public Administration in the US and Europe: A Reciprocal Relationship.” Keynote Address, European Group on Public Administration, Utrecht, the Netherlands, August 24, 2016.

- “Decisionmaking and Behavioral Public Administration.” Royal Netherlands Academy of Arts and Sciences conference on Behavioral Public Administration: Understanding Key Public Administration Challenges by Combining Insights from Psychology and Public Administration, November 4-5, 2016 Amsterdam, the Netherlands.
- “Leadership and Job Satisfaction: Results from a Field Experiment.” Leiden University, the Netherlands, November 7, 2016.
- “Public Administration: A Research Agenda.” Bush School of Government and Public Service, Texas A&M University, December 2, 2016.
- “Exogeneity in Public Administration: Leadership and Job Satisfaction.” Rutgers University, February 15, 2017.  
American University, February 22, 2017.  
Cardiff University, April 28, 2017.
- “Public Administration and Public Management.” University of Colorado, Denver, October 24, 2017.
- “Theoretical Frontiers in Representative Bureaucracy: New Directions for Research.” Cardiff University, February 1, 2018.
- “Representative Bureaucracy and International Organizations: Separating Symbolic, Instrumental, and Substantive Representation.” Conference on Representative Bureaucracy and Language, Agder University, Kristiansand, Norway, March 13-14, 2018.
- “Public Management Scholarship: Prospects and Opportunities.” Leiden University, the Hague, the Netherlands, March 20, 2018.
- “Managing the Human Side of Public Education.” Keynote address, conference on People Management in Education 2018, Tilburg University, the Netherlands, May 25, 2018.
- “Research Agendas for Public Management and Governance.” Tilburg University, the Netherlands, May 28, 2018.
- “Citizen Satisfaction and Program Success: A Cross-national Assessment of the Impact of Autonomy.” Utrecht University, the Netherlands, May 28, 2018.
- “Intersectionality in Higher Education and the Tradeoff between Representation and Equity.” Utrecht University, the Netherlands, May 29, 2018.
- “The Public Management Agenda: Past, Present and Future.” Aarhus University, Denmark, September 13, 2018.
- “Bureaucracy and Democracy: A Research Agenda.” Leiden University, the Netherlands, March 10, 2019.
- “Big Issues in Public Administration.” Askew School of Public Administration and Policy, Florida State University, August 26, 2019.
- “Representation: Dealing with Context, Intersectionality, and Bureaucracy.” Georgetown University, October 11, 2019.
- “Politics, Public Management and Governance: Bridging the Gaps Across Nations.” Keynote Address GMU-SNU BK21 2020 Conference, George Mason University, February 5-6, 2020, Arlington Virginia.

## **Professional Service**

- Member, NASPAA Site Visitation Team, University of Kansas, February 18-20, 1980.
- Member, Advisory Board, NASPAA Public Management Project, 1980-1981.
- Nominations Committee, SWPSA, 1982-5.
- Panel participant, “Cost-Benefit Analysis: Method, Application, and Pitfalls.” National Association of State Budget Directors Conference on Budgeting and Policy Making, September 9-10, 1985, Madison.
- Chair, Academic Review Team, University of Nebraska-Lincoln, Political Science Department, 1986.
- Editorial Policies Committee, Southwest Social Science Association, 1984-1987, 2000-2003.
- Participant, Roundtable on “The Science of Public Policy Analysis,” SWPSA 1988.
- Panel Chair and organizer, “The Contributions of Elvis Presley to Political Science,” SPSA 1989.
- Participant, Roundtable on “Writing the Dissertation,” MPSA 1990.
- Chair, Pi Sigma Alpha Best Paper Award Committee, MPSA 1992.
- Chair, Gladys M. Kammerer Award Committee, APSA 1993.
- Member, Herbert Kaufman Award Committee, APSA 1993.
- Member, Ted Robinson Memorial Award Committee, SWPSA 1989-93, Chair 1990-93.
- Member, National Science Foundation, Human Capital Initiative Panel, 1994.

Board of Directors, University of South Dakota Foundation, 1993-94.  
 Chair, Leonard D. White Award Committee, APSA, 1995.  
 Member, John Gaus Award Committee, APSA, 1996.  
 Chair, Pi Sigma Alpha Best Paper Award, SWPSA, 1996.  
 Chair, MPSA Ad Hoc Committee on Convention Reform, 1996-7.  
 Member, "Interdisciplinary Perspectives on Institutions and Social Movements." Midwest Sociology Association, April 5, 1996, Chicago.  
 Member, Aaron Wildavsky Award Committee, Public Policy Section, APSA, 1997.  
 Member, *Policy Currents* Editor Selection Committee, Public Policy Section, APSA, 1997.  
 Member, APSA Political Methodology Section Publications Committee, 1997-99.  
 Founder, Midwest Public Administration Caucus, 1998.  
 Chair, Pi Sigma Alpha Best Paper Award, SWPSA, 1998.  
 Chair, Westview Best Student Paper Award, MPSA, 1998.  
 Chair, Committee on the Future of *Social Science Quarterly*, Southwestern Social Science Association, 1998-9.  
 Member, MPSA Committee on Publications, 1997-9.  
 Advisory Committee, U.S. Department of Education study on charter school finance, 1998-2000.  
 Co-Chair, Southwestern Social Science Association Implementation Committee for Publication, Finances, and Editor Search Policy, 1999.  
 Committee on the Status of Blacks in the Profession, WPSA, 1999-2000.  
 Chair, Nominations Committee, State Politics and Policy Section, APSA, 2000.  
 Participant, Roundtable on "Methods Training for Doctoral Students." National Association of Schools of Public Administration and Affairs, 2000.  
 Chair, Herbert Kaufman Award Committee, APSA 2002.  
 Chair, Ted Robinson Memorial Award Committee, SWPSA 2002.  
 Member, NASPAA best dissertation award committee, 2002.  
 Board of Directors, Farber Fund, University of South Dakota, 1982-  
 Member, ASPA Endowment, Inc. Board of Directors, 2002-4  
 Member, Leonard White Award Committee, APSA 2004.  
 Member, Dwight Waldo Award Committee, American Society for Public Administration, 2003-4  
 Member, Southwest Political Science Association Nominating Committee, 2003-4.  
 Member, Paul Van Riper Award Committee, American Society for Public Administration, 2001-2004.  
 Chair, Mentoring Committee, Public Administration Section, American Political Science Association, 2003-4.  
 Member, Site visit team, School of Social Sciences, University of Texas at Dallas, April 7-8, 2004.  
 Co-organizer, Latino Politics: The State of the Discipline Texas A&M University, April 30-May 1, 2004.  
 Participant, Panel on "Recruiting and Retaining Minority Graduate Students" APSA, Sept. 2, 2004, Chicago.  
 Chair, NASPAA/ASPA Distinguished Research Award Committee, 2004.  
 Program Organizer, Latino Dropouts: Integrating Research and Practice, Texas A&M University, November 16, 2004.  
 Program Committee, Accountable Governance: An International Research Colloquium, Queens University, Belfast Northern Ireland, October 20-22, 2005.  
 Member, Paul Volcker Junior Scholar Research Award Committee, Public Administration Section, APSA, 2005.  
 Member, *State Politics and Policy Quarterly* Editor Selection Committee, 2005.  
 Program Organizer, Race and Social Capital, Texas A&M University, February 10-11, 2006.  
 Program Organizer, Public Management: Large-N Studies of Management and Organizations, Texas A&M University, May 5-6, 2006.  
 Program Planning Committee, National Academy of Public Administration, Fall 2006 Meeting, Washington, DC.  
 Member, Board of Directors, Consortium of Social Science Associations, 2006-7.  
 Member, Midwest Public Administration Caucus Nominating Committee, 2007.  
 Chair, American Political Science Association Minority Program Review Implementation Committee, 2006-7.  
 Sponsoring Scientist, NSF Minority Post-doctoral Fellow Program, 2007-9.  
 Participant, Roundtable on Strategies for Minority Student Recruitment, Minority Student Recruitment Program, APSA, 2007.  
 Chair, Herbert Kaufman Award Committee, Public Administration Organized Section, APSA, 2008.

Program Organizer, Empirical Studies of Public Management III, Texas A&M University, May 1-4, 2008.

Member, Economic and Social Research Council (UK) review team to evaluate the Centre for Market and Public Organization, University of Bristol, June-September, 2008.

Program Co-organizer, Conference on Under-represented Groups in Subnational Politics, Rice University, Houston, TX May 16-18, 2009.

Member, Editor Selection Committee, *State Politics and Policy Quarterly* 2009.

Chair, Executive Board Nominations Committee, Public Management Research Association, 2009.

Member, *American Journal of Political Science* Best Article Award, Midwest Political Science Association, 2009.

Member, Public Management Research Association *JPART* Editorial Arrangements Committee, 2009.

Chair, Best Poster Committee, Public Policy Section, American Political Science Association, 2009.

Chair, Panel on The State of Latino Political Studies, Latino Politics Workshop, American Political Science Association, 2009, Toronto.

Presenter, Recruiting and Mentoring Minority Graduate Students, American Political Science Association, 2009, Toronto.

Program Organizer, Conference on African-American Women in Political Science, College Station, TX, February 19-20, 2010.

Member, Accenture Advances in Public Management Selection Committee, 2010-11.

Program Organizer, Empirical Studies of Public Management IV, Texas A&M University, College Station, TX, May 6-7, 2010.

Program Organizer, Policy, Governance and Democracy: The Perspective from Europe, Texas A&M University, College Station, TX, July 22-24, 2010.

Member, C. Dwight Waldo Award Selection Committee, American Society for Public Administration 2011.

Participant, "Enhancing Research: A Workshop for Political Scientists from Underrepresented Groups." National Science Foundation, Duke University, February 3-5, 2011.

Member, Advisory Panel, ESRC Grant on Executive Succession. Oliver James (PI), University of Exeter, United Kingdom, 2011-12.

Chair, Committee on the Status of Gays, Lesbians, Bisexuals, and Transgendered, Southern Political Science Association, 2011.

Member, International Advisory Panel, Ministry for Industry and Technology grant on "Improving Public Service Provision" Søren Serritzlew and Jens Blom-Hansen (PIs), Aarhus University, Denmark, 2011-15.

Member, Advisory Board, Harkin Institute for Public Policy, Iowa State University, 2011-13.

Chair, Herbert A. Simon Best Book Award Committee, Public Administration Organized Section, American Political Science Association, 2012.

Program Organizer, Empirical Studies of Public Management V and Empirical Theory Initiative, Texas A&M University, College Station, TX, May 4-5, 2012.

Advisory Board, the Center for Public Administration Innovation (Osservatorio sul Cambiamento delle Amministrazioni Pubbliche - OCAP) at the SDA Bocconi School of Management, the graduate business school of Bocconi University, 2012-2016.

Editor Search Committee, *State Politics and Policy Quarterly*, 2012-3.

Member, International Advisory Panel, Danish Council for Independent Research, "Public Sector Leadership and Performance" Lotte Bøgh Andersen (PI), Aarhus University, Denmark, 2013-2017.

Participant, Workshop on Public Management in Latin America, Public Management Research Conference, Madison, WI, June 20, 2013.

Member, Best Poster Award Committee, Public Administration Section, American Political Science Association, 2013.

Program Organizer, Empirical Studies of Public Management VI and Context of Public Management Initiative, Texas A&M University, College Station, May 2014.

Participant, Roundtable on the Future of the Study of Bureaucracy, Midwest Political Science Association, Chicago, April 3-6, 2014.

Member, International Advisory Board, Public Leadership and Meaningful Work, Centre of Competence for Public Management, University of Bern, Switzerland, 2014.

Participant, Roundtable on Challenges Facing Public Organizations: Insights from Research and Future Directions, Midwest Political Science Association, Chicago, April 16-19, 2015.

Participant, Policy Change and Reform in Higher Education, Midwest Political Science Association, Chicago, April 16-19, 2015.

Member, Best Book Award Committee, Public and Nonprofit Division Academy of Management, 2015.

Program Organizer, Beyond the Barriers: Latinos in Higher Education, Texas A&M University, October 9-10, 2015.

Member, Advisory Board, IPA Collection and Luther Gulick Papers at Baruch Library Archives, Baruch College, City University of New York 2015-

International Advisory Committee 2016 Public Management Research Conference Aarhus University, June 22-24, 2016, Århus, Denmark.

PhD Assessment Committee, Maria Falk Mikkelsen, Department of Political Science Aarhus University, 2016.

Program Organizer, Empirical Studies of Public Management VII: Taking Sector Seriously: Management, Structure and Performance, Texas A&M University, May 20-22, 2016.

PhD Evaluation Committee, Petra van den Bekerom, Department of Public Administration, Leiden University, The Hague, the Netherlands November 8, 2016.

Panelist, Theory Development in Public Administration Research, Midwest Political Science Association, April 5-8, 2017 Chicago, IL.

Program Organizer, Race, Ethnicity and Public Administration, Texas A&M University, May 19-20, 2017.

Mid-term Research Evaluation Committee, Institute of Public Administration, Leiden University, the Netherlands, September 22, 2017.

Member, *Journal of Public Administration Research and Theory* Editor Selection Committee, 2017.

Member, Public Management Research Association Committee on a PMRA Book Series, 2017-18.

Workshop Co-organizer, Minority College Graduation Rates: Best Practices for Private Schools, American University, October 6, 2017.

Workshop Co-organizer, Minority College Graduation Rates: Best Practices for Flagship Universities, Texas A&M University, February 20, 2018.

Member, *State Politics and Policy Quarterly* publisher selection committee, 2018-9.

Program Organizer, Empirical Studies of Public Management VIII: Public Management and Equity, May 7-8, 2019 American University.

Faculty Advisor, J1 Visa Student Intern Jungin Choe, Yonsei University, August 2018-September 2019.

Panelist, Inclusive Governance: Perspectives from Gender Awareness in Public Affairs Education, NASPAA National Conference, October 17-18, 2019, Los Angeles CA.

Panelist, The Role of Academic Journals in Advancing Research Directions and PhD Education in the Next 50 Years, NASPAA National Conference, October 17-18, 2019, Los Angeles CA.

Panelist, Succeeding in Publishing in Peer Reviewed Public Administration and Management Journals, ARNOVA, November 21-3, 2019, San Diego, California.

Panelist, Speaking Truth to Power when Power Does not Care: Lessons for Public Administration in the Current World, MPSA April 16-19, 2020.

Steering Committee, DC Public Management Consortium, 2019-

Member, NASPAA ad hoc Task Force to Propose a Comprehensive Framework for a Diversity, Equity and Inclusion Action Plan, 2020.

Panelist, Responsive Public Service: Social Equity and Representative Bureaucracy, Conference of Minority Public Administrators Webinar, Oct. 29, 2020.

## Grants

Ministry of Education (Denmark), “Danish Public School Reform” 2014-2018.

Ministry of Education (Denmark), “The Investigation of Public School Management” 2010-2011.

Ministry of Science, Technology and Innovation (Denmark), “School Management, Teaching and Student Performance” 2010-2014.

Economic and Social Research Council (UK), “How Public Management Matters: Strategy, Networking, and Local Service Performance” 2006-10.

National Science Foundation, “Emergency Response and the Impact of Hurricane Katrina on Texas Public Schools” 2005.

Spencer Foundation, "Minority Student Aspirations for Higher Education" 2000.  
Urban Research Center UWM, "Examining the Relationship between Welfare and Crime" 1995.  
Social Science Research Council, "Latino Education Policy" 1991.

## Publications

### Books

*Politics and the Bureaucracy: Policymaking in the Fourth Branch of Government.* North Scituate, MA: Duxbury Press, 1979;  
second edition, Monterey, CA: Brooks/Cole, 1987;  
third edition, Pacific Grove, CA: Brooks/Cole, 1993;  
fourth edition, Ft. Worth: Harcourt Brace, 2000.  
fifth edition, Belmont, CA: Thomson-Wadsworth, 2007 with John Bohte.

*Applied Statistics for Public Administration.* North Scituate, MA: Duxbury Press, 1981, with Jeffrey L. Brudney;  
revised edition, Monterey, CA: Brooks/Cole, 1987;  
third edition, Belmont, CA: Wadsworth, 1993;  
fourth edition, Fort Worth: Harcourt Brace, 1997;  
fifth edition, Belmont, CA: Thomson-Wadsworth, 2002;  
sixth edition, Belmont, CA: Thomson-Wadsworth, 2006 with Jeffrey L. Brudney and John Bohte;  
seventh edition, Belmont, CA: Thomson-Wadsworth, 2009 with Jeffrey L. Brudney and John Bohte;  
eighth edition, Boston: Wadsworth-Cengage, 2011 with Jeffrey L. Brudney and John Bohte;  
ninth edition, Stamford, CT: Cengage Learning, 2015 with Jeffrey L. Brudney and John Bohte;  
translated into Korean 1984;  
translated into Chinese 2004.

*Program Planning and Evaluation for the Public Manager.* Monterey, CA: Brooks/Cole, 1985, with Ronald D. Sylvia and Elizabeth M. Gunn;  
second edition, Chicago: Waveland Press, 1991.

*Regulation: Bureaucracy, Politics, and Economics.* New York: St. Martin's Press, 1985.

*The Political Economy of Regulation: The Case of Insurance.* Albany: State University of New York Press, 1988.  
Translated and published in Japan by the Institute of Actuaries of Japan, 1991.

*Race, Class, and Education: The Politics of Second Generation Discrimination.* Madison: University of Wisconsin Press, 1989, with Joseph Stewart and Robert England.

*The Politics of Hispanic Education: Un paso pa'lante y dos pa'tras.* Albany, NY: State University of New York Press, 1991, with Joseph Stewart.

*The Politics of Sin: Drugs, Alcohol and Public Policy.* Armonk, NY: M.E. Sharpe, 1994.

*Regulation and Consumer Protection: Politics, Bureaucracy and Economics.* Houston: Dame Publications, 1995,  
edited with Thomas Garman;  
third edition, 1998 edited with Thomas Garman and Lael R. Keiser.  
fourth edition, 2003, edited with Thomas Garman and Lael R. Keiser.

*The Case Against School Choice: Politics, Markets and Fools.* Armonk, NY: M.E. Sharpe, 1995, with Kevin B. Smith.

*What Works?: A New Approach to Program and Policy Analysis.* Boulder, CO: Westview Press, 2000, with Jeff Gill.

*The Politics of Fertility Control Policy*. New York: Chatham House Publishers, 2001, with Deborah R. McFarlane.

*Politics, Policy and Organizations: New Frontiers in the Scientific Study of Bureaucracy*. Ann Arbor: University of Michigan Press, 2003 with George Krause.

*Bureaucracy in a Democratic State: A Governance Perspective*. Baltimore: The Johns Hopkins University Press, 2006, with Laurence J. O'Toole.

*Public Service Performance: Perspectives on Measurement and Management*. London: Cambridge University Press, 2006, with George Boyne, Laurence J. O'Toole and Richard Walker.

*Latino Politics: Identity, Mobilization, and Representation*. Charlottesville VA: University of Virginia Press, 2007, with Rodolfo Espino, III and David L. Leal.

*The Wit and Humor of Political Science*. Washington, DC: American Political Science Association and European Consortium for Political Research, 2010, with Lee Sigelman, Bernie Grofman, and Ken Newton.

*Public Management: Organizations, Governance, and Performance*. Cambridge: Cambridge University Press, 2011, with Laurence J. O'Toole.  
Translated into Arabic 2013.

*The Politics of Latino Education*. New York: Columbia University Press, 2011, with David L. Leal.

*The Politics of African American Education: Representation, Partisanship and Educational Equity*. New York: Cambridge University Press, 2017 with Amanda Rutherford.

*Comparative Public Management: Why National, Environmental, and Organizational Context Matters*, Washington, DC: Georgetown University Press 2017, with Amanda Rutherford and Claudia Avellaneda.

*Race and Public Administration*. New York: Routledge 2020, with Amanda Rutherford.

## **Articles**

“Representative Bureaucracy: An Empirical Analysis.” *American Political Science Review* 69 (June 1975), 526-542.

“Executive Mobility in the Federal Service: A Career Perspective.” *Public Administration Review* 35 (May/June 1975), 291-295, with Lloyd Nigro.

“Party Identification and Vote Choice: The Causal Relationship.” *Western Political Quarterly* 18 (September 1975), 496-505.

“Bureaucracy and the People: Is the Higher Federal Service Representative?” *The Bureaucrat* 4 (1975), 300-308, with Lloyd G. Nigro.

“Representative Bureaucracy and Policy Preferences: A Study in the Attitudes of Federal Executives.” *Public Administration Review* 36 (July/August 1976), 458-469, with Lloyd G. Nigro.

“A Graphic Approach to Rosenberg's Affective-Cognitive Consistency Theory.” *Human Relations* 29 (1976), 273-285, with Robert A. Milne.

“Client Representation in USDA Bureaus: Causes and Consequences.” *Policy Studies Journal* 6 (Summer 1978), 484-488.



- “Constraints on Affirmative Action.” *Policy Studies Journal* 7 (Winter 1978), 208-213.
- “Interest Groups in the Appropriations Process: The Wasted Profession Revisited.” *Social Science Quarterly* 59 (December 1978), 482-495 with J.R. van Lohuizen.
- “Regulatory Administration and Organizational Rigidity.” *Western Political Quarterly* 21 (March 1978), 80-95, with John P. Plumlee.
- “Bureaus, Clients, and Congress: The Impact of Interest Group Support on Budgeting.” *Administration & Society* 10 (February 1978), 447-466, with J. R. van Lohuizen.
- “Issue Voting: An Empirical Examination of Individually Necessary and Jointly Sufficient Conditions.” *American Politics Quarterly* 7 (January 1979), 21-50, with James Campbell.
- “Style Issue Voting: By the Strength of the Echo.” *Political Behavior* 1 (Fall 1979), 203-215, with James Campbell.
- “Rationality and Voting: A Downsian Analysis of the 1972 Election.” *Western Political Quarterly* 33 (March 1980), 38-49.
- “Executive Reorganization of Government: Impact on Employment and Expenditures.” *American Journal of Political Science* 24 (August 1980), 396-412.
- “Politics and Morality: The Effect of Religion on Referenda Voting.” *Social Science Quarterly* 61 (June 1980), 144-148, with David R. Morgan.
- “The Impact of Regulatory Agency Structure: IRCs or DRAs?” *Southern Review of Public Administration* 3 (March 1980), 427-443.
- “Measuring Organizational Power: Resources and Autonomy of Government Agencies.” *Administration & Society* 12 (November 1980), 357-375.
- “Ode to Patronage: A Critical Analysis of Two Recent Supreme Court Decisions.” *Public Administration Review* 41 (September/October 1981), 558-563.
- “Speed Kills: A Longitudinal Analysis of Traffic Fatalities and the 55 MPH Speed Limit.” *Policy Studies Review* 1 (August 1981), 157-167, with David R. Morgan.
- “Reputation and Productivity Among U.S. Public Administration and Public Affairs Programs.” *Public Administration Review* 41 (November/December 1981), 666-673, with David Morgan, Richard Kearney, Steve Hays, and Harold Birch.
- “Reputation and Productivity of Public Administration/Affairs Programs: Additional Data.” *Public Administration Review* 42 (March/April 1982), 171-173, with David R. Morgan.
- “Citizen Compliance with Public Policy: The National Maximum Speed Law.” *Western Political Quarterly* 25 (June 1982), 258-273, with David R. Morgan.
- “Interest Groups and Public Policy.” *Social Science Quarterly* 64 (September 1983), 641-646, with Gary W. Copeland.
- “Pass the Biscuits, Pappy: Congressional Decision Making and Federal Grants.” *American Politics Quarterly* 12 (January 1984), 3-21, with Gary W. Copeland.

- “Teachers, Students, and Discrimination: The Policy Impact of Black Representation.” *Journal of Politics* 46 (February 1984), 252-263.
- “Black Representation and Educational Policy: Are They Related?” *American Political Science Review* 78 (June 1984), 392-403, with Robert England.
- “From Desegregation to Integration: Second Generation School Discrimination as an Institutional Impediment.” *American Politics Quarterly* 13 (April 1985), 227-247, with Robert E. England.
- “Black Resources and Black School Board Representation: Does Political Structure Matter?” *Social Science Quarterly* 66 (December 1985), 976-982, with Ted Robinson and Robert England.
- “Hispanic Americans and Educational Policy: Limits to Equal Access.” *Journal of Politics* 48 (November 1986), 850-876, with Luis Ricardo Fraga and Robert E. England.
- “The Policy Impact of No-Fault Automobile Insurance.” *Policy Studies Review* 7 (February 1987), 496-506.
- “The Political Economy of Consumer Protection: An Examination of State Legislation.” *Western Political Quarterly* 30 (June 1987), 343-367.
- “Gaining Ground: The Impact of Medicaid and WIC on Infant Mortality.” *American Politics Quarterly* 15 (April 1987), 254-273, with Gary W. Copeland.
- “Tort Reform and Regulation of the Insurance Industry: Medical Malpractice Liability Proposals in 1986.” *Publius* 17 (Summer 1987), 163-177, with Gary W. Copeland.
- “Barriers to Equal Opportunity: Educational Practices and Minority Students.” *Urban Affairs Quarterly* 23 (June 1988), 635-646, with Robert England and Luis R. Fraga.
- “Deregulation, Competition, and Economic Changes: Assessing the Responsibility for Bank Failures.” *Policy Studies Journal* 16 (Spring 1988), 427-440, with Jeff Worsham.
- “Second Generation Educational Discrimination and White Flight from Public Schools.” *National Political Science Review* 1 (Summer 1989), 76-90, with Joseph Stewart and Robert England.
- “In Quest of Role Models: Change in Black Teacher Representation in Urban School Districts, 1968-1986.” *Journal of Negro Education* 58 (Spring 1989), 140-152, with Joseph Stewart and Robert England.
- “Black Representation in Urban School Districts: From School Board to Office to Classroom.” *Western Political Quarterly* 42 (June 1989), 287-306, with Joseph Stewart and Robert England.
- “Presidential Control Versus Bureaucratic Power: Explaining the Reagan Revolution in Antitrust.” *American Journal of Political Science* 34 (February 1990), 269-287, with Marc Allen Eisner.
- “The Politics of Demon Rum: Regulating Alcohol and Its Deleterious Consequences.” *American Politics Quarterly* 18 (October 1990), 404-429, with Cathy M. Johnson.
- “The Wages of Sin: Taxing America's Legal Vices.” *Western Political Quarterly* 43 (September 1990), 577-596, with Cathy M. Johnson.
- “Excellence in Education: Second Generation School Discrimination as a Barrier.” *Equity and Excellence* 24 (Summer 1990), 35-40, with Robert England and Joseph Stewart.

- “The Politics of Bureaucratic Discretion: Educational Access as an Urban Service.” *American Journal of Political Science* 35 (February 1991), 155-177, with Joseph Stewart and Robert England.
- “No Longer Gaining Ground: An Update.” *American Politics Quarterly* 19 (July 1991), 377-385, with Thomas M. Holbrook.
- “Cooperation and Conflict in Multiracial School Districts.” *Journal of Politics* 53 (November 1991), 1123-1133, with Joseph Stewart, Jr.
- “Financing Family Planning Services: Is Categorical Legislation Still Needed?” *American Journal of Gynecological Health* 5 (September/October 1991), 23-30, with Deborah R. McFarlane.
- “The Politics of Insurance Regulation.” *Journal of Risk and Insurance* 58 (December 1991), 700-713.
- “The Politics of Drug Abuse: Laws, Implementation, and Consequences.” *Western Political Quarterly* 45 (March 1992), 41-69.
- “I Seen My Opportunities and I Took 'em: Political Corruption in the American States.” *Journal of Politics* 54 (February 1992), 135-155, with Thomas M. Holbrook.
- “Mexican Americans and Municipal Employment: An Analysis of Status and Pay Levels.” *State and Local Government Review* 24 (Winter 1992), 36-42, with Robert Wrinkle, J. L. Polinard, and Tomas Longoria.
- “State Policies on Funding Abortions: A Pooled Time Series Analysis.” *Social Science Quarterly* 73 (November 1992), 690-98, with Deborah R. McFarlane.
- “Active Representation in Educational Bureaucracies: Policy Impacts.” *American Review of Public Administration* 22 (September 1992), 157-171, with Joseph Stewart, Jr.
- “The Politics of Abortion Funding: State Responses to the Political Environment.” *American Politics Quarterly* 21 (January 1993), 82-101, with Deborah R. McFarlane.
- “Latinos and Representative Bureaucracy: Testing the Thompson and Henderson Hypotheses.” *Journal of Public Administration Research and Theory* 3 (October 1993), 393-415.
- “Restructuring Federalism: The Impact of Reagan Policies on the U.S. Family Planning Program.” *Journal of Health Politics, Policy, and Law* 18 (Winter 1993), 821-850, with Deborah R. McFarlane.
- “State Family Planning and Abortion Expenditures: Their Effect on Public Health.” *American Journal of Public Health* 84 (September 1994), 1468-72, with Deborah R. McFarlane.
- “Say It Ain't So, Moe: Institutional Design, Policy Effectiveness, and Drug Policy.” *Journal of Public Administration Research and Theory* 4 (October 1994), 429-442, with Kevin B. Smith.
- “Bureaucrats, Markets, and Schools.” *Public Administration Review* 54 (November/December 1994), 551-558, with Kevin B. Smith.
- “Representative Democracy and Representative Bureaucracy: Examining the Top Down and the Bottom Up Linkages.” *Social Science Quarterly* 75 (December 1994), 790-803, with Kevin B. Smith.
- “State Abortion Funding Policies in 1990.” *Women and Health* 22 (Number 1, 1994), 99-115, with Deborah R. McFarlane.

- “Politics and the Quality of Education: Improving Student Performance.” *Political Research Quarterly* 48 (June 1995), 329-344, with Kevin B. Smith.
- “Public Choice in Education: Markets and the Demand for Quality Education.” *Political Research Quarterly* 48 (September 1995), 461-478, with Kevin B. Smith.
- “Politics, Bureaucracy, and Agricultural Policy: An Alternative View of Political Control.” *American Politics Quarterly* 22 (October 1995), 427-460 with Robert Wrinkle and J.L. Polinard.
- “The Influence of Educational and Political Resources on Minority Students' Success.” *Journal of Negro Education* 64 (Fall 1995), 463-474, with J.L. Polinard and Robert W. Wrinkle.
- “Statutory Coherence and Policy Implementation: The Case of Family Planning.” *Journal of Public Policy* 15 (No. 3, 1996), 281-298, with Deborah R. McFarlane.
- “Policy Design, Bureaucratic Incentives and Public Management: The Case of Child Support Enforcement.” *Journal of Public Administration Research and Theory* 6 (July 1996), 337-364, with Lael R. Keiser.
- “The Politics of Gay and Lesbian Rights: Expanding the Scope of the Conflict.” *Journal of Politics* 58 (May 1996), 332-49, with Donald P. Haider-Markel.
- “The Impact of State Level Restrictions on Abortion.” *Demography* 33 (August 1996), 307-312, with Donald P. Haider-Markel, Anthony Stanislawski, and Deborah R. McFarlane.
- “Public Administration as a Science of the Artificial: A Methodology for Prescription.” *Public Administration Review* 56 (September/October, 1996), 459-466, with Lael R. Keiser.
- “Ethnicity and Non-Electoral Political Participation.” *Hispanic Journal of Behavioral Science* 18 (May 1996), 142-53 with Robert Wrinkle, Joseph Stewart, J.L. Polinard, and John Arvizu.
- “Regulatory Policy When Behavior is Addictive: Smoking, Cigarette Taxes and Bootlegging.” *Political Research Quarterly* 50 (March 1997), 5-24 with Michael J. Licari.
- “Cigarette Taxes, Smoking and Public Health: 1955-1994.” *American Journal of Public Health* 87 (July 1997), 1126-30, with Michael J. Licari.
- “Bureaucracy and Democracy: The Case for Less Democracy and More Bureaucracy.” *Public Administration Review* 57 (May/June 1997), 193-99.
- “Do Different Funding Mechanisms Produce Different Results? The Case for Earmarking Family Planning Expenditures.” *Journal of Health Politics, Policy and Law* 23 (June 1998), 423-454 with Deborah R. McFarlane.
- “Principal-Agent Models: An Expansion?” *Journal of Public Administration Research and Theory* 8 (April 1998), 173-202 with Richard Waterman.
- “Gender Neutral Automobile-Insurance Rates: Have They Made a Difference?” *Environment and Planning C: Government and Policy* 16 (1998), 505-516, with Anthony J. Stanislawski.
- “Politics, Bureaucracy and Farm Credit.” *Public Administration Review* 59 (July/August 1999), 293-302, with Robert D. Wrinkle and J. L. Polinard.
- “Equity Versus Excellence in Organizations: An Application of Substantively Weighted Least Squares.” *American*

- Review of Public Administration* 29 (March 1999), 5-18, with Robert D. Wrinkle and J.L. Polinard.
- “Representative Bureaucracy and Minority Student Performance: The Interaction of Resources and Representation.” *Journal of Public Management and Social Policy* 5 (Summer 1999), 85-96 with Robert D. Wrinkle and J.L. Polinard.
- “Representative Bureaucracy and Distributional Equity: Addressing the Hard Question.” *Journal of Politics* 61 (November 1999), 1025-39 with Robert D. Wrinkle and J. L. Polinard.
- “Modeling the Impact of Public Management: The Implications of Structural Context.” *Journal of Public Administration Research and Theory* 9 (October 1999), 505-526, with Laurence J. O’Toole.
- “Drugs, Sex, Rock and Roll: A Theory of Morality Politics.” *Policy Studies Journal* 27 (December 1999), 681-695.
- “Goal Displacement: Assessing the Motivation for Organizational Cheating.” *Public Administration Review* 60 (March/April 2000), 173-182 with John Bohte.
- “Micheal Giles and Mancur Olson Meet Vincent Ostrom: Jurisdiction Size and Latino Representation.” *Social Science Quarterly* 81 (March, 2000), 123-135, with Robert D. Wrinkle and J.L. Polinard.
- “Public Administration Research and Practice: A Methodological Manifesto.” *Journal of Public Administration Research and Theory* 10 (January 2000), 157-200 with Jeff Gill.
- “Ode to Luther Gulick: Span of Control and Organizational Performance.” *Administration & Society* 32 (May 2000), 115-137, with John Bohte.
- “Bureaucracy and Organizational Performance: Causality Arguments about Public Schools.” *American Journal of Political Science* 44 (July 2000), 590-603 with Robert Wrinkle and J.L. Polinard.
- “Regulation and Signaling: When a Tax Is Not Just a Tax.” *Journal of Politics* 62 (August 2000), 875-885, with Michael J. Licari.
- “The Marble Cake: Introducing Federalism to the Government Growth Equation.” *Publius* 30 (Summer 2000), 35-46 with John Bohte.
- “Ralph’s Pretty Good Grocery Versus Ralph’s Super Market: Separating Excellent Agencies from the Good Ones.” 61 *Public Administration Review* (January/February 2001), 9-17, with Jeff Gill.
- “Zen and the Art of Policy Analysis.” *Journal of Politics* 63 (May 2001), 616-29, with Warren Eller, Robert Wrinkle and J.L. Polinard.
- “Managerial Strategies and Behavior in Networks: A Model with Evidence from U.S. Public Education.” *Journal of Public Administration Research and Theory* 11 (July 2001), 271-295, with Laurence J. O’Toole.
- “Structure and the Performance of Public Organizations: Task Difficulty and Span of Control.” *Public Organization Review* 1 (Number 3, 2001), 341-354 with John Bohte.
- “Structure and Discretion: Missing Links in Representative Bureaucracy.” *Journal of Public Administration Research and Theory* 11 (October 2001), 455-470 with John Bohte.
- “A Research Agenda on Elections and Education.” *Educational Policy* 16 (January/March 2002), 219-230.
- “Gender Differences in Agency Head Salaries: The Case of Public Education.” *Public Administration Review* 62

- (July/August 2002), 397-403 with Vicky M. Wilkins.
- “Lipstick and Logarithms: Gender, Institutional Context and Representative Bureaucracy.” *American Political Science Review* 96 (September 2002), 553-564 with Lael R. Keiser, Vicky Wilkins, and Catherine Holland.
- “Public Management and Organizational Performance: The Impact of Managerial Quality.” *Journal of Policy Analysis and Management* 21 (Fall 2002), 629-643 with Laurence J. O’Toole.
- “Size Doesn’t Matter: In Defense of Single State Studies.” *State Politics and Policy Quarterly* 2 (Winter 2002), 411-422, with Sean Nicholson-Crotty.
- “Span of Control and Public Organizations: Implementing Luther Gulick’s Research Design.” *Public Administration Review* 63 (January/February 2003), 22-31 with John Bohte.
- “Crime and Punishment: The Politics of Federal Criminal Justice Sanctions.” *Political Research Quarterly* 56 (June 2003), 119-26 with Sean Nicholson-Crotty.
- “Not with a Bang but a Whimper: Explaining Organizational Failures.” *Administration & Society* 35 (March 2003), 104-121 with John Bohte
- “Politics, Structure and Public Policy: The Case of Higher Education.” *Educational Policy* 17 (January and March 2003), 98-120, with Jill Nicholson-Crotty.
- “*Plus ça Change*: Public Management, Personnel Stability, and Organizational Performance.” *Journal of Public Administration Research and Theory* 13 (January 2003), 43-64 with Laurence J. O’Toole.
- “Public Management and Educational Performance: The Impact of Managerial Networking.” *Public Administration Review* 63 (November/December, 2003), 675-685, with Laurence J. O’Toole.
- “Legislative Victory, Electoral Uncertainty: Explaining Outcomes in the Battles over Lesbian and Gay Civil Rights.” *Review of Policy Research* 20 (Winter 2003), 671-690, with Donald P. Haider-Markel.
- “Multilevel Governance and Organizational Performance: Investigating the Political-Bureaucratic Labyrinth.” *Journal of Policy Analysis and Management* 23 (Winter 2004), 31-48, with Laurence J. O’Toole and Sean Nicholson-Crotty.
- “Parkinson’s Law and the New Public Management? Contracting Determinants and Service Quality Consequences in Public Education.” *Public Administration Review* 64 (May/June 2004), 342-352 with Laurence J. O’Toole.
- “Desperately Seeking Selznick: Cooptation and the Dark Side of Public Management in Networks.” *Public Administration Review* 64 (November/December 2004), 681-693 with Laurence J. O’Toole, Jr.
- “Divided or Together? Conflict and Cooperation between African Americans and Latinos.” *Political Research Quarterly* 57 (September 2004), 399-409 with Paula D. McClain, Robert D. Wrinkle, and J.L. Polinard.
- “The Politics of Latino Education: The Biases of At-Large Elections.” *Journal of Politics* 66 (November 2004), 1224-1244 with David Leal and Valerie Martinez-Ebers.
- “A Lingering Question of Priorities: Athletic Budgets and Academic Performance Revisited.” *Review of Policy Research* 21 (November 2004), 799-808, with Scott Robinson, Warren Eller, Miner P. Marchbanks, III, Robert D. Wrinkle and J.L. Polinard.
- “Public Management in Intergovernmental Networks: Matching Structural Networks and Managerial Networking.”

- Journal of Public Administration Research and Theory* 14 (October 2004), 469-495 with Laurence J. O'Toole.
- "Race, Sex and Clarence Thomas: Representation Change in the EEOC." *Public Administration Review* 65 (March /April 2005), 171-179, with Warren Eller and Michael Pennington.
- "Managing Upward, Downward, and Outward: Networks, Hierarchical Relationships and Performance." *Public Management Review* 7 (Issue 1 2005), 45-68, with Laurence J. O'Toole and Sean Nicholson-Crotty.
- "Representative Bureaucracy, Organizational Strategy and Public Service Performance: An Empirical Analysis of English Local Governments." *Journal of Public Administration Research and Theory* 15 (October 2005), 489-504, with Rhys Andrews, George A. Boyne, Laurence J. O'Toole, and Richard Walker.
- "Structural Choices and Representational Biases: The Post-Election Color of Representation." *American Journal of Political Science* 49 (October 2005), 758-769, with Eric Gonzalez Juenke, Robert D. Wrinkle, and J.L. Polinard.
- "Where Next? Research Directions on Performance in Public Organizations." *Journal of Public Administration Research and Theory* 15 (October 2005), 633-639, with George Boyne, Laurence J. O'Toole, and Richard Walker.
- "Managerial Networking: Issues of Measurement and Research Design." *Administration & Society* 37 (November 2005), 523-541, with Laurence J. O'Toole.
- "Public Administration and the Myth of Positivism: The AntiChrist's View." *Administrative Theory and Praxis* 27 (December 2005), 650-668.
- "Political Control Versus Bureaucratic Values: Reframing the Debate." *Public Administration Review* 66 (March/April 2006), 177-192, with Laurence J. O'Toole.
- "Management Activity and Program Performance: Gender as Management Capital." *Public Administration Review* 66 (January/February 2006), 24-36, with Laurence J. O'Toole and Holly T. Goerdel.
- "Gender, Representative Bureaucracy, and Law Enforcement: The Case of Sexual Assault." *Public Administration Review* 66 (November/December 2006), 850-860, with Jill Nicholson-Crotty.
- "Gender and Emotional Labor in Public Organizations: An Empirical Examination of the Link to Performance." *Public Administration Review* 66 (November/December 2006), 899-910, with Sharon H. Mastracci and Kristin Wilson.
- "Path Dependence and Organizational Behavior: Bureaucracy and Social Promotion." *American Review of Public Administration* 36 (Number 3 2006), 241-260, with Scott Robinson.
- "Le lien entre représentativité passive et active de l'administration." [The Linkages between Active and Passive Bureaucratic Representation] *Revue française d'Administration publique* (Number 118, 2006), 265-280, with Daniel Hawes.
- "The Role of Management in Improving Performance of Disadvantaged Students: An Application of Bum Phillips' 'Don Shula Rule.'" *Review of Policy Research* 23 (September 2006), with Alisa Hicklin, Daniel Hawes, Rene Rocha and Carl Doerfler, 1095-1110.
- "Networking in the Penumbra: Public Management, Cooptative Links, and Distributional Consequences." *International Public Management Journal* 9 (Number 3, 2006), 271-294, with Laurence J. O'Toole.

- “Explaining Policy Punctuations: Bureaucratic Centralization, Organizational Size and the Punctuated Equilibrium Theory of Public Agency Budgets.” *American Journal of Political Science* 50 (February 2007), 140-150, with Scott Robinson, Floun’say Caver, and Laurence J. O’Toole.
- “Public Management and the Administrative Conservator: Empirical Support for Larry Terry’s Prescriptions.” *Administrative Theory and Praxis* 19 (March 2007), 148-156, with Laurence J. O’Toole.
- “Strategic Management and the Performance of Public Organizations: Testing Venerable Ideas against Recent Theories.” *Journal of Public Administration Research and Theory* 17 (July 2007), 357-379, with Laurence J. O’Toole, George A. Boyne and Richard Walker.
- “It’s Where You Are that Matters: The Networking Behaviour of English Local Government Officers.” *Public Administration* 85 (Number 3, 2007), 739-756, with Richard Walker and Laurence J. O’Toole.
- “Networking in Comparative Context: Public Managers in the US and UK.” *Public Management Review* 9 (September 2007), 401-420, with Laurence J. O’Toole, Richard Walker, and George Boyne.
- “Modeling Public Management: Empirical Analysis of the Management-Performance Nexus.” *Public Management Review* 9 (December 2007), 503-527, with Laurence J. O’Toole.
- “Management Theory and Occam’s Razor: How Public Organizations Buffer the Environment.” *Administration & Society* 39 (January 2008), 931-959, with Laurence J. O’Toole.
- “Serpents in the Sand: Managerial Networking and Nonlinear Influences on Organizational Performance.” *Journal of Public Administration Research and Theory* 18 (Number 2, 2008), 253-274, with Alisa K. Hicklin and Laurence J. O’Toole.
- “Trading Speed for Accuracy? Managing Goal Conflict and Accommodation in the U.S. Unemployment Insurance Program.” *Policy Studies Journal* 36 (May 2008), 175-198, with Jeffrey B. Wenger and Laurence J. O’Toole.
- “The Scientific Study of Public Administration: A Short Essay on the State of the Field.” *International Review of Public Administration* 13 (Number 1, 2008), 1-10.
- “Race, Structure and State Governments: The Politics of Higher Education Diversity.” *Journal of Politics* 70 (July 2008), 851-861, with Alisa K. Hicklin.
- “Employee Turnover and Organizational Performance: Testing a Hypothesis from Classical Public Administration,” *Journal of Public Administration Research and Theory* 18 (October 2008), 573-590, with Alisa K. Hicklin.
- “Environmental Turbulence, Organizational Stability, and Public Service Performance.” *Administration & Society* 40 (January 2009), 799-824, with George A. Boyne.
- “The Proverbs of New Public Management: Lessons from an Evidence-Based Research Agenda.” *American Review of Public Administration* 39 (January 2009), 4-22, with Laurence J. O’Toole.
- “EU Accession and Public Service Performance.” *Policy & Politics* 37 (Number 1, 2009), 19-37, with Rhys Andrews, George A. Boyne, Laurence J. O’Toole and Richard M. Walker.
- “Ethnic Conflict in France: A Case for Representative Bureaucracy?” *American Review of Public Administration* 39 (May 2009), 269-285, with Daniel P. Hawes.
- “Environmental Change, Human Resources and Organizational Turnaround.” *Journal of Management Studies* 46



- (July 2009), 835-63, with George A. Boyne.
- “The Human Side of Public Organizations: Contributions to Organizational Performance.” *American Review of Public Administration* 39 (September 2009), 499-518, with Laurence J. O’Toole.
- “The Dog that Didn’t Bark: How Public Managers Handle Environmental Shocks.” *Public Administration* 87 (Issue 3, 2009), 485-502, with Laurence J. O’Toole.
- “Looking for Their Dick Vermeil: How Prior Performance Influences the Selection Decision.” *Public Organization Review* 9 (March 2009), 1-14, with Madinah Hamidullah and Vicky Wilkins.
- “I’ve Seen Fire and I’ve Seen Rain: Public Management and Performance after a Natural Disaster.” *Administration & Society* 41 (January 2010), 979-1003, with Laurence J. O’Toole and Alisa K. Hicklin.
- “In Defense of Bureaucracy: Public Managerial Capacity, Slack, and the Dampening of Environmental Shocks.” *Public Management Review* 12 (May 2010), 341-362 with Laurence J. O’Toole.
- “Alignment and Results: Testing the Interaction Effects of Strategy, Structure and Environment from Miles and Snow.” *Administration & Society* 42 (Number 2, 2010), 160-192, with Rhys Andrews, George A. Boyne, Laurence J. O’Toole and Richard M. Walker.
- “Wakeup Call: Strategic Management, Network Alarms, and Performance.” *Public Administration Review* 70 (Sept/Oct 2010), 731-741, with Rhys Andrews, George A. Boyne, Laurence J. O’Toole and Richard M. Walker.
- “Beware of Managers Not Bearing Gifts: How Management Capacity Augments the Impact of Managerial Networking.” *Public Administration* 88 (December 2010), 1025-1044, with Laurence J. O’Toole.
- “Governance, Structure, and Democracy: Luther Gulick and Future of Public Administration.” *Public Administration Review* 20 (Special Issue 2010), S284-S292.
- “Managing Migration: How Some Councils Cope Better than Others.” *Public Policy Research* 17 (February 2011), 207-213, with Rhys Andrews, George Boyne, Laurence O’Toole and Richard Walker.
- “Comparing Public and Private Management: Theoretical Expectations.” *Journal of Public Administration Research and Theory* 21 (Supplement 3, July 2011), i283-301, with Laurence J. O’Toole.
- “Environmental and Organizational Determinants of External Networking.” *American Review of Public Administration* 41 (July 2011), 355-374, with Rhys Andrews, George Boyne, Laurence O’Toole and Richard Walker.
- “Vertical Strategic Alignment and Public Service Performance.” *Public Administration* 90 (Number 1 2012), 77-98, with Rhys Andrews, George Boyne, Laurence O’Toole and Richard Walker.
- “Latino Heterogeneity and the Politics of Education: The Role of Context.” *Social Science Quarterly* 93 (September 2012), 732-749, with Erin K. Melton.
- “Subjective Organizational Performance and Measurement Error: Common Source Bias and Spurious Relationships.” *Journal of Public Administration Research and Theory* 23 (April 2013), 429-456, with Laurence J. O’Toole.
- “Social Capital in the Fifty States: Measuring State-Level Social Capital 1986-2004.” *State Politics and Policy Quarterly* 13 (March 2013), 121-138, with Rene R. Rocha and Daniel P. Hawes.

- “Managing Migration? EU Enlargement, Local Government Capacity and Performance in England.” *Public Administration* 91 (March 2013), 174-194, with Rhys Andrews, George Boyne, Laurence O’Toole and Richard Walker.
- “The Multiple Dimensions of Managerial Networking.” *American Review of Public Administration* 43 (Number 3, 2013), 251-272, with René Torenvlied, Agnes Akkerman, and Laurence J. O’Toole.
- “Evaluating Urban Public Schools: Parents, Teachers and State Assessments.” *Public Administration Review* 73 (May/June 2013), 401-412, with Nathan Favero.
- “I Think (I Am Doing Well), Therefore I Am: Assessing the Validity of Administrators’ Self-assessments of Performance.” *International Public Management Journal* 16 (Number 1, 2013), 1-27, with Laurence J. O’Toole.
- “Burdened by Bureaucracy: Determinants of Administrative Intensity in Public Organizations.” *International Public Management Journal* 16 (Number 2 2013), 307-327, with George A. Boyne.
- “Representative Bureaucracy and Fire Service Performance.” *International Public Management Journal* 17 (Number 1 2014), 1-24, with Rhys Andrews and Rachel Ashworth.
- “Taxes, Incentives, and Economic Growth: Assessing the Impact of Pro-business Taxes on U.S. State Economies.” *Journal of Politics* 76 (April 2014), 364-380, with Soledad Artiz Prillaman.
- “Partisanship, Structure and Representation: The Puzzle of African American Education Politics.” *American Political Science Review* 108 (May 2014), 265-280, with Amanda Rutherford.
- “Public Management, Context, and Performance: In Quest of a More General Theory.” *Journal of Public Administration Research and Theory* 25 (January 2015), 237-256, with Laurence J. O’Toole.
- “Replenishing Our Theoretical Capital: An Introduction to the Public Management Theory Symposium.” *Journal of Public Administration Research and Theory* 25 (January 2015), 1-4.
- “Proverbs and the Evolution of Public Administration.” *Public Administration Review* 75 (January/February 2015), 15-24.
- “Managerial Goals in a Performance Driven System: Theory and Empirical Tests in Higher Education.” *Public Administration* 93 (Number 1 2015), 17-33, with Amanda Rutherford.
- “Taking Managerial Context Seriously: Public Management and Performance in U.S. and Denmark Schools.” *International Public Management Journal* 18 (Number 1, 2015), 130-150, with Nathan Favero, Simon Calmar Andersen, Laurence J. O’Toole and Søren Winter.
- “Performance Gaps and Managerial Decisions: A Bayesian Decision Theory of Managerial Action.” *Journal of Public Administration Research and Theory* 25 (October 2015), 1221-1246, with Ling Zhu and Nathan Favero.
- “The Validity of Subjective Performance Measures: School Principals in Texas and Denmark.” *Public Administration* 93 (Number 4 2015), 1084-1101 with Nathan Favero, Simon Calmar Andersen, Laurence J. O’Toole and Søren Winter.
- “Social Context, Management, and Organizational Performance: When Human Capital and Social Capital Serve as Substitutes.” *Public Management Review* 18 (Number 2, 2016), 258-277 with Mallory Compton and Nathan Favero.

- “Goals, Trust, Participation and Feedback: Linking Internal Management with Performance Outcomes.” *Journal of Public Administration Research and Theory* 26 (Number 2, 2016), 327-343, with Nathan Favero and Laurence J. O’Toole.
- “Managing Social Capital and Diversity in Public Organizations.” *Public Administration* 94 (Number 3, 2016), 609-629 with Mallory Compton.
- “For the Want of a Nail: The Interaction of Managerial Capacity and Human Resources Management on Organizational Performance.” *Public Administration Review* 77: (Number 1, 2017), 118-130 with Erin K. Melton.
- “Women and Public Administration in Comparative Perspective: The Case of Representation in Brazilian Local Governments.” *Administration & Society* 49 (Number 1 2017), 121-142 with Kendall Funk.
- “Managing in the Regulatory Thicket: Regulation Legitimacy and Expertise.” *Public Administration Review* 77 (Number 3, 2017), 381-394 with Anna Amirkhanyan and Laurence J. O’Toole.
- “Isopraxis Leadership: Leader Confidence, Managerial Strategy and Organizational Performance.” *Chinese Public Administration Review* 8 (Number 1, June 2017),47-64 with Laurence J. O’Toole.
- “Management and Performance in US Nursing Homes.” *Journal of Public Administration Research and Theory* 28 (January 2018), 33-49 with Anna Amirkhanyan, Laurence J. O’Toole, Mueen A. Dakhwe, and Shawn Janzen.
- “How Should We Estimate the Performance Effect of Management? Comparing Impacts of Public Managers' and Front-line Employees' Perceptions of Management.” *International Public Management Journal* 21 (Number 1 2018), 105-130 with Nathan Favero, Simon Calmar Andersen, Laurence J. O’Toole and Søren Winter.
- “Demographic Dreams, Institutional Realities: Election Design and Latino Representation in American Education.” *Politics, Groups and Identities* 6 (Number 1 2018), 77-94 with Angel L. Molina, Jr.
- “Citizen Satisfaction and the Kaleidoscope of Government Performance: How Multiple Stakeholders See Government Performance” *Journal of Public Administration Research and Theory* 28 (Number 4 2018) 489-505 with Miyeon Song.
- “Forty Acres and a Mule: Housing Programs and Policy Feedback for African Americans.” *Politics, Groups and Identities* 6 (Number 4 2018) 612-630 with Austin Johnson and Kristen Carroll.
- “Managing Racial Diversity: Matching Internal Strategies to Environmental Needs.” *Public Administration Review* 79 (Number 1 2019), 69-81 with Anna Amirkhanyan, Stephen Holt, and Austin McCrea.
- “Looking for Meaning in All the Wrong Places: Country Music and the Politics of Identity.” *Social Science Quarterly* 100 (February 2019), 89-108.
- “Theoretical Frontiers in Representative Bureaucracy: New Directions for Research.” *Perspectives on Public Management and Governance* 2 (March 2019), 39-56.
- “The Public Administration Manifesto II: Matching Methods to Theory and Substance.” *Journal of Public Administration Research and Theory* 29 (April 2019), 287-298 with Ling Zhu and Christopher Witko.
- “Employee Perceived Effects of Leadership Training: Comparing Public and Private Organizations.” *International Public Management Journal* 22 (February 2019), 2-28 with Seung-ho An, Anne Bøllingtoft, and Lotte Bøgh

Andersen.

- “Public Management on the Ground: Clustering Managers Based on Their Behavior.” *International Public Management Journal* 22 (2019, No. 2): 254-294 with Mogens Pedersen, Vibeke Nielsen, and Nathan Favero.
- “Citizen Participation and Its Impact on Performance in U.S. Nursing Homes.” *American Review of Public Administration* 49 (2019, No.7), 840-855 with Ohbet Cheon, Anna Amirkhanyan, Jourdan Davis, and Fei Wang.
- “Minority Public Administrators: Managing Organizational Demands while Acting as an Advocate.” *American Review of Public Administration* 49 (2019, No.7), 810-824 with Kristen Carroll and Kenicia Wright.
- “Can Hierarchy Dodge Bullets? Examining Blame Attribution in Military Contracting.” *Journal of Conflict Resolution* with Austin Johnson and Nehemia Geva 63 (2019, No 8), 1965-1985.
- “Bureaucracy and the Failure of Politics: Challenges to Democratic Governance.” *Administration & Society* 51 (No. 10, 2019), 1576-1605 with Mallory Compton, John Polga-Hecimovich, Miyeon Song, and Cameron Wimpy.
- “Perceptual Bias and Public Programs: The Case of the United States and Hospital Care.” *Public Administration Review* 79 (No. 6, 2019), 820-828 with Seung-ho An and Austin Johnson.
- “Sector Bias in Public Programs: US Nonprofit Hospitals.” *Journal of Behavioral Public Administration* 3 (No. 1, 2020) with Seung-ho An. DOI <https://doi.org/10.30636/jbpa.31.107>
- “Learning on the Job: The Impact of Job Tenure and Management Strategies on Nursing Home Performance.” *Administration & Society* 52 (Number 4, 2020), 593–630, with Seung-ho An, Anna Amirkhanyan and Beth Hawks.
- “Goal Ambiguity, Management, and Performance in US Nursing Homes.” *Administration & Society* 52 (Issue 8, 2020), 1170-1208 with Miyeon Song and Anna Amirkhanyan.
- “Leadership and Job Satisfaction: Addressing Endogeneity with Panel Data from a Field Experiment.” *Review of Public Personnel Administration* 40 (Number 4 2020), 589-612 with Seung-ho An, Niels Westergård-Nielsen, and Jacob Ladenburg.
- “Political Failure, Citizen Feedback, and Representative Bureaucracy: The Interplay of Politics, Public Management and Governance.” *Korean Journal of Policy Studies* 35 (Number 2, 2020), 1-23.
- “Healthcare in America: The Relationship between Subjective and Objective Assessments of Hospitals.” *International Public Management Journal* with Miyeon Song, Ohbet Cheon and Austin McCrea (forthcoming).
- “Seeing Eye to Eye: Can Leadership Training Align Perceptions of Leadership.” *International Public Management Journal* (forthcoming) with Seung-Ho An, Ulrich Thy Jensen, Lotte Bøgh Andersen, Jacob Ladenburg, and Heidi Salomonsen.
- “Quality Standards, Implementation Autonomy, and Citizen Satisfaction with Public Services: Cross-National Evidence.” *Public Management Review* (forthcoming) with Miyeon Song and Seung-ho An.
- “Gender and the Effectiveness of Leadership Training: Results from a Field Experiment.” *Review of Public Personnel Administration* (forthcoming) with Seung-ho An.

“Representative Bureaucracy in Challenging Environments: Gender Representation, Education, and India.” *International Public Management Journal* (forthcoming) with Anita Dhillon.

“Intersectionality and Equity: Dynamic Bureaucratic Representation in Higher Education.” *Public Administration* (forthcoming) with Daniel Fay, Alisa Hicklin Fryar and Vicky M. Wilkins.

“Walking the Walk: Does Perceptual Congruence between Managers and Employees Promote Employee Job Satisfaction?” *Review of Public Personnel Administration* (forthcoming) with Miyeon Song.

## Essays

“Politics and Money: A Historical Review of Banking Regulation.” *Journal of Policy History* 1 (Number 3, 1989), 344-352.

“Rotisserie Political Science.” *PS: Political Science and Politics* 25 (September 1992), 565-568, with Joseph Stewart.

“Race and the War on Drugs: America's Dirty Little Secret.” *Policy Currents* 2 (December 1992), 1-4.

“Public Administration Theory and Applied Economics: Some Intemperate Remarks.” *Administration and Politics* 3 (Winter 1993), 4-6.

“Replication: A View from the Streets.” *PS: Political Science and Politics* 28 (September 1995), 456-459.

“School Choice: Panacea or Pandora's Box.” *Phi Delta Kappan* 77 (December 1995), 312-316, with Kevin B. Smith.

“Abortion and Family Planning Produce Public Health Benefits.” *Policy Currents* 6 (August 1995), 1-2, with Deborah R. McFarlane.

“Abortion Funding in the States.” *Madison Review* 2 (Fall 1996), 26-29, with Deborah R. McFarlane.

“The Need for Replication.” *The Chronicle of Higher Education* 43 (February 7, 1997), B7.

“Reforming the Review Process: Right Problem, Wrong Solution.” *PS: Political Science and Politics* 30 (September 1997), 561-3.

“Are We Sure Hank [Lasswell] Did It This-away: Lester, Goggin and Implementation Research.” *Policy Currents* 9 (April 1999), 5-8.

“The Scientific Study of Bureaucracy: A Roadmap.” *Administration and Politics* 9 (Spring 1999), 5ff.

“Dialogue: Knowledge and Research.” *Administrative Theory and Praxis* 23 (June 2000), 393-423, with several others.

“Gender Issues in PA: The Debate is Joined.” *Journal of Public Administration Research and Theory* 13 (April 2003), 231-5, with Camilla Stivers.

“Get Your Tongue out of My Mouth ‘Cause I’m Kissin’ You Goodbye: The Politics of Ideas.” *Policy Studies Journal* 32 (Number 2, 2004), 225-233.

“Jesus Loves Me, But He Can’t Stand You: A Reply to My Out-of-Tune Critics.” *Policy Studies Journal* 33 (Number 1, 2005), 121-4.

- “Perestroika in Political Science: A Redundant Road to Oblivion for PA.” *Public Administration Section Newsletter* 5 (Number 2, December 2005).
- “The Role of Management and Diversity in Improving Performance of Disadvantaged Students: An Application of Bum Phillips’ Don Shula Rule.” *Management Matters* 4 (June 2006), 1-9.
- “The Public Administration of Politics or What Political Science Could Learn from Public Administration.” *PS: Political Science and Politics* 40 (January 2007), 3-9.
- “Deconstructing Larry Luton Or What Time is the Next Train to Reality Junction.” *Administration & Society* 39 (October 2007), 786-96, with Laurence J. O’Toole.
- “Policy Theory, Policy Theory Everywhere: Ravings of a Deranged Policy Scholar.” *Policy Studies Journal* 37 (February 2009), 5-13.
- “Demokratie und Public Management.” *Neue Zürcher Zeitung* September 13, 2012, P. 21.
- “Influence: What Kind? And How to Know? A Commentary on the ‘Great Books’ in Public Administration.” *Administration & Society* 44 (October 2012), 888-893, with Laurence J. O’Toole.
- “How PGI Came About . . .” *Politics, Groups and Identity* 1 (March 2013), 1-4, with Shaun Bowler, Timothy Kaufman-Osborn, Valerie Martinez Ebers, and Ronald Schmidt.
- “Notes on the Romulan Reform of Conventions.” *PS: Political Science and Politics* 48 (April 2015), 328-331.
- “Goal Displacement and the Protection of Human Subjects: The View from Public Administration.” *PS: Political Science and Politics* 49 (April 2016), 294-298, with M. Apolonia Calderon.

## Chapters

- “Building Bureaucratic Coalitions,” in Don F. Hadwiger and William P. Browne, *The New Politics of Food*. Lexington: Lexington Books, 1978, 57-74.
- “Affirmative Action: Constraints and Policy Impact,” in Marian Lief Palley and Michael Preston, *Minorities and Policy Problems*. Lexington: Lexington Books, 1978, 57-75.
- “Capture and Rigidity in Regulatory Administration,” in Aaron Wildavsky and Judith May, *The Policy Cycle*. Beverly Hills: Sage, 1978, 215-236, with John P. Plumlee.
- “Realignment and Bureaucracies: The Impact of Elections on Public Bureaucracies,” in Bruce A. Campbell and Richard J. Trilling, *Realignment in American Politics*. Austin: University of Texas Press, 1980, 202-229, with Kenneth W. Kramer.
- “Political Economy and Cost-Benefit Analysis: Problems of Bias,” in Alan Stone and Edward J. Harpham, *The Political Economy of Public Policy*. Beverly Hills: Sage, 1982, 143-162.
- “Choosing Depletion: Soil Conservation and Agricultural Lobbying,” in Susan Welch and Robert Miewald, *Scarce Natural Resources: The Challenge of Public Policy Making*. Beverly Hills: Sage, 1983, 255-277, with William P. Browne.
- “Interest Groups and Farm Structure,” in Dave Brewster, Wayne Rasmussen, and Garth Youngberg, *Farms in Transition*. Ames, IA: Iowa State University Press, 1983, 47-56, with William P. Browne.

- “The Limits of Cost-Benefit Analysis,” in Lloyd G. Nigro, *Decisionmaking in Public Administration*. New York: Marcel- Dekker, 1984, 43-63.
- “Bureaucracy and Leadership,” in Brian Jones, ed., *Leadership and Politics: New Perspectives from Political Science*. Lawrence, KS: Regents Press of Kansas, 1989, 267-288.
- “Politics, Bureaucracy and Political Corruption: A Comparative State Analysis,” in H. George Frederickson, ed., *Ethics and Public Administration*. Armonk, NY: M. E. Sharpe, 1993, 28-51, with Thomas M. Holbrook.
- “Representative Bureaucracy: A Theoretical and Empirical Exposition,” in James Perry, *Research in Public Administration Volume II*. San Francisco: Jossey-Bass, 1993, 1-36.
- “Abortion Politics and Abortion Funding Policies,” in Malcolm L. Goggin, *Understanding the New Politics of Abortion*. Newbury Park, CA: Sage Publications Inc., 1993, 249-267, with Deborah R. McFarlane.
- “Myths of Regulation and Consumer Protection,” “The Policy Process,” “Agriculture Policy,” and “Antitrust Policy,” in Kenneth J. Meier and E. Thomas Garman, *Regulation and Consumer Protection*. Houston: Dame Publications Inc., 1995.
- “Jackboots or Lace Panties? The Bureau of Alcohol, Tobacco, and Firearms,” in John M. Bruce and Clyde Wilcox, *The Changing Politics of Gun Control*. Lanham, MD: Rowman and Littlefield, 1998, 17-44, with Lael R. Keiser and Wendy L. Martinek.
- “Myths of Regulation and Consumer Protection,” in Kenneth J. Meier, E. Thomas Garman, and Lael R. Keiser, *Regulation and Consumer Protection*. Houston: Dame Publications Inc., 1998.
- “Optimal Performance versus Risk Aversion: An Application of Substantive Weighted Least Squares,” in Hal Rainey, Jeffrey L. Brudney and Laurence O’Toole, *Advancing Public Management: New Developments in Theory, Methods and Practice*. Washington, DC: Georgetown University Press, 2000, pp. 77-95, with Jeff Gill and George Waller.
- “Networks, Hierarchies, and Management: Modeling the Nonlinearities,” in Carolyn Heinrich and Laurence Lynn, *Governance and Performance: New Perspectives*. Washington, DC: Georgetown University Press, 2000, 263-291, with Laurence J. O’Toole.
- “Drugs, Sex, Rock and Roll: A Theory of Morality Politics,” in Christopher Z. Mooney, *The Public Clash of Private Values*. New York: Chatham House, 2001, 21-36.
- “The Targeting of Political Corruption in the United States,” in Arnold Heidenheimer and Michael Johnston, *Political Corruption*, 3rd ed. New Brunswick, NJ: Transaction Publishers, 2002, 627-644, with Thomas Schlesinger.
- “Bureaucracy and Uncertainty,” in Barry C. Burden, *Everything But Death and Taxes: Uncertainty and the Study of American Politics*. New York: Cambridge University Press, 2003, 98-117, with Laurence J. O’Toole.
- “The Scientific Study of Bureaucracy: An Overview,” in George Krause and Kenneth J. Meier, *Politics, Policy and Organizations*. Ann Arbor: University of Michigan Press, 2003, 1-22, with George Krause.
- “An Agenda for the Scientific Study of Bureaucracy,” in George Krause and Kenneth J. Meier, *Politics, Policy and Organizations*. Ann Arbor: University of Michigan Press, 2003, 292-308, with George Krause.
- “Regulation,” pp. 389-417, in Virginia Gray and Russell Hanson, *Politics in the American States*. Eighth Edition. Washington: CQ Press, 2004, with Matthew Eshbaugh-Soha.

- “Structure, Politics, and Policy: The Logic of Mayoral Control,” in Jeffery R. Henig and Wilbur C. Rich, *Mayors in the Middle: Politics, Race, and Mayoral Control of Urban Schools*. Princeton: Princeton University Press, 2004, 221-231.
- “Principal-Agent Models: A Theoretical Cul-de-sac,” in Richard Waterman, Amelia Rouse, and Robert Wright, *Bureaucrats, Politics, and the Environment*. Pittsburgh: University of Pittsburgh Press, 2004, 19-42, with Richard Waterman.
- “Conceptual Issues in Modeling and Measuring Management and Its Impacts on Performance,” in Patricia Ingraham and Laurence E. Lynn, Jr. *The Art of Governance: Analyzing Management and Administration*. Washington: Georgetown University Press, 2004, 195-223, with Laurence J. O’Toole.
- “The New Dangerous Class: Social Construction and Criminal Justice Policy,” in Anne L. Schneider and Helen Ingram, *Deserving and Entitled: Social Constructions and Public Policy*. Albany: State University of New York Press, 2005, 223-242, with Sean Nicholson-Crotty.
- “Electoral Structure and the Quality of Representation: The Policy Consequences of School Board Elections,” in William Howell, *Besieged: School Boards and the Future of Education*. Washington: The Brookings Institution, 2005, 199-227, with Eric Gonzalez Juenke.
- “School Boards and the Politics of Education Policy: Downstream Consequences of Structure,” in Rodney Hero and Christina Wolbrecht, *The Politics of Democratic Inclusion*. Philadelphia: Temple University Press, 2005, 238-256.
- “Bureaucracy in the 21<sup>st</sup> Century,” in Christopher Pollitt, Ewan Ferlie, and Laurence Lynn, *The Oxford Handbook of Public Management*. London: Oxford University Press, 2005, 51-72, with Gregory C. Hill.
- “All that Glitters Is Not Gold: Disaggregating Networks and the Impact on Performance,” in George Boyne et al. *Public Service Performance: Perspectives on Measurement and Management*. London: Cambridge University Press, 2006, 152-170, with Laurence J. O’Toole and Yi Lu.
- “Public Management and Organizational Performance: An Agenda for Research,” in George Boyne et al. *Public Service Performance: Perspectives on Measurement and Management*. London: Cambridge University Press, 2006, 295-311, with Laurence J. O’Toole.
- “What We Don’t Know and Why We Don’t Know It: One Research Agenda in Latino Politics,” in Rodolfo Espino, III, et al. *Latino Politics: Identity, Mobilization, and Representation*. Charlottesville VA: University of Virginia Press, 2007, 280-290.
- “Regulation,” in Virginia Gray and Russell Hanson, *Politics in the American States*. Ninth Edition. Washington: CQ Press, 2008, 381-414, with Matthew Eshbaugh-Soha.
- “Calming the Storm: Collaborative Public Management, Hurricanes Katrina and Rita, and Disaster Response,” in Rosemary O’Leary and Lisa Blomgren Bingham, *The Collaborative Manager*. Washington DC: Georgetown University Press, 2009, 95-114, with Alisa Hicklin, Scott Robinson, and Laurence J. O’Toole.
- “Implementation and Managerial Networking in the New Public Governance.” in Stephen P. Osborne (ed.), *The New Public Governance? Critical Perspectives and Future Directions*. London: Routledge, 2010, 322-336, with Laurence J. O’Toole.
- “Networks, Environmental Management and Public Program Performance: A Summary of Findings and an Agenda,” in Richard M. Walker, George A. Boyne, and Gene A. Brewer (eds.), *Public Management and Performance: Research Directions*. Cambridge: Cambridge University Press, 2010, 127-151, with Laurence J. O’Toole.



- “Reexamining the Effect of Electoral Structure on Representation: Latino Education Politics, 1986 and 2001,” in David L. Leal and Kenneth J. Meier, *The Politics of Latino Education*. New York: Columbia University Press, 2011, 122-136, with Eric Gonzalez Juenke, David Leal, and Valerie Martinez-Ebers.
- “The Future Politics of Latino Education,” in David L. Leal and Kenneth J. Meier, *The Politics of Latino Education*. New York: Columbia University Press, 2011, 202-208.
- “Managerial Capacity and Performance: An Evidence-Based Approach,” in Anna Shillabeer, Terry F. Buss, and Denise M. Rousseau, *Evidence-Based Public Management: Practices, Issues and Prospects*. Armonk, NY: M.E. Sharpe, 2011, 185-198, with Laurence J. O’Toole.
- “Skolelederes Efter-Uddannelse I Ledelse.” pp. 57-65 in Simon Calmar Andersen and Søren C. Winter, *Ledelse, Læring og Trivsel I Folkeskolerne*. København: SFI - Det nationale Forskningscenter for Velfærd, 2011, with Mogens Jin Pedersen and Ulrik Hvidman.
- “Representative Bureaucracy,” in B. Guy Peters and Jon Pierre, *Handbook of Public Administration*. Thousand Oaks, CA: Sage Publications, 2012, 420-430, with K. Jureé Capers.
- “Governance Reform: From Theory to Action,” in Patrick McGuinn and Paul Manna, *Education Governance for the Twenty-First Century: Overcoming the Structural Barriers to School Reform*. Washington DC: The Brookings Institution., 2013, 353-374.
- “Representative Bureaucracy in a Cross-national Context: Politics, Identity, Structure and Discretion,” in Eckhard Schröter, Patrick von Maravic and B. Guy Peters, *The Politics of Representative Bureaucracy: Power, Legitimacy, Performance*, Cheltenham UK: Edward Elgar with Tabitha S. M. Morton 2015, 94-112.
- “Bureaucratic Representation and Responsiveness.” in David Leal, Taeku Lee and Mark Sawyer, *Oxford Handbook on Racial and Ethnic Politics in America*. New York: Oxford University Press, 2015 (DOI: 10.1093/oxfordhb/9780199566631.013.5), with Erin K. Melton.
- “Comparative Public Management: A Framework for Analysis,” in Kenneth J. Meier, Amanda Rutherford and Claudia Avellaneda, *Comparative Public Management: Why Context Matters in Public Administration*, Washington, DC: Georgetown University Press, 2017, 1-26, with Laurence J. O’Toole.
- “Administrative Capacity and Health Care in Africa: Path Dependence as a Contextual Variable,” in Kenneth J. Meier, Amanda Rutherford and Claudia Avellaneda, *Comparative Public Management: Why Context Matters in Public Administration*, Washington, DC: Georgetown University Press, 2017, 27-48, with Cameron Wimpy and Marlette Jackson.
- “The Role of Context Moving Forward: The International Research Agenda,” in Kenneth J. Meier, Amanda Rutherford and Claudia Avellaneda, *Comparative Public Management: Why Context Matters in Public Administration*, Washington, DC: Georgetown University Press, 2017, 195-212, with Amanda Rutherford and Laurence J. O’Toole.
- “Experiments and the Classical Roots of Public Administration: Comments on the Potential Utility of Experiments,” in Oliver James, Sebastian Jilke, and Gregg Van Ryzin, *Experiments in Public Administration Research: Challenges and Contributions*, London: Cambridge University Press, 2018, 37-59 with Kendall Funk.
- “Bureaucracy and Post-Bureaucracy,” in Ewan Ferlie et al. *Oxford Research Encyclopedia of Business and Management*. London: Oxford University Press, 2017 with Mallory Compton (DOI: 10.1093/acrefore/9780190224851.013.127).

“The Common Denominator: Persistent Racial Gaps in the Administration of Policy?” in Amanda Rutherford and Kenneth J. Meier, *Race and Public Administration*. New York: Routledge, 2020, pp 1-16 with Amanda Rutherford.

“Race and Public Administration: Concluding Thoughts,” in Amanda Rutherford and Kenneth J. Meier, *Race and Public Administration*. New York: Routledge, 2020, pp. 163-187 with Amanda Rutherford.

“Managing Social Welfare Policy: Lessons from the Evidence-based Management Literature,” in Karen Baehler and Jeffrey Straussman, *The Oxford International Handbook of Public Administration for Social Policy*, New York: Oxford University Press (forthcoming) with Austin McCrea.

“The Politics of Public Administration in the USA: The Role of Structural Fragmentation, Professionalization and Path Dependence.” in Alexander Bastianen, Andreas Ladner, and Fritz Sager, *Edward Elgar Handbook on the Politics of Public Administration* (forthcoming).

## Monographs

“Another Look at the Impact of Divisive Party Primaries.” *Public Affairs* No. 62 (August 1975), with Alan L. Clem.

*Predicting Oklahoma Elections*. Bureau of Government Research, University of Oklahoma, 1979.

*Measurement and Analysis for Public Administrators*. Bureau of Government Research, University of Oklahoma, 1979.

*Tribal Development Simulation: A Training and Learning Exercise for American Indian Tribes and Organizations*. Lakewood, CO: Don Jennings Associates, 1980.

*Program Planning and Evaluation*. Bureau of Government Research, University of Oklahoma, 1981 with Ronald D. Sylvia and Elizabeth M. Gunn.

*An Analysis of Unclassified Employees in Oklahoma State Government*. Oklahoma City: Oklahoma State Personnel Board, 1982 with Carol Farwell and Stan McCauley.

“The Politics of Education Policy.” *Public Affairs* No. 119 (January 2000), 1-6.

## Book Reviews

*What Government Does* by Matthew Holden and Dennis Dresang, *American Political Science Review* 71 (December 1977), 1701.

*Public Administration and Public Policy* by Charles Wise and H. George Frederickson, *American Political Science Review* 73 (March 1979), 204-5.

*Politics and Planning* by Michael Lee Vasu, *American Political Science Review* 74 (June 1980), 521-522.

*Bureaucratic Policymaking in a Technological Society* by Gerard Gryski, *Journal of Politics* 44 (December 1982), 1131-2.

*Political Tolerance in America* by Michael Corbett, *Social Science Quarterly* 64 (December 1983), 904-5.

*The Politics of Deregulation* by Martha Derthick and Paul Quirk, *American Political Science Review* 80 (June 1986), 667-8.

*Policy Implementation and Bureaucracy* by Randall B. Ripley and Grace A. Franklin, *Public Administration Review* 47 (July/August 1987), 353-4.

*Reforming Bureaucracy: The Politics of Institutional Choice* by Jack H. Knott and Gary J. Miller, *American Political Science Review* 82 (June 1988), 640.

*Public Utilities and the Poor* by David C. Sweet and Kathryn Wertheim Hexter and *Public Choice and Regulation* by Robert J. Mackay, James C. Miller, and Bruce Yandle, *American Political Science Review* 83 (March 1989), 306-7.

*Bureaucratic Discretion* by Gary C. Bryner, *Public Administration Review* 49 (September/October 1989), 495.

*Public Administration* by Charles Levine, B. Guy Peters, and Frank Thompson, *Public Administration Review* 50 (November/December 1990), 684-5.

“Organization Values and Public Policy: A Review Essay.” *Policy Currents* 1 (January 1991), 4-5.

*Drugs and Crime* by Michael Tonry and James Q. Wilson, *American Review of Public Administration* 21 (March 1991), 77-79.

*Public Service Liberalism: Telecommunications and Transitions in Public Policy* by Alan Stone, *Journal of Politics* 54 (August 1992), 900-902.

*Informational Approaches to Regulation* by Wesley Magat and W. Kip Viscusi, *American Review of Public Administration* 22 (December 1992), 327-328.

*Making Bureaucrats Accountable* by Lana Stein, *Public Administration Review* 53 (March/April 1993), 176-177.

*Drug War Politics: The Price of Denial* by Eva Bertram et al., *The Law and Politics Book Review* 6 (December 1996), 182-3.

*Drug Control and the Courts* by James A. Inciardi et al., *The Law and Politics Book Review* 7 (May 1997), 229-230.

*Greed, Chaos and Government: Using Public Choice to Improve Public Law* by Jerry L. Mashaw, *Journal of Politics* 60 (May 1998), 524-5.

*Public Policy and Program Evaluation* by Evert Vedung, *Political Science Quarterly* 113 (Spring 1998), 160-1.

*Drug Hate and the Corruption of American Justice* by David Sadofsky Baggins, *The Law and Politics Book Review* 8 (October 1998), 376-8.

Corporate Regulation: Beyond “Punishment or Persuade” by Fiona Haines, *The Law and Politics Book Review* 8 (December 1998), 431-433.

*Gay Politics, Urban Politics* by Robert Bailey, *American Political Science Review* 94 (December 2000), 938-9.

*Improving Governance: A New Logic for Empirical Research* by Laurence J. Lynn, Carolyn Heinrich, and Carolyn Hill, *Journal of Politics* 65 (November 2003), 279-282.

*Multiethnic Moments: The Politics of Urban Education Reform* by Susan E. Clarke, Rodney E. Hero, Mara S. Sidney, Luis R. Fraga, and Bari A. Erlichson. *Perspectives on Politics* 5 (September 2007), 626-7.

*Collaborative Governance: Private Roles for Public Goals in Turbulent Times* by John D. Donahue and Richard J. Zeckhauser. *International Public Management Journal* 14 (Number 4, 2012), 464-7.

“Don’t Tas Me, Bro.” *The Case Against Bureaucratic Discretion* by Steven G. Koven. *Journal of Public Administration Research and Theory* 29 (Number 4, 2019), 653-655.

*An Organizational Approach to Public Governance: Understanding and Design* by Morten Egeberg and Jarle Trondal. *Governance* 33 (Number 2, 2020), 449-450.

## Papers Presented

“Issue Voting and Voter Rationality: A Panel Analysis.” APSA, 1974, with Thomas Patterson and Robert McClure.

“Public Opinion, Public Policy, and Administrative Responsiveness.” MPSA 1975, with Lloyd G. Nigro.

“Representative Bureaucracy and Policy Preferences: A Study in the Attitudes of Federal Executives.” APSA, 1975, with Lloyd G. Nigro.

“Unrepresentative Bureaucracies: Socialization, Segregation, Symbols.” Syracuse University Symposium on Public Personnel Administration, 1976.

“Regulatory Administration and Organizational Rigidity.” MPSA 1976, with John P. Plumlee.

“The Policy Impact of Affirmative Action: Racial Representation in the States.” SWPSA, 1976.

“Issue Voting: An Empirical Examination of Nine Individually Necessary and Jointly Sufficient Conditions.” WPSA, 1976, with James Campbell.

“Bureaucratic Influence: Resources and Autonomy in the Department of Agriculture.” MPSA, 1977.

“Bureaus, Clients and Congress.” ASPA Region VIII, 1977.

“Bureaucratic Power: The Impact of Clientele, Expertise, Leadership and Vitality.” APSA, 1977.

“The Agricultural Research Service and Its Clientele: The Politics of Food Research.” SWPSA, 1977.

“Capture and Rigidity in Regulatory Administration.” APSA 1978, with John P. Plumlee.

“Style Issue Voting: By the Strength of the Echo.” WPSA 1978, with James Campbell.  
 “Pressure Groups and Agency Resources: Variations in House/Senate Responsiveness.” SPSA 1978.  
 “Agricultural Interest Groups: Impact on Public Policy.” Fourth Annual Hendricks Public Policy Symposium, Lincoln, Nebraska, 1978.  
 “Pressure Groups in Congress: The Impact of Individual Interest Groups on Public Policy.” SWPSA 1979, with Allen O. Weise.  
 “Government Reorganization for Economy and Efficiency.” MPSA, 1979.  
 “House Senate Variations in Committee Responsiveness to Interest Groups.” APSA 1979.  
 “The Impact of Organizational Structure on Regulatory Policy.” Symposium on Strategies for Change in Regulatory Policy, Chicago, 1979, with John P. Plumlee.  
 “Changing Farm Structure and Interest Groups.” Conference on Farm Structure and Agricultural Policy, Ames, Iowa, 1980, with William Browne.  
 “Speed Kills: A Longitudinal Analysis of Traffic Fatalities and the 55 MPH Speed Limit.” MPSA 1980, with David R. Morgan.  
 “Speeding and Traffic Deaths: A Cross-sectional Analysis of the 55 MPH Limit.” SWPSA, 1980, with David Morgan.  
 “Citizen Compliance with Federal Policy: The National Maximum Speed Law.” SPSA 1980, with David R. Morgan.  
 “Micropolitical Economy: The Biases of Cost-Benefit Analysis.” MPSA 1981.  
 “A Closer Look at Mixed Electoral Systems.” APSA 1981, with Robert England and Ted Robinson.  
 “Technology, Politics and Public Policy: Deregulating Financial Institutions.” MPSA 1982.  
 “The Impact of Black Representation on Public Policy: The Case of Education.” APSA 1982, with Robert England.  
 “The Impact of Internal Constraints on Interest Groups.” SWPSA 1982.  
 “Economics, Technology, and Public Policy: Deregulating the Thrift Industry.” SWPSA 1983, with Kim W. Mulnix.  
 “Black Teachers and Black Students: The Policy Impact of Minority Representation.” presented at the 1983 Hendricks Symposium, Lincoln, NE.  
 “Consumerism or Protectionism: State Regulation of Occupations.” APSA 1983.  
 “Second Generation Discrimination Against Black Students.” MPSA 1984 with Robert E. England.  
 “The Politics of Consumer Protection Policy.” WPSA 1985.  
 “Little Groups of Actuaries: The Politics of Regulating Insurance.” APSA 1985  
 “Second Generation School Discrimination: A Longitudinal Analysis.” SWPSA 1986, with Robert England and Luis Fraga.  
 “Helping Out the Rich: The Impact of the Medical Malpractice Insurance Reforms.” MPSA 1986, with Gary W. Copeland.  
 “The Politics of Injury: Explaining State Legislative Responses to the Medical Malpractice Insurance Crisis.” SWPSA 1986, with Gary W. Copeland.  
 “Fewer Doctors, Better Medicine: The Incentives of Malpractice Insurance and the Quality of Medical Care.” APSA 1986, with Gary W. Copeland.  
 “Local Politics and Educational Policy.” APSA 1986, with Luis Fraga and Robert England.  
 “Shoot Low, Boys. They’re Riding Shetland Ponies. OR Why Are People Saying Those Nasty Things About Public Administration and What Can Be Done About It?” APSA 1987, with Joseph Stewart.  
 “Military Intelligence, Catholic Universities, and Legal Ethics: Regulating the Practice of Law.” APSA 1987.  
 “Black Representation in Urban School Districts: From School Board to Office to Classroom.” WPSA 1988, with Joseph Stewart and Robert England.  
 “The Evolution of Second Generation Discrimination Against Blacks.” SPSA 1988, with Joseph Stewart.  
 “How Ya Gonna’ Keep ‘Em Down in School After They’ve Seen Special Ed?” SWPSA 1989, with Joseph Stewart.  
 “Recruiting Hispanic Teachers: Increasing Representational Equity Among Education’s Street Level Bureaucrats.” Western Social Science Association, 1989, with Joseph Stewart.  
 “In Search of Rainbow Coalitions: Racial/Ethnic Representation on Public School Boards.” APSA 1989, with Joseph Stewart.  
 “Conflict and Cooperation in Multiracial School Districts: Elections and Public Policy.” APSA 1990, with Joseph Stewart.  
 “I Seen My Opportunities, and I Took ‘Em: Political Corruption in the American States.” APSA 1990, with Thomas M. Holbrook.  
 “Political Institutions and the Control of U.S. Drug Enforcement Policies.” MPSA 1991.

- “Representative Bureaucracy: What We Have Learned.” ASPA 1991.
- “Active Representation in Educational Bureaucracies: Policy Impacts.” APSA 1991, with Joseph Stewart.
- “Determinants of State Policies toward Funding Abortions: 1985-1989.” American Public Health Association, 1991, with Deborah R. McFarlane.
- “Representative Bureaucracy: Latinos and the Policy Process.” SPSA 1991, with Joseph Stewart.
- “Bureaucracy and Political Corruption: Patterns in the American States.” Conference on the Study of Government Ethics, Park City Utah, June 12-15, 1991, with Thomas M. Holbrook.
- “Latino Students and Educational Equity: A Pooled Time Series Analysis.” SWPSA 1992.
- “Equal Access to Educational Opportunities: Latino Students in Florida.” Inter-University Program/Social Science Research Council Hispanic Committee IVth Annual Forum, Albuquerque, NM, May 2-3, 1992.
- “Implementing Civil Rights Policy: The Case of Educational Access.” APSA 1992.
- “Determinants of State Abortion Levels: 1982-1988.” American Public Health Association, 1992, with Deborah R. McFarlane.
- “Principal-Agents and County Agents: Politics, Bureaucracy and Agriculture Policy.” MPSA 1993, with Robert D. Wrinkle and J.L. Polinard.
- “Public Administration Theory.” APSA 1993.
- “The Policy Consequences of Institutional Design: Or How We Lost the War on Drugs.” 1993 National Public Management Research Conference, Madison, WI, Sept. 30-Oct 2.
- “Public Sector Savings from State Abortion Expenditures.” American Public Health Association, 1993, with Deborah R. McFarlane.
- “The Clinton Administration and the DHHS Office of Population Affairs: The October 1993 Report Card.” American Public Health Association, 1993, with Deborah R. McFarlane.
- “Buying the Farm: The Political Economy of Farm Debt.” APSA 1994, with Robert D. Wrinkle and J.L. Polinard.
- “Get Your Tongue Out of My Mouth 'Cause I'm Kissin' You Goodbye: The Politics of Ideas.” SWPSA 1995.
- “The Politics of Gay and Lesbian Rights: Expanding the Scope of the Conflict.” MPSA 1995, with Donald P. Haider-Markel.
- “Principal-Agent Models: A Theoretical Cul-de-sac.” MPSA 1995, with Richard Waterman.
- “Race, Ethnicity, and Educational Performance.” MPSA 1995, with Robert D. Wrinkle and J.L. Polinard.
- “Public Management and Policy Design: The Case of Child Support Enforcement.” 1995 National Public Management Conference, Lawrence Kansas, with Lael R. Keiser.
- “Assessing the Impact of Post-Webster Restrictions on Abortion.” American Public Health Association, 1995, with Donald P. Haider-Markel, Anthony Stanislawski, and Deborah R. McFarlane.
- “Spurious Thinking and Spurious Relationships: Really Thinking About Crime.” MPSA 1996, with Lael R. Keiser.
- “Public Administration as a Science of the Artificial: A Methodology for Prescription.” APSA 1996, with Lael R. Keiser.
- “Government Regulation When Behavior Is Addictive: Cigarettes, Taxes, and Health Warnings.” APSA 1996, with Michael J. Licari.
- “Bureaucracy and Democracy: The Case for Less Democracy and More Bureaucracy.” presentation at the 1996 symposium to honor Dwight Waldo, Syracuse University, June 27-9.
- “Equity and Excellence in Education: A Substantively Weighted Least Squares Analysis.” MPSA 1997, with Robert Wrinkle and J.L. Polinard.
- “Drugs, Sex, Rock and Roll: Two Theories of Morality Politics.” APSA 1997.
- “Public Policy Design: Combining Policy Instruments.” APSA 1997, with Michael J. Licari.
- “Optimal Performance versus Risk Aversion: An Application of Substantive Weighted Least Squares.” Fourth National Public Management Conference, Athens, Georgia, 1997, with Jeff Gill and George Waller.
- “Ralph's Pretty Good Grocery versus Ralph's Super Market: Separating Excellent Agencies from the Good Ones” MPSA 1998, with Jeff Gill.
- “Representative Bureaucracy and Distributional Equity: Assessing the Hard Question” MPSA 1998, with Robert Wrinkle and J. R. Polinard.
- “Organizational Cheating: The Anti-Solution to the Principal-Agent Problem.” MPSA 1999, with John Bohte.
- “Bureaucracy and Student Achievement: Addressing the Causal Connection.” MPSA 1999, with J.L. Polinard and Robert D. Wrinkle.

- “Modeling the Impact of Public Management: Implications of Structural Context.” University of Arizona Conference on Models and Management, April 1999, with Laurence J. O’Toole.
- “Public Administration Research and Practice: A Methodological Manifesto.” Fifth National Public Management Conference, 1999, College Station, Texas, with Jeff Gill.
- “Minority Teachers and Access to Quality Education.” Conference on Interdisciplinary Pathways to Children’s Learning, Bloomington, IN, August 8-10, 1999.
- “Educating Certain People: Race, Class and Education.” SPSA 1999, with Robert D. Wrinkle and J.L. Polinard.
- “Structure and Discretion: Missing Links in Representative Bureaucracy.” MPSA 2000, with John Bohte.
- “Not with a Bang But a Whimper: How Organizations Fail.” MPSA 2000, with John Bohte.
- “Changing Dimes to Dollars: An Empirical Look at Maslow’s and Herzberg’s Motivation Theories.” APSA 2000, with Warren Eller and Carl Doerfler.
- “Gender, Identity, and Representative Bureaucracy: A Neoinstitutional Approach.” APSA 2000, with Lael Keiser, Catherine Holland, and Vicky Wilkins.
- “Managerial Strategies and Behavior in Networks: A Model with Evidence from U.S. Public Education.” Fifth International Research Symposium on Public Management, CIES, University of Barcelona, 2001, with Laurence O’Toole.
- “Organizations and Inputs: A Path Dependent Analysis of Minority Student Achievement.” MPSA 2001, with Robert Wrinkle, Scott Robinson, and J.L. Polinard.
- “Policy Implementation and Network Management: The Case of U.S. Education Policy.” Annual meeting of the European Consortium for Political Research, University of Kent UK, September 2001, with Laurence J. O’Toole.
- “The Effect of New Goals and Priorities on Agency Responsiveness to Traditional Clientele: An Examination of the EEOC.” APSA 2001, with Michael Pennington and Warren Eller.
- “Representative Bureaucracy and Environmental Change: The Creation of a Gender Gap.” APSA 2001 with Julie Dolan.
- “The Politics of Death: Government Policies and the AIDS Epidemic in Africa.” MPSA 2001, with Jill Nicholson-Crotty.
- “Crime and Punishment: The Politics of Federal Criminal Justice Policy.” MPSA 2001, with Sean Nicholson-Crotty.
- “Measuring Public Management Quality: Validation of a Market-Based Measure.” Paper presented at the Sixth National Public Management Conference, Bloomington, Indiana, October 19-20, 2001, with Laurence J. O’Toole.
- “Bureaucracy Versus Politics: An Empirical Test.” Texas A&M Conference on Political Control of the Bureaucracy, March 1-2, 2002, with Sean Nicholson-Crotty and Laurence J. O’Toole.
- “Size Doesn’t Matter: In Defense of the Small n.” SWPSA, 2002, with Sean Nicholson Crotty
- “Plus ça Change: Public Management, Personnel Stability, and Organizational Performance.” Bush School Conference on Improving Government Performance, February 2002, with Laurence J. O’Toole.
- “The Politics of Latino Education.” WPSA 2002 with Valerie Martinez-Ebers and David Leal.
- “Benevolent Dictator or Queen of Hearts: The Experience of Women Managers in Bureaucracies.” MPSA 2002, with Jill Nicholson-Crotty.
- “The Politics of School Finance: Passing School Bonds.” MPSA 2002, with Nick Theobald.
- “Presidential Signaling in the Economy.” APSA 2002, with Matthew Eshbaugh-Soha.
- “Gender, Representative Bureaucracy and Law Enforcement: The Case of Sexual Assault.” APSA 2002, with Jill Nicholson-Crotty.
- “Measuring the Impact of Network Management on Performance.” International Conference on the Empirical Study of Governance, Management, and Performance, Barcelona Spain, October 4-5, 2002, with Laurence J. O’Toole.
- “Political Structure and Representatives’ Effectiveness: The Case of Latino School Board Members.” WPSA 2003, with Valerie Martinez-Ebers, David Leal, and Eric Gonzalez Juenke.
- “Gender and Management at the Local Level: The Case of School Districts.” MPSA 2003, with Jill Nicholson-Crotty and Alisa K. Hicklin.
- “Structural Choices and Representational Biases: What You See May Not Be What You Get.” MPSA 2003, with Eric Gonzalez Juenke, Robert D. Wrinkle and J.L. Polinard.

- “Delivering Local Government Results in Intergovernmental Networks: Impacts of Structural Networks and Managerial Networking.” European Consortium for Political Research. Marburg Germany, Sept. 18-21, 2003, with Laurence J. O’Toole.
- “Managing Upward, Downward, and Outward: Networks, Hierarchical Relationships and Performance.” APSA 2003, with Laurence J. O’Toole and Sean Nicholson-Crotty.
- “Electoral Structure and the Quality of Representation: The Policy Consequences of School Board Elections.” Harvard Conference on School Boards: Politics and Elections, Cambridge, MA Oct. 16-17, 2003, with Eric Gonzalez Juenke.
- “Desperately Seeking Selznick: Cooptation and the Dark Side of Managing Networks.” Seventh National Public Management Research Association, Georgetown University, October 10-11, 2003, with Laurence J. O’Toole.
- “All That Glitters Is Not Gold: The Benefits and Costs of Network Management.” Association of Public Policy Analysis and Management, November 6-9, 2003, Washington D.C., with Laurence J. O’Toole.
- “Explaining Policy Punctuations: A Multivariate Model of the Punctuated Equilibrium Model of Public Agency Budgets.” MPSA, 2004, with Scott Robinson, Floun’say Caver, and Laurence J. O’Toole.
- “Gender and Emotional Labor in Public Organizations: An Empirical Examination of the Link to Performance.” MPSA 2004, with Kristin Wilson.
- “Management Activity and Program Performance: Gender as Management Capital.” MPSA 2004, with Holly Goerdel and Laurence J. O’Toole.
- “Governance and Performance: Identifying Variables and Explaining Causality.” Conference on Governance and Performance.” The University of Birmingham, Birmingham, UK, March 15-16, 2004.
- “Representative Bureaucracy, Organizational Strategy and Public Service Performance: An Empirical Analysis of English Local Governments.” Conference on Determinants of Performance in Public Organizations, Cardiff University, Cardiff, UK, May 6-8, 2004, with Rhys Andrews, George Boyne, Laurence O’Toole, and Richard Walker.
- “Unsung Impossible Jobs: The Politics of Public Management.” APSA 2004, with Laurence J. O’Toole.
- “Gender, Race and the Theory of Representative Bureaucracy.” MPSA 2005, with Lael Keiser, Daniel Hawes and Marvin Overby.
- “How Much Diversity is Needed to Affect Organizational Performance.” MPSA 2005, with Sharon Mastracci.
- “Networking in the Penumbra: Public Management, Cooptative Links, and Distributional Consequences.” 21<sup>st</sup> European Group for Organizational Studies Colloquium, Berlin Germany, June 30-July 2, 2005, with Laurence J. O’Toole.
- “Strategic Management and Public Organizations: Testing Venerable Ideas against Recent Theories.” APSA 2005 with Laurence J. O’Toole, George A. Boyne and Richard Walker.
- “Social Capital and Diversity: Evaluating the Determinants of Equality in the American States.” APSA 2005, with Rene Rocha and Daniel Hawes.
- “Political Control versus Democratic Values: Reframing the Debate.” 8<sup>th</sup> National Public Management Research Conference, University of Southern California, Los Angeles, CA, Sept. 29-Oct. 1, 2005, with Laurence J. O’Toole.
- “Modeling Public Management: Empirical Analysis of the Management-Performance Nexus.” Tenth International Research Symposium on Public Management, Glasgow, Scotland, April 10-12, 2006, with Laurence J. O’Toole.
- “Latino Politics and the States: How Political Culture Interacts with Electoral Structure.” WPSA 2006, with Rene Rocha, Christopher Olds and Erica Solis.
- “Strategic Public Management and Performance: A Contingency Approach.” MPSA 2006, with Holly T. Goerdel and Laurence J. O’Toole.
- “Nonlinear Impacts of Managerial Networking in Public Organizations.” A Performing Public Sector: The Second Trans-Atlantic Dialogue, Catholic University, Lueven Belgium, June 1-3, 2006, with Alisa K. Hicklin and Laurence J. O’Toole.
- “The Role of Management in Improving Performance of Disadvantaged Students: An Application of Bum Phillips’ ‘Don Shula Rule.’” APSA 2006, with Alisa Hicklin, Daniel Hawes, Rene Rocha and Carl Doerfler.
- “Management Theory and Occam’s Razor: How Public Organizations Buffer the Environment.” APSA 2006, with Laurence J. O’Toole.

- “The Dog that Didn’t Bark: How Public Managers Handle Environmental Shocks.” International Conference on The Determinants of Performance in Public Organizations II, University of Hong Kong, December 7-10, 2006, with Laurence J. O’Toole.
- “Calming the Storm: Collaborative Public Management, Hurricanes Katrina and Rita, and Disaster Response.” The Maxwell School Conference on “Collaborative Public Management,” Washington, DC, September 28-30, 2006, with Scott Robinson, Alisa Hicklin and Laurence J. O’Toole.
- “I’ve Seen Fire and I’ve Seen Rain: Public Management and Performance after a Natural Disaster.” International Public Management Research Symposium, Potsdam, Germany, April 2-4, 2007, with Laurence J. O’Toole.
- “Wake Up Call: Network Alarms, Strategy and Performance.” International Public Management Research Symposium, Potsdam, Germany, April 2-4, 2007, with Rhys Andrews, George Boyne, Laurence O’Toole, and Richard Walker.
- “Hoping for the Dick Vermeil Effect: How Prior Performance Influences the Selection Decision.” MPSA 2007, with Vicky Wilkins and Madinah Hamidullah.
- “Strategy, Structure, Process and Environment in English Local Governments.” MPSA 2007, with Rhys Andrews, George Boyne, Laurence O’Toole, and Richard Walker.
- “Testing the Theoretical Determinants of Political Control over the Bureaucracy: Taking Wood and Waterman Seriously.” APSA 2007, with Laurence J. O’Toole and Daniel P. Hawes.
- “The Human Side of Public Organizations: Contributions to Organizational Performance.” International Research Society for Public Management, Brisbane, Australia, March 26-8, 2008, with Laurence J. O’Toole.
- “More Pieces in the Puzzle: Gender, Representative Bureaucracy and the EEOC.” MPSA 2008, with Vicky Wilkins and Madinah Hamidullah.
- “Race, Representation, and Region: The Puzzle of the Politics of African American Education.” MPSA 2008, with Sadé Walker and Meredith Walker.
- “Tejanos, TAKS, and Taxes: The Politics of K-12 Education in Texas.” Conference on Latinos and Public Policy in Texas, Austin, TX, April 11-12, 2008, with Erin K. Melton.
- “Beware of Managers Not Bearing Gifts: How Management Capacity Augments the Impact of Managerial Networking.” APSA 2008, with Laurence J. O’Toole.
- “Putting Schools on a Diet: Health Inequality and Policy Learning in Fighting Youth Obesity.” APSA 2008, with Ling Zhu.
- “When Politics Fails: Can Management Bring Democracy to Administration?” Conference on Administration, Democracy, and Performance, Manchester University (UK), September 11, 2008, with Laurence J. O’Toole.
- “Organizing for Performance: Is Structure the Missing Link between Strategic Alignment and Organizational Outcomes?” XIII International Research Symposium on Public Management, Copenhagen Business School, Copenhagen Denmark, April 6-9, 2009, with Rhys Andrews, George Boyne, Laurence O’Toole and Richard Walker.
- “Managing Higher Education: A Comparison of Public and Private Universities.” MPSA 2009, with Laurence J. O’Toole and Alisa K. Hicklin.
- “Latino Diversity and the Politics of Education.” Conference on Minorities in Subnational Government, Rice University, May 15-16, 2009.
- “Race, Class and Education Policy: Second Generation Discrimination in the 21<sup>st</sup> Century.” APSA 2009, with Meredith Walker and Sade Walker.
- “Rowing in the Same Direction: The Impact of Managerial Consensus on Program Performance.” APSA 2009, with Laurence J. O’Toole and Alisa K. Hicklin.
- “Environmental Jolts and Public Service Performance.” Public Management Research Conference, Columbus OH, Oct. 1-3, 2009, with Rhys Andrews, George A. Boyne, Laurence J. O’Toole and Richard M. Walker.
- “Theory of Management in Public and Private Organizations.” Public Management Research Conference, Columbus OH, Oct. 1-3, 2009, with Laurence J. O’Toole.
- “I Think (I am doing well), Therefore I Am: Assessing the Validity of Administrators’ Self-assessments of Performance.” MPSA 2010, with Laurence J. O’Toole.
- “Latino Homogeneity: Unexpected Outcomes in the Multiracial Politics of Education.” MPSA 2010, with Erin K. Melton.
- “For the Want of a Nail: The Interaction of Managerial Capacity and Human Resources Management on Organizational Performance.” Conference on Management in Public Services, Center for Markets and Public Organization, University of Bristol, United Kingdom, April 30, 2010.



- “Organizational Performance: Measurement Theory and an Application.” APSA 2010, with Laurence J. O’Toole.
- “Institutional Representation in a Cross-national Perspective: Generalizing from Bureaucracy.” Texas A&M Conference on Democratic Representation, November 12-13, 2010, College Station, TX.
- “Taxes, Incentives, and Economic Growth: Assessing the Impact of Pro-business Taxes on U.S. State Economies.” MPSA 2011, with Soledad Artiz.
- “When Politics Fails: Can Bureaucracy Bring Democracy to Governance?” MPSA 2011 with Laurence J. O’Toole.
- “Isopraxis Leadership: Self-Efficacy, Management Strategy and Organizational Performance.” 11<sup>th</sup> Biannual Public Management Association Conference, Syracuse NY, June 2-4, 2011, with Laurence J. O’Toole.
- “Measuring Organizational Buffering: A Sequential MCMC Approach.” 11<sup>th</sup> Biannual Public Management Association Conference, Syracuse NY, June 2-4, 2011, with Ling Zhu.
- “Evaluating Urban Public Schools: Parents, Teachers and State Assessments.” APSA 2011, with Nathan Favero.
- “Bureaucracy, Politics, and Democracy: Testing Theories of Political Control over the Bureaucracy.” APSA 2011, with Laurence J. O’Toole.
- “Public Management and Monomethod Bias: Avoiding Spurious Results in Survey Research.” Association of Public Policy Analysis and Management, November 3-5, 2011, Washington DC, with Laurence J. O’Toole.
- “Governance Reform: From Theory to Action.” Fordham Institute Conference on Educational Governance for the Twenty-First Century Washington DC, December 1, 2011.
- “Internally and Externally Oriented Public Management Activity and Performance in Dutch Primary Education.” SPSA, New Orleans, LA, January 12-4, 2012, with René Torenvlied, Agnes Akkerman, and Laurence J. O’Toole.
- “The Effect of Autonomy on Managers and their Performance.” SPSA, New Orleans, LA, January 12-4, 2012, with Simon Calmar Andersen, Søren Winter, and Laurence J. O’Toole.
- “A Normative Theory of Bureaucracy: Lessons from H. George Frederickson.” Festschrift in Honor of H. George Frederickson, University of Kansas, April 13, 2012.
- “The Politics of Poverty.” MPSA April 12-15, 2012, with Soledad Artiz.
- “Public Schools as Multidimensional Institutions: Examining Parent and Teacher Evaluations.” MPSA April 12-15, 2012, with Nathan Favero.
- “For the Want of a Bureaucrat: Administrative Capacity and Public Health in Africa.” MPSA April 12-15, 2012, with Cameron Wimpy and Marlette Jackson.
- “Performance in the Polder: A Test of the Public Management Model in Dutch Primary Education.” Presented at the Public Management Research Conference: Seeking Excellence in a Time of Change. Fudan University, Shanghai, China, May 25-7, 2012, with René Torienvlied, Agnes Akkerman, and Laurence J. O’Toole.
- “Goals, Communication, Participation and Feedback: Midlevel Management and Traditional Public Administration.” APSA August 30-September 2, 2012, with Nathan Favero and Laurence J. O’Toole.
- “Business Climate, Income Inequality and Economic Growth: An Environment for Inequality.” APSA August 30-September 2, 2012, with Soledad Artiz.
- “Size, Delegation, and Coproduction: The Impact on Organizational Performance.” Conference on Public Management, Århus University, Denmark, Sept. 28-9, 2012, with Tabitha S.M. Morton.
- “Public Management and Performance: A Theory of Context.” SPSA, Orlando, Florida, January 12-14, 2013, with Laurence J. O’Toole.
- “Networking Management, Social Capital and Student Performance in Physical Fitness: Evidence from Texas School Districts.” SPSA, Orlando, Florida, January 12-14, 2013, with Ling Zhu and Angela Allison.
- “New Growth . . . New Politics? The Political Dynamics of Latino Education.” MPSA, Chicago, IL, April 10-14, 2013, with Angel Luis Molina, Jr.
- “Goals and Goal Ambiguity, Communication, Participation, and Feedback: Midlevel Management and Traditional Public Administration.” MPSA, Chicago, IL, April 10-14, 2013, with Nathan Favero and Laurence J. O’Toole, Jr.
- “Public Management and Performance: A Theory of Context.” 12<sup>th</sup> Public Management Research Association Meetings, Madison WI, June 20-22, 2013, with Laurence J. O’Toole.
- “Management Decisions in a Performance Driven System: Theory and Empirical Tests in Higher Education.” 12<sup>th</sup> Public Management Research Association Meetings, Madison WI, June 20-22, 2013, with Amanda Rutherford.
- “Formalizing Punctuated Equilibrium: Constructing a Falsifiable Theory of Policy Change,” APSA August 2013, with Nathan Favero.

- “Public Management, Context, and Performance: In Quest of a More General Theory,” APSA August 2013, with Laurence J. O’Toole Jr.
- “The Role of Managerial Contexts at National and Local Levels: Public Management and Performance in U.S. and Denmark Schools,” SPSA January 2014, with Nathan Favero, Simon Calmar Andersen, Laurence J. O’Toole and Søren Winter.
- “Social Capital and Bureaucratic Performance: Testing Dynamic Hypotheses.” SPSA, January 2014, with Mallory Compton.
- “Proverbs and the Evolution of Public Administration.” American Society for Public Administration, Washington, DC, March 17, 2014.
- “The Impact of Tax Policy on Income Inequality in the States.” MPSA 2014, with Soledad Artiz Prillaman.
- “Transcending Theory and Unidimensionality: An Empirical Exposition of Public Manager Types,” MPSA 2014, with Vibeke Nielsen, Mogens Pedersen, and Nathan Favero.
- “Social Context, Management Strategies, and Organizational Performance: How Social Capital Moderates Managerial Effects.” International Research Symposium on Public Management, Ottawa, Canada April 9, 2014, with Nathan Favero and Mallory Compton.
- “Help! I Need Somebody: Performance Information and Managerial Networking in Public, NonProfit, and Private Nursing Homes.” Public Management Research Conference, Seoul, South Korea, June 29-July 1, 2014, with Ohbet Cheon.
- “Administrative Capacity and Health Care in Africa: Path Dependence as a Contextual Variable.” Academy of Management, Philadelphia, August 2-5, 2014, with Cameron Wimpy and Marlette Jackson.
- “Race, Structure and Partisanship: Effective Substantive Representation in Urban Education.” APSA 2014, with Amanda Rutherford.
- “Let Them Eat Tax Credits: State Tax Policy and Income Inequality.” APSA 2014, with Soledad Artiz Prillaman.
- “Examining Perceptual and Archival Measures of Performance in the Context of Nursing Home Care.” Association of Public Policy Analysis and Management, Albuquerque NM, November 8-10, 2014, with Anna A. Amirkhanyan, Laurence J. O’Toole, Jr., Mueen A. Dakhwe and Shawn Janzen.
- “Is the Performance Effect of Management Underestimated? Comparing Public Managers' and Front-line Employees' Perceptions of Management,” SPSA January 15-17, 2015, with Nathan Favero, Simon Calmar Andersen, Laurence J. O’Toole and Søren Winter.
- “Environmental Complexity, Managerial Strategy and Organizational Performance,” SPSA January 15-17, 2015, with Kristen Carroll.
- “If Management Matters, What About the Sector? Evaluating Public and Private Managers in U.S. Higher Education,” MPSA 2015, Chicago, IL, April 16-19, 2015, with Claire Stieg.
- “Exploring the Antecedents and Implications of Managerial Perceptions of Regulation: The Case of Nursing Homes.” 13<sup>th</sup> National Public Management Research Conference, June 11-13, 2015, Minneapolis, MN, with Anna Amirkhanyan and Laurence O’Toole.
- “Managers’ Implementation Responses to Policy and Management Reforms.” 13<sup>th</sup> National Public Management Research Conference, June 11-13, 2015, Minneapolis, MN, with Nathan Favero, Simon Calmar Andersen, Laurence J. O’Toole and Søren Winter.
- “Representative Bureaucracy and Public Service Performance: Where, Why and How Does Representativeness Work?” European Group on Public Administration, August 26-28, 2015 Toulouse, France with Rhys Andrews, Sandra Groeneveld, and Eckhard Schröter.
- “A Substantive Seat at The Table? Election Systems and Policy Responsiveness in Latino Education Policy.” APSA September 3-6, 2015, San Francisco, with Angel L. Molina, Jr.
- “Women and Public Administration in Comparative Perspective: The Case of Representation in Brazilian Local Governments.” ASPA March 18-22, 2016, Seattle Washington, with Kendall Funk.
- “Leadership in the Eyes of Subordinates: A Field Experiment Comparing Public and Private Organizations.” ASPA March 18-22, 2016, Seattle Washington with Seung-ho An, Lotte Bøgh Andersen, and Anne Bøllingtoft.
- “Seeing Eye to Eye: The Alignment of Leaders and Subordinates in Public and Private Organizations.” MPSA, April 5-9, 2016, Chicago, with Lotte Bøgh Andersen, Anne Bøllingtoft Seung-ho An, Ulrich Nielsen, Jacob Ladenburg, and Heidi Salomonsen.
- “The Specter of Social Capital: Bringing New Evidence to the Debate about Race.” MPSA, April 5-9, 2016 with Mallory Compton.

- “How Managers Respond to a Policy and Management Reform.” Public Management Research Conference, June 24-26, 2016, Aarhus, Denmark, with Nathan Favero, Simon Calmar Andersen, Laurence J. O’Toole and Søren Winter.
- “Coping with Munificence, Complexity and Dynamism: A Theory of Managing the Environment.” Public Management Research Conference, June 24-26, 2016, Aarhus, Denmark, with Petra van den Bekerom.
- “Investigating Phlogiston: Gender, Leadership and Organizations.” European Group on Public Administration, August 24-26, 2016, Utrecht, the Netherlands, with Seung-ho An.
- “Parents, Teachers, Principals, and Students in a Centralized System: Judging the Quality of Schools.” SPSA, January 12-14, 2017, New Orleans, Louisiana, with Miyeon Song.
- “Paying the High Price: Politics and the Public Health of Medical Marijuana Policy.” MPSA April 6-9, 2017 with Austin McCrea, Angela Allison and Chandler Dawson.
- “Black and White: Minority Managerial Behavior and Organizational Context.” MPSA, April 6-9, 2017 with Kristen Carroll, Kenicia Wright, and Kiyadh Burt.
- “Gender, Performance and Public Managers: An Experiment on Gender Stereotypes and Public Perceptions.” Public Management Research Conference, Washington DC, June 2017 with Kendall Funk.
- “Representative Bureaucracy, Gender, and Decentralization: A Cross-National Examination of Fifteen Countries.” Public Management Research Conference, Washington DC, June 2017 with Miyeon Song and Seung-ho An.
- “How Gender Congruence Affects Leadership Training Effects,” European Group on Public Administration, August 2017, Milan, Italy, with Trine H. Fjendbo, Seung-Ho An, and Christian Bøtcher Jacobsen.
- “Leadership and the Inducements-Contributions Balance: Comparing the Public and Private Sector,” European Group on Public Administration, August 2017, Milan, Italy, with Seung-Ho An.
- “Learning on the Job: The Impact of Managerial Experience on Nursing Home Performance,” Association for Public Policy Analysis and Management, November 3, 2017, Chicago, IL with Anna Amirkhanyan, Beth Hawks, and Seung-ho An.
- “Healthcare in America: The Relationship between Subjective and Objective Assessments of Hospitals,” SPSA January 4-6, New Orleans Louisiana with Austin McCrea, Miyeon Song and Ohbet Cheon.
- “Can Bureaucracy Dodge Bullets? Examining Blame Attribution in Military Contracting,” Annual Meeting of the International Studies Association, April 4-7, San Francisco, with Austin Johnson and Nehemia Geva.
- “Tenure v. Temporary: How Tenure Protections Enhance Representative Bureaucracy.” MPSA April 5-8, 2018, Chicago, IL. with Daniel L. Fay and Vicky M. Wilkins.
- “Administrative Capacity, Context, and Educational Outcomes in Contemporary Africa.” MPSA April 5-8, 2018. Chicago, IL., with Cameron Wimpy.
- “To Delegate or Not to Delegate: Quality Standards, Implementation Autonomy, and Citizen Satisfaction.” MPSA April 5-8, 2018. Chicago, IL., with Miyeon Song and Seung-ho An.
- “Walking the Walk: Does Perceptual Congruence between Managers and Employees Promote Employee Well-being?” Conference on People Management in Education 2018, Tilburg University, the Netherlands, May 25, 2018 with Miyeon Song.
- “Public Administration and the Failure of Politics: The Decline of Governance.” APSA August 30-September 2, 2018, Boston, MA with Mallory Compton, John Polga-Hecimovich, Miyeon Song, and Cameron Wimpy.
- “Public Management, Performance, and Context: A Cross-National Examination.” APPAM, November 10, 2018, Washington DC, with Seung-ho An and Miyeon Song.
- “Goal Ambiguity and Performance in US Nursing Homes.” APPAM, November 10, 2018, Washington DC, with Anna Amirkhanyan and Miyeon Song.
- “Citizen Participation and Its Impact on Performance in U.S. Nursing Homes.” APPAM, November 8, 2018, Washington DC, with Anna Amirkhanyan, Ohbet Cheon, Jourdan Davis, and Fei Wang.
- “‘Great Expectations’: Parent Aspirations, Children’s Academic Achievement and Its Effect on Citizen Satisfaction.” MPSA April 4-7 2019 with Minjung Kim, Nathan Favero, and Miyeon Song.
- “Citizen Participation in Public Service Delivery: The Role of Citizen Participation in Promoting Social Equity.” ASPA March 12, 2019, Washington DC with Seung-ho An and Miyeon Song.
- “The Impact of the CMS National Background Check Program on Performance in US Nursing Homes.” PMRC 2019, Chapel Hill, NC, June 11-14 with Anna Amirkhanyan, Jourdan Davis, and Fei Wang.
- “Optimal Turnover Rates and Performance in Public Organizations: Theoretical Expectations.” PMRC 2019, Chapel Hill, NC, June 11-14 with Seung-ho An.

- “Negativity Bias or Hot Hand Effect? Linking Performance Gaps and Innovation.” APSA 2019, Washington DC, August 29-September 1, with Ling Zhu.
- “Sector Bias and the Credibility of Performance Information: An Experimental Study of Elder Care Provision.” APPAM 2019, Denver Colorado, Nov. 7-9 with Anna Amirkhanyan, Jourdan Davis, and Miyeon Song.
- “Do We Care about Democracy? Understanding the Effect of Public Participation on Citizens' Perceptions of Government Performance.” MPSA April 16-19, 2020, Chicago IL, with Anna Amirkhanyan, Miyeon Song and Fei Wang.
- “What Sector Do Consumers Prefer for the Delivery of "Public" Services? A Comparative Analysis of the US and China.” ARNOVA Virtual Conference, Oct. 11, 2020, with Anita Dhillon and Xiaoyang Xu.

### Materials Reprinted

- “Representative Bureaucracy and Policy Preferences: A Study in the Attitudes of Federal Executives.” *Public Administration Review* 36 (July/August 1976), 458-469, reprinted in Dean L. Yarwood, *Public Administration, Politics and the People*. New York: Longman, 1987. Also reprinted in Julie A. Dolan and David H. Rosenbloom, *Representative Bureaucracy: Classic Readings and Continuing Controversies*. Armonk, NY: M.E. Sharpe, 2003, 84-96.
- “Hispanic Americans and Educational Policy: Limits to Equal Access.” *Journal of Politics* 48 (November 1986), 850-876, with Luis Ricardo Fraga and Robert E. England, reprinted in F. Chris Garcia, *Latinos in the Political System*. Notre Dame, IN: University of Notre Dame Press, 1988, 385-410. Also reprinted in F. Chris Garcia, *Pursuing Power*. Notre Dame, IN: University of Notre Dame Press, 1997, 286-313.
- “Regulatory Agencies: Inside the Black Box,” in Paul Peretz, *The Politics of American Economic Policy Making*. New York: M.E. Sharpe, 1987, 98-104 [Reprinted from *Regulation*].
- “The Myths of Regulation,” in Frederick S. Lane, *Current Issues in Public Administration*. New York: St. Martin's Press, 1990, 500-507 [reprinted from *Regulation*]
- “Active Representation in Educational Bureaucracies: Policy Impacts.” *Administration and Politics* 2 (Winter 1992), 3-4 summarized and reprinted from *American Review of Public Administration* 22 (September 1992), 157-171.
- “Presidential Control Versus Bureaucratic Power: Explaining the Reagan Revolution in Antitrust,” in *The Evolution of Antitrust Policy, From Johnson to Bush*, Robert F. Himmelberg, editor. New York: Garland, from *American Journal of Political Science* 34 (February 1990), 269-287, with Marc Allen Eisner.
- “Controlling Bureaucracy: Ethics and Participation.” pp. 419-459, in *The Political Environment of Public Management*, Peter Kobraak, editor. New York: HarperCollins, 1994, from *Politics and the Bureaucracy* 3rd edition.
- “American Schools Are Not in Trouble, Thank You.” *Public Administration Times* 19 (March 1, 1996), p. 10 reprinted from *The Case Against School Choice*, with Kevin B. Smith.
- “School Choice: Panacea or Pandora's Box,” in Kevin Ryan and James Cooper, editors, *Kaleidoscope: Readings in Education*. 8th edition. Boston, MA: Houghton Mifflin. Also John A. Hird and Michael Reese. *Controversies in American Public Policy*. New York: St. Martins 1998; second edition, New York: Worth Publishing 1999, reprinted from *Phi Delta Kappan* 77 (December 1995), 312-316, with Kevin B. Smith.
- “Regulation: Politics, Bureaucracy and Economics,” in Stella Z. Theodoulou and Matthew A. Cahn, editors, *Public Policy: The Essential Readings*. Englewood Cliffs: Prentice Hall, 1994, reprinted from *Regulation*.

- “Bureaucracy and Democracy: The Case for More Bureaucracy and Less Democracy,” in J. Steven Ott and E. W. Russell, eds. *Introduction to Public Administration: A Book of Readings*. New York: Longman, 2001, from *Public Administration Review* 1997.
- “Do Different Funding Mechanisms Produce Different Results? The Implications of Family Planning for Fiscal Federalism” in Beaufort B. Longest, Jr. *Contemporary Health Policy*. Chicago: Health Administration Press, from the *Journal of Health Politics, Policy and Law*, 1998, with Deborah R. McFarlane.
- “The Impact of Representative Bureaucracies: Educational Systems and Public Policies,” in Julie A. Dolan and David H. Rosenbloom, *Representative Bureaucracy: Classic Readings and Continuing Controversies*. Armonk, NY: M.E. Sharpe, 2003), 125-33, reprinted from "Active Representation in Educational Bureaucracies: Policy Impacts." *American Review of Public Administration* 22 (September 1992), 157-171, with Joseph Stewart, Jr.
- “Modeling the Impact of Public Management: The Implications of Structural Context,” in George Boyne and Rachel Ashworth, *Organizing Government*. London: Sage, 2010, reprinted from *Journal of Public Administration Research and Theory* 9, 505-526, with Laurence J. O’Toole.
- “Ode to Luther Gulick: Span of Control and Organizational Performance.” in B. Guy Peters and Jon Pierre, *Public Administration*. London: Sage, 2015, Volume 1, 141-160 reprinted from *Administration & Society* 32 (May 2000), 115-137, with John Bohte.
- “Lipstick and Logarithms: Gender, Institutional Context and Representative Bureaucracy.” in B. Guy Peters and Jon Pierre, *Public Administration*. London: Sage, 2015, Volume 2: 87-109 reprinted from *American Political Science Review* 96 (September 2002), 553-564, with Lael R. Keiser, Vicky Wilkins, and Catherine Holland.

## **Reviews of Published Books**

### *Regulation: Politics, Bureaucracy and Economics.*

- American Political Science Review 79 (December 1985), 1196-97.  
Public Choice (1989), 192-195.  
California Management Review 29 (Summer 1987), 169-84.  
Journal of Policy Analysis and Management 5 (Autumn 1985), 163-4.

### *Politics and the Bureaucracy.*

- Polity 13 (Spring 1981), 484-494.  
Public Administration Review 49 (May/June 1989), 301-303.

### *The Political Economy of Regulation: The Case of Insurance.*

- Journal of Economic Literature 27 (December 1989), 1711-12  
Journal of Politics 52 (February 1989), 284-287.  
Public Choice (1989), 192-195.  
Professional Agent (October 1989).  
Journal of Risk and Insurance 56 (June 1989), 368-70.  
Choice (November 1988), 431.  
Business History Review (Summer, 1990), 351-352

### *Race, Class and Education: The Politics of Second Generation Discrimination.*

- Southern Changes 12 (August 1990), 18.  
Choice (October 1990), 515-6.  
Journal of Politics 53 (February 1991), 245-247.  
Wisconsin State Journal (February 10, 1991).

Public Administration Review 51 (July/August 1991), 367-368.  
American Journal of Sociology 97 (June 1991), 241-3.  
Journal of Negro Education 60 (Winter 1991), 120-1.  
American Political Science Review 85 (September 1991), 1034-5.  
The Annals (November 1991), 214-215.  
The Journal of American Ethnic History (Spring 1993), 85-87.  
Ethnic and Racial Studies 15 (October 1992), 627-32.

*The Politics of Hispanic Education: Un paso pa'lante y dos pa'tras.*

The Education Digest (December 1991), 77-78.  
Choice (October 1991), 449-500.  
Harvard Education Review 61 (November 1991), 493-4.  
Thought and Action: The NEA Higher Education Journal 8 (Spring 1992), 99-103  
American Political Science Review 86 (June 1992), 542.  
Social Science Quarterly 73 (November 1992), 722.  
International Migration Review 26 (Number 4 1992), 1464-5.  
Political Research Quarterly 46 (September 1993), 691-701.

*The Politics of Sin: Drugs, Alcohol and Public Policy.*

Policy Currents (February 1995), 10.  
Journal of Policy Analysis and Management 14 (1995), 475.  
Public Choice 83 (Number 3&4, 1994), 382-4.  
Public Productivity and Management Review 19 (December 1995), 231-4.  
International Review of Administrative Sciences (1996), 639-40.  
American Review of Public Administration (December 1995), 393-4.  
Business Library Review (1997), 121-3.  
Journal of Policy History 8 (Number 2 1997), 267-72.

*The Case Against School Choice: Politics, Markets and Fools.*

American Political Science Review 89 (December 1995), 1039-40.  
British Journal of Sociology of Education 18 (Number 3, 1997), 451-468.

*Regulation and Consumer Protection*

Journal of Consumer Affairs 34 (Winter 2000), 368-371  
Advancing the Consumer Interest 10 (Fall 1998), 38-9.

*The Politics of Fertility Control*

Choice 39 (December 2001), 761.  
Contemporary Sociology 32 (March 2002), 229-31.  
NWSA Journal 14 (Number 3 2002), 212-5.  
Journal of Health Politics, Policy and Law 27 (December 2002), 1050-2.

*What Works: A New Approach to Program and Policy Analysis*

Policy Studies Journal 28 (December 2000), 881-2.

*Politics, Policy and Organizations: Frontiers in the Scientific Study of Bureaucracy*

Perspectives on Political Science 2 (November 2004), 845-6.  
Journal of Policy Analysis and Management 24 (Fall 2005), 880-2.  
International Public Management Journal 8 (Number 3 2005), 439-445.  
Perspectives on Political Science 4 (November 2006), 777-8.  
Public Administration Review 68 (November/December 2008), 1151-2.

*Applied Statistics for Public Administration*

Public Performance and Management Review 28 (June 2005), 550-558.

Journal of Public Administration Research and Theory 24 (January 2014), 235-243.  
American Review of Public Administration 45 (Number 2, 2015), 237-242.

*Public Service Performance: Perspectives on Measurement and Management*

Journal of Public Administration Research and Theory 14 (October 2007), 680-682.  
The Academy of Management Review 33 (April 2008), 561-564.

*Bureaucracy in a Democratic State: A Governance Perspective*

American Review of Public Administration 37 (December 2007), 501-4.  
Journal of Public Administration Research and Theory 18 (Number 2 2008), 345-7.  
Public Administration 86 (Number 1 2008), 298-300.  
Public Administration Review 68 (September/October 2008), 932-3.  
Australian Journal of Political Science 42 (September 2007), 523-24.

*The Politics of Latino Education*

Teachers College Record (August 1, 2011), <http://www.tcrecord.org> ID Number: 16502  
Education Update (March/April 2012),  
<http://www.educationupdate.com/archives/2012/MAR/HTML/books-politicslatinoed.html>  
Journal of School Choice 8 (Number 2 2014), 353-355.

*Latino Politics: Identity, Mobilization, and Representation*

Centro Journal (April 1, 2009), 261-264.

*The Politics of African American Education: Representation, Partisanship, and Educational Equity*

Perspectives on Politics (September 2017), 898-900.  
Journal of School Choice, (November 2017) 11:(4):658-659.  
Journal of Race, Ethnicity and Politics (April 2018), <https://doi.org/10.1017/rep.2017.27>

*Comparative Public Management: Why National, Environmental, and Organizational Context Matters*

Governance (2018), 596-598.

## **Department and University Service**

### **Rice University**

*University*

Faculty Associate, Weiss College 1976-77

*Department*

American Politics Recruitment Committee, 1976-77  
Graduate Advisor 1976-77

### **University of Oklahoma**

*University*

Computer Advisory Committee 1982-84  
Advisor Young Democrats 1980-84

*Department*

MPA Committee, 1979-83  
Research Tools Committee, 1983-84  
Methodology Recruitment Committee, 1978-79  
American Politics Recruitment Committee, 1981-82

Graduate Committee, 1979-82  
Advisor, Pi Alpha Alpha 1978-79

### **University of Wisconsin-Madison**

#### *University*

Data and Computation Center Evaluation Committee, 1986-87  
University Senate, 1986-88  
Committee on Sexual Harassment Policy, 1987-89  
Graduate School Admissions and Fellowships Committee, 1988-89

#### *LaFollette Institute*

Executive Committee, 1985-89  
Research Committee, 1985-88  
Curriculum Committee, 1985-89  
Admissions Committee, 1986-88  
Coordinating Committee, 1987-89

#### *Political Science Department*

Teaching Assistant Policies and Procedures Committee, 1985-88  
Computer Committee, 1985-88  
Assistant Professor Review Committee, 1985-89 (Chair 1986-87)  
Executive Committee Secretary, 1985-86, 1988-89  
Admissions and Fellowships Committee, 1987-89  
Public Choice Recruitment Committee, 1988-89  
Political Behavior Recruitment Committee, 1986-88 (chair 1987-88)  
Methodology Recruitment Committee, 1987-88  
Promotion Committee, 1987-88

### **University of Wisconsin-Milwaukee**

#### *University*

Institute on Race and Ethnicity 1991-97  
Faculty Sponsor, Honorary Degree for Lucius Barker 1992  
Vice Chancellor's Committee to Create a Hispanic Studies Certificate 1993-94  
Vice Chancellor's Task Force on Urban Education 1993-94  
Member, Graduate Dean's ad hoc Committee on Social Science and Humanities Research 1994-95

#### *Department*

Graduate Committee 1985-88, 1992-93, 1995-96  
Full Professors Committee 1985-86, 1987-88, Chair 1992-93  
Judicial Behavior Recruitment Committee (chair) 1985-86  
Wilder Crain Recruitment Committee, 1985-86  
Tenure Advocate 1986, 1993  
Minority Politics Recruitment Committee 1992-93  
Computer Lab Committee 1993-95  
Workload Committee, 1995-96

### **Texas A&M University**

#### *Department*

Placement Director, PhD Program, 2005-2015.  
Coordinator, Program in American Politics 1998-2001.  
Graduate Committee, 1998-2000, 2005-2015.  
Ad Hoc Committee on Cornerstone Professorships, 2007.



Third Year Research Review Committees: Rogers 1998, Lipsmeyer 2008, Manzano/Parker-Stephen 2010, Godwin 2011, Pedraza 2013.

Third Year Teaching Committees: McKenzie 2008; Kellam 2012.

Promotion Research Committees: West 2000, Halter 2003, Kellstedt 2005, Taylor-Robinson 2010, Lipsmeyer 2011, Whitten 2012, Pacek 2013, Fulton 2014, Escobar-Lemmon 2016.

Recruitment Committee, American Politics, 1998-9.

Recruitment Committee, Public Policy (chair), 2001.

Recruitment Committee, International Relations, 2001-2.

Head's Advisory Committee, 1998-9, 2005-7, 2013-14.

Recruitment Committee, Race and Ethnic Politics (chair), 2003-4.

Recruitment Committee, Public Administration and Public Policy, 2002-4.

Recruitment Committee, Race and Ethnic Politics (chair), 2004-5.

Recruitment Committee, Comparative Public Policy (chair), 2005-6.

Recruitment Committee, Race and Ethnic Politics (chair), 2006-7.

Recruitment Committee, Public Administration and Public Policy (chair), 2007-8.

Recruitment Committee, African American Politics & Latino Politics (chair), 2008-9.

Recruitment Committee, Race and Ethnic Politics (chair), 2009-10.

Recruitment Committee, senior line in American politics, 2011-12.

Recruitment Committee, Race/Public Policy (chair), 2012-13.

Recruitment Committee, Political Economy, Policy, Institutions (cochair), 2014-15.

Coordinator, Texas Educational Excellence Project, 1998-

Chair, Department Head Search Committee, 2001-3.

Undergraduate Committee 2003-2005.

Diversity Committee 2011-12.

Head Search Committee 2013-14.

Department Accreditation Self-Study Committee 2013-14.

Department Awards Nomination Committee 2013-2014.

Graduate Exam Committees:

Public Administration and Public Policy: Spring 1999, Summer 1999 (chair), Fall 2000, Spring 2001, Fall 2001 (chair); Spring 2002 (chair); Summer 2002, Fall 2002 (chair), Fall 2003 (chair), Fall 2004 (chair), Fall 2005 (chair), Spring 2006 (chair), Fall 2006 (chair), Spring 2007 (chair), Fall 2007 (chair), Spring 2008 (chair), Summer 2008, Fall 2008 (chair), Spring 2009 (chair), Fall 2009 (chair), Fall 2011 (chair), Spring 2012 (chair), Spring 2013 (chair), Fall 2013 (chair), Spring 2014 (chair), Fall 2014 (chair), Fall (chair) 2015, Spring 2016 (chair), Fall 2016, Spring 2017, Summer 2017.

American Politics: chair, Summer 1999.

Methods: chair Fall 2000.

Race and Politics: Fall 2007, Fall 2008 (chair), Spring 2009 (chair), Fall 2009, Fall 2011 (chair), Summer 2012 (chair), Fall 2013 (chair), Spring 2014 (chair), Fall 2015, Fall 2016 (chair), Spring 2017.

### *University*

Chair, Recruitment Committee, Bush School of Government 1998-9.

Dean's Advisory Committee for Promotion and Tenure, College of Liberal Arts 1999-2002.

Recruitment Committee, Dean of the Bush School of Government 1999-2001.

Coordinator, Program in Public Policy and Administration, 2000-2.

Director, Center for Presidential Studies, Policy and Governance, 2001-2.

Executive Committee, Bush School of Government, 1999-2002.

Faculty Recruitment Committee, Bush School of Government 2001-2.

Provost's Task Force on Children, Youth and the Family, 2002-3.

Bush Excellence in Public Service Awards Committee, 2003-4.

Dean's Advisory Committee on Endowed Professorships, College of Liberal Arts, 2003-6, chair 2004-6.

Texas A&M University Press Faculty Advisory Committee, 2005-2011.

Recruitment Committee, Educational Finance, Texas A&M College of Education, 2005-6.  
 Texas A&M Proposal Evaluation Committee for NSF-Partnership for International Research and Education grant applications, 2006.  
 College of Liberal Arts Committee to Evaluate the College's Progress on Texas A&M's 2020 goals, 2006-7.  
 Distinguished Professors Promotion Subcommittee, 2007, 2008, 2010.  
 Member, Academic Master Plan Steering Committee, Texas A&M University, 2008-9.  
 Co-chair, Academic Master Plan Research Roadmap Committee, Texas A&M University, 2008-9.  
 Graduate Merit Fellowships Review Committee, 2010, 2011, 2012, 2013, 2014.  
 Texas A&M University Committee to Evaluate 2020 Progress, Subcommittee on Enhancing Graduate Education, 2011.  
 College of Liberal Arts Council, 2011-12.  
 Texas A&M Committee on Former Students' Association Service Awards, 2012.  
 Committee to Evaluate the Race and Ethnic Studies Institute, College of Liberal Arts, 2013.  
 Phi Beta Kappa, Texas A&M Committee on Alumni/ae and Honorary Members, Chair 2013-4.  
 Strategic Planning Committee, Chancellor's Review of Administrative Structure and Efficiency, 2013.  
 Chair, College of Liberal Arts, Distinguished University Professors Evaluation Committee, 2013, 2014.  
 Graduate Diversity Fellowships Review Committee, 2014.  
 Bush School Distinguished Professor Review Committee, 2015, Chair 2017.  
 Bush School Faculty Development Leave Committee, 2016.

#### **American University**

Chair, Diversity Post-Doc Recruitment Committee, 2018-9.  
 Faculty Advisor, PhD Diversity and Inclusion Committee, 2019-2020.  
 Faculty Advisor, MPA/MPP Diversity and Inclusion Committee, 2019-2020.  
 Organizer, Public Management Tuesday Brown Bag, 2020-  
 Promotion Committee, Term Faculty, School of Public Affairs, 2020-21.

#### **Ph.D Committees**

John Patrick Plumlee, 1976, (chair) Professor, University of North Florida  
 Patricia Hurley, 1976, Professor, Texas A&M University  
 Kenneth W. Kramer, 1977, (chair), Director, Lone Star Sierra Club  
 Jan R. van Lohuizen, 1977, (chair), President, Voter Consumer Research, Inc. (pollster)  
 Allan O. Weiss, 1981, Associate Professor, Mankato State, deceased  
 T.R. Carr, 1983, Professor, Southern Illinois-Edwardsville  
 Kenneth N. Bickers, 1986, Professor, University of Colorado  
 Marc Eisner, 1989, Henry Merritt Wriston Professor of Public Policy, Wesleyan University  
 Evan Ringquist, 1990 (chair), Lynton Caldwell Professor of Public Policy, Indiana University, deceased  
 Jeffrey Worsham, 1991 (chair), Professor, West Virginia University  
 Kevin B. Smith, 1994 (chair), Professor, University of Nebraska  
 Lael R. Keiser, 1996 (chair), Professor, University of Missouri  
 Michael J. Licari, 1997 (chair), Provost, Indiana State University  
 Donald P. Haider-Markel 1997, (chair), Professor, University of Kansas  
 Audra K. Grant 1998, (chair), Senior Research Manager NORC  
 Thomas Schlesinger, 1999 (chair), Policy analyst, Gunderson Health Care  
 Alesha Doan, 2000, (chair), Associate Professor, University of Kansas  
 Andrew Barrett, 2000, Assistant Professor, Marquette University  
 Scott Robinson, 2001 (chair), Senator Henry Bellmon Professor, University of Oklahoma  
 Adam Warber, 2002, Associate Professor, Clemson University  
 William Harlow (Speech Communications), 2002, Assistant Professor, Texas Tech University

Matthew Eshbaugh-Soha, 2002, Professor, University of North Texas  
 Melissa Scheier, 2003, Professor, Georgetown College  
 Sean Nicholson-Crotty, (chair), 2003, Professor, Indiana University  
 Martin Carcasson (Speech Communications), 2004, Assistant Professor, Colorado State University  
 Carl Doerfler, (chair), 2004, Associate Professor, University of Montevallo  
 James Cottrill, 2004, Associate Professor, Saint Cloud State University  
 Eric Gonzalez Juenke (chair) 2005, Associate Professor, Michigan State University  
 Warren Eller, (chair), 2005, Associate Professor, John Jay College of Criminal Justice  
 David Pitts (University of Georgia) 2005, Associate Professor American University  
 Gregory C. Hill (chair), 2006, Chief Administrative Officer, University of Utah Asia  
 Alisa K. Hicklin, (chair) 2006, Professor, University of Oklahoma  
 Rene R. Rocha, (chair) 2006, Professor, University of Iowa  
 Quan Li, 2006, Assistant Professor, University of Central Florida  
 Sara Jordan, (co-chair), 2006, Assistant Professor, Virginia Tech University  
 Holly T. Goerdel, (chair) 2007, Associate Professor, Dept. of Public Administration, University of Kansas  
 Nick Theobald, (chair), 2007, Visiting Assistant Professor, Cal Poly, San Luis Obispo  
 Claudia Avellañeda, 2007, Associate Professor, Indiana University  
 Michael Pennington, (chair), 2007, Associate Professor, West Virginia State University  
 Kathrin A. Parks, Sociology, 2007, Associate Professor, Loras College  
 Daniel Hawes, (chair), 2008, Associate Professor, Kent State University  
 Jose Villalobos, 2008, Associate Professor, University of Texas El Paso  
 Nicolai Petrovsky, (cochair), 2009, Associate Professor, City University of Hong Kong  
 Morgen Johansen, (cochair), 2009, Professor, University of Hawaii  
 Madinah Hamidullah (University of Georgia), 2009, Associate Professor, Rutgers University  
 Dwight Robler, 2009, U.S. Air Force, Air War College  
 Stephen Sargent, (chair), 2009, Staff member, U.S. Congress  
 Ashley Ross, 2010, Assistant Professor, Texas A&M Galveston  
 Zowie Hay, 2010, Treasury Department, United Kingdom  
 Erin Melton, (chair) 2011, Assistant Professor, University of Connecticut  
 Ling Zhu, (chair) 2011, Associate Professor, University of Houston  
 Meredith Walker, (chair), 2011, research associate, United Negro College Fund, Adjunct Professor American Univ.  
 Donathan Brown, 2011, Communications, Associate Professor, Ithaca College  
 Dan Gade (University of Georgia), 2011, Assistant Professor, U.S. Military Academy  
 Mary Barnes-Tilly (chair), 2011, Provost, Collin College  
 Renita Miller (Rice University), 2011, Associate Dean Access, Diversity and Inclusion, Princeton University.  
 Christopher Anderson, 2013, Research Analyst, Global Skills Xchange  
 Tabitha Morton (chair), 2013, Assistant Professor, Prairie View A&M University  
 K. Jurée Capers (chair), 2013, Associate Professor, Georgia State University.  
 Eunju Rho (University of Georgia), 2013, Assistant Professor, Northern Illinois University  
 Carla Flink (chair), 2014, Assistant Professor, American University  
 Cameron Wimpy, 2014, Assistant Professor, Arkansas State University  
 Amanda Rutherford (chair), 2015, Associate Professor, Indiana University  
 Angel Molina, Jr. (chair), 2015, Assistant Professor, Arizona State University  
 Brian Shreck (chair), 2015, Policy Analyst, State of Rhode Island  
 Abhisekh Ghosh Moulick (chair), 2015, Assistant Professor, University of North Carolina  
 Nathan Favero (chair), 2016, Assistant Professor, American University  
 Andrea Eckelman (University of Houston), 2016, Assistant Professor, University of Montevallo  
 Ohbet Cheon (chair), 2016, Assistant Professor, Clarkson University School of Business  
 Mallory Compton (chair), 2016, Assistant Professor, Bush School, Texas A&M  
 David Switzer, 2017, Assistant Professor, University of Missouri  
 Kendall Funk (co-chair), 2017, Assistant Professor, Arizona State University  
 Kristen Carroll (chair), 2017, Post Doctoral Scholar, Peabody School, Vanderbilt University  
 Seung-ho An (chair), 2018 Assistant Professor, University of Arizona  
 Kenicia Wright (University of Houston), 2018, Assistant Professor, University of Central Florida

James Wright II (American University), 2018, Assistant Professor, Florida State University  
M. Apolonia Calderon (chair), 2018, Assistant Professor, University of Maryland  
Beth Hawks (American University), 2018, Assistant Professor Uniformed Services University  
Jeremey Turner (co-chair), 2018, Air War College  
Suyeon Jo (Syracuse University), 2019, Assistant Professor University of Arizona  
Miyeon Song (chair), 2019, Assistant Professor, University of South Carolina  
Gabe Miller (Sociology), 2020, Assistant Professor, Mississippi State University  
Wallis Romzek, in progress  
Fei Roberts, in progress  
Jourdan Davis (chair) in progress  
Carley Weted, in progress  
Aeric Koerner, in progress

### **Advisory Committees**

Anita Dhillon  
Austin McCrea  
Xiaoyang Xu  
Joohyung Park

### **Honors Theses**

Claude Morelli 1989  
Gerald Gorski 1989  
Aaron Tilley 2000  
Nathan Favero 2012  
Angela Allison 2013  
Annabelle Hutchinson 2015

### **MA Committees (University of Wisconsin-Milwaukee and Texas A&M only)**

Craig Svoboda 1991\*, Kevin Smith 1991\*, David Bell 1993\*, Lael Keiser 1993\*, Eric Lee 1993\*, Kevin Bendorf 1993\*, Scott Nikolai 1994, Vince McCoy 1993\*, Donald P. Haider-Markel 1994\*, Jody Nachway 1994, Michael Licari 1994, Myoungho Park 1995, Tricia Mulligan 1995, Ilgu Ozler 1995, Melinda Heinritz 1996\*, Alesha Doan 1996\*, Abby Lorenz 2001, Patricia Hudson 2004, Emily Bonneau 2004, Caitlyn Miller 2005 Bush School, Thomas J. Gleeson 2005 Bush School, Amanda Smith 2006 Bush School, Monica Morales 2007 Bush School, Lauren Lockhard 2007 Bush School, Erica Solis 2007\*, Miriam Magdaleno 2008 Bush School, Kendra Kelson 2008 Bush School, Eunju Rho 2008 Bush School, Bettie Ray Butler 2008\*, Michael Castro 2008\*, Sade Walker 2010\*, Breanca Thomas 2012\*, Jamie Smart 2013\*, Blake Windom 2013\*, Claire Stieg 2016\*, Dana Villalobos 2016\*, Conner Tuttle 2016\*, Kelly Arndt 2017\*, Austin McCree 2018\*, Angela Allison 2020.

\*chair