

CURRICULUM VITAE

Laurence J. O'Toole, Jr.

Home: 190 Avalon Drive
Athens, Georgia 30606 USA
+1 (706) 613-7677

Office: Department of Public Administration and Policy
School of Public and International Affairs
204 Baldwin Hall
The University of Georgia
Athens, Georgia 30602 USA
+1 (706) 542-9660
fax: +1 (706) 583-0610
e-mail: cmsotool@uga.edu

EDUCATIONAL STATUS

Maxwell School of Citizenship and Public Affairs, Syracuse University, Public Administration Program, 1971-1975, Ph.D. received 1975. Master of Public Administration (MPA) received 1972. Dissertation: "The Concept of Participation in the Literature of American Public Administration: A Study of the Orthodoxy of Reform."

Harvard University, Graduate School of Arts and Sciences, chemistry, 1970-1971.

Clarkson University, 1966-1970. Bachelor of Science in chemistry (B.S.) received 1970.

EMPLOYMENT HISTORY

2017-	Distinguished Research Professor Emeritus, The University of Georgia
2010-2017	Distinguished Research Professor, The University of Georgia
2000-2017	Margaret Hughes and Robert T. Golembiewski Professor of Public Administration, The University of Georgia
2001-2017	Honorary Professor, Comparative Sustainability Policy Studies, Faculty of Public Administration and Policy, Twente University, Enschede, The Netherlands
2012-present	Research Fellow, Danish National Centre for Social Research,

Copenhagen

- | | |
|-----------|---|
| 2002-2008 | Head, Department of Public Administration and Policy, School of Public and International Affairs, The University of Georgia |
| 1994-2002 | Senior research associate, Carl Vinson Institute of Government, The University of Georgia |
| 1992-2002 | Professor, Department of Political Science (1992-2002) and Department of Public Administration and Policy (2002-present), The University of Georgia |
| 1992 | Visiting Professor, Netherlands Center for Economic and Interdisciplinary Studies on Cooperation and Security in Europe, University of Twente, The Netherlands |
| 1986-1992 | Professor, Department of Political Science, Auburn University |
| 1990-1991 | Visiting Professor, Department of Political Science, The University of Georgia |
| 1989 | Research Fellow in Public Administration, Joint Research Program in Public Administration, University of Leiden and Erasmus University Rotterdam, The Netherlands |
| 1981-1986 | Alumni Associate Professor, Department of Political Science, Auburn University |
| 1979-1986 | Associate Professor, Department of Political Science, Auburn University |
| 1976-79 | Associate Director, Public Administration Program, Department of Government and Foreign Affairs, University of Virginia |
| 1975-79 | Assistant Professor, Woodrow Wilson Department of Government and Foreign Affairs, University of Virginia. |
| 1978 | Temporary appointment as Research Associate, Institute of Government, University of Virginia |
| 1974-75 | Lecturer, Department of Political Science, Colgate University |

TEACHING AND RESEARCH INTERESTS

Policy implementation; public management; organization theory and administrative behavior; public management and democratic governance; public management and performance; intergovernmental relations; interorganizational analysis; environmental policy and management. Current research projects include work on public management and policy implementation; public management and program performance; implementation in networked settings; and the role of public management in delivering educational outcomes.

AWARDS AND HONORS

Awards and honors for undergraduate scholarship: Clarkson Trustee Scholar, 1966-1970; Dr. Carl Michel Award, 1967; National Science Foundation Summer Research Fellow, 1968; Hamilton Award, 1970; Levinus Clarkson Award, 1970; degree awarded "with great distinction."

Awards and honors for graduate scholarship: Teaching fellowship, Harvard University, 1970-1971; National Defense Education Act Title IV Fellowship, Syracuse University, 1971-1974; dissertation nominated for Leonard D. White Award of the American Political Science Association, 1976.

Teaching awards and honors: Outstanding Political Science Professor Award, from Auburn chapter of Pi Sigma Alpha, political science honorary, 1980; Favorite Teacher Award, Auburn chapter of Mortar Board, 1980; Outstanding Professor in Arts and Sciences Award, Auburn Student Government Association, 1981; Outstanding Professor in the Social Sciences, Auburn Student Government Association, 1985; outstanding public administration professor award, Graduate Students in Public Administration, The University of Georgia, 1994, 1995.

Fellow, International Institute of Management, Wissenschaftszentrum Berlin, West Germany, 1978.

Burchfield Award from American Society for Public Administration for best review essay in *Public Administration Review* for 1978; awarded 1979.

Alumni Professorship, Auburn University, 1981-1986.

Burlington Northern Foundation Faculty Achievement Award, Auburn University, 1985.

William E. Mosher Award, twice awarded, from American Society for Public Administration for best article by an academician in *Public Administration Review* for

1986; awarded 1987. Also received for best article in 2004, awarded 2005.

Research Fellow in Public Administration, Joint Research Program in Public Administration, University of Leiden and Erasmus University Rotterdam, The Netherlands, 1989.

Visiting Professor, Netherlands Center for Economic and Interdisciplinary Studies on Cooperation and Security in Europe, University of Twente, The Netherlands, 1992.

Visiting Professor, Department of Public Administration, Erasmus University Rotterdam, The Netherlands, 1994.

Donald Stone Scholar Award, Section on Intergovernmental Relations and Management, American Society for Public Administration, 1999.

Best Article Award, Public and Nonprofit Management Division, Academy of Management, 2000; honorable mention for same award, 2014.

Hadwiger Award, Best Symposium in *Policy Studies Journal* during 2000, awarded 2001 by Policy Studies Organization.

Charles A. Levine Award for Excellence in Public Administration, American Society for Public Administration and National Association of Schools of Public Affairs and Administration, 2002.

Visiting Scholar, United Kingdom's Higher Education Funding Council (HEFCE), Public Sector Management Group, Aston University, Birmingham, UK, June 2002.

Distinguished Visiting Scholar, Department of City and Regional Planning/Business School, Cardiff University, Wales, UK, June 2003.

Joseph S. Wholey Distinguished Scholarship Award, for the best scholarly article on performance based governance, from The Center for Accountability and Performance, American Society for Public Administration, 2004.

Dwight Waldo Award, for outstanding contributions to the literature and leadership of public administration through an extended career, from the American Society for Public Administration, 2005.

Elected to membership in the National Academy of Public Administration, 2006.

Selected for senior membership in the Netherlands Institute of Government, 2006.

Laurence J. O'Toole, Jr.
Page 5

Accenture Advances in Public Management Award, for most outstanding article published in the *International Public Management Journal* during 2006; awarded in 2007.

Herbert Kaufman Award, for best public administration paper presented at the 2006 annual meetings of the American Political Science Association; awarded in 2007.

John Gaus Award and Lectureship, from the American Political Science Association, honoring "a lifetime of exemplary scholarship in the joint tradition of political science and public administration"; awarded in 2009.

Appointed Distinguished Research Professor, The University of Georgia, 2010-2015; reappointed 2015-.

Routledge Award, for best article published in the *Public Management Review* during 2010, awarded in 2011.

Herbert Kaufman Award, for best public administration paper presented at the 2010 annual meetings of the American Political Science Association; awarded in 2011.

2011 Herbert Simon Best Book Award, for best book in public administration published between 2005 and 2007, for *Bureaucracy in a Democratic State: A Governance Perspective* (Baltimore, MD: Johns Hopkins University Press, 2006), presented by the Public Administration Section of the American Political Science Association.

Beryl Radin Best Article Award for 2013 in the *Journal of Public Administration Research and Theory*, presented by the Public Management Research Association in 2015, for "Subjective Organizational Performance and Measurement Error: Common Source Bias and Spurious Relationships."

PROFESSIONAL ACTIVITIES

Papers and Presentations

Co-authored paper, "How Managers Respond to a Policy and Management Reform," presented at the Public Management Research Conference, Aarhus, Denmark, June 23, 2016

Co-authored paper, "Risky Business: The Role of Risk Management in Public Management and Performance," presented at the Public Management Research Conference, Aarhus, Denmark, June 23, 2016

Co-authored paper, "Risky Business: Incorporating Risk into the Analysis of Public Management and Performance," presented at the Southern Political Science Association, San Juan, Puerto Rico, January 7-9, 2016

Co-authored paper, "Managers' Implementation Responses to Policy and Management Reforms," presented at the Public Management Research Conference, University of Minnesota, Minneapolis, June 13, 2015

Co-authored paper, "Exploring the Impacts of Managerial Perceptions of Regulation: The Case of Nursing Homes," presented at the Public Management Research Conference, University of Minnesota, Minneapolis, June 13, 2015

Co-authored paper, "Is the Performance Effect of Management Underestimated? Comparing Public Managers' and Front-line Employees' Perceptions of Management," presented at the annual conference of the Southern Political Science Association, New Orleans, January 16, 2015

Co-authored paper, "Examining Perceptual and Archival Measures of Performance in the Context of Nursing Home Care," annual meetings of the Association for Public Policy and Management, Albuquerque, NM, November 2014

Presented paper, "Networks and Networking: The Public Administrative Agendas," at the annual meetings of the American Society for Public Administration, Washington, DC, March 2014

Co-author of paper, "The Validity of Subjective Performance Measures: School Principals in Texas and Denmark," presented at the annual meetings of the Southern Political Science Association, New Orleans, January 2014

Co-author of paper, "Public Management, Context, and Performance: In Quest of a More General Theory," presented at the annual meetings of the American Political Science Association meetings, Chicago, August 31, 2013

Co-author of paper, "Public Management and Performance: A Theory of Context," presented at the Public Management Research Conference, The University of Wisconsin, Madison, WI, June 20-22, 2013

Co-author of paper, "Competition, Scope, and Organizational Performance: Evidence from the Charter School Industry" scheduled for presentation at the Midwest Strategy Meeting, The University of Illinois, Urbana-Champaign, IL, June 7-8, 2013.

Co-author of paper, "Goal Ambiguity and Performance: The Effect of Employee Consensus Regarding Organizational Goals," presented at the annual meetings of the

Midwest Political Science Association, Chicago, April 11-14, 2013

Co-author of paper, "Public Management in Context: Explaining Outcomes in Texas and Denmark," presented at the annual meetings of the Midwest Political Science Association, Chicago, April 11-14, 2013

Co-author of paper, "Public Management and Performance: A Theory of Context," presented at the annual meetings of the Southern Political Science Association, Orlando, FL, January 3-5, 2013

Co-author of paper, "The Validity of Subjective Performance Measures: School Principals in Texas and Denmark," presented at the annual meetings of the Southern Political Science Association, Orlando, FL, January 3-5, 2013

Co-author of paper, "Goals, Communication, Participation, and Feedback: Mid-level Management and Traditional Public Administration," presented at the annual meetings of the American Political Science Association, New Orleans, LA, August 30-September 2, 2012

Co-author of paper, "Performance in the Polder: A Test of the Public Management Model in Dutch Primary Education," presented at the Public Management Research Conference, Shanghai, China, May 25-27, 2012

Co-author of paper, "Competition, Scope, and Organizational Performance: Evidence from the Charter School Industry," presented at the annual conference of the Academy of Management, Boston, MA, August 5-7, 2012

Co-author of paper, "Internally and Externally Oriented Public Management Activity and Performance in Dutch Primary Education," presented at annual meetings of the Southern Political Science Association, New Orleans, LA, January 11-14, 2012

Co-author of paper, "The Effect of Autonomy on Managers and Their Performance," presented at annual meetings of the Southern Political Science Association, New Orleans, LA, January 11-14, 2012

Co-author of paper, "Public Management and Monomethod Bias: Avoiding Spurious Results in Survey Research," presented at the Association for Public Policy Analysis and Management Research Conference, Washington, DC, November 4, 2011

Co-author of paper, "Bureaucracy, Politics, and Democracy: Testing Theories of Political Control over the Bureaucracy," presented at the annual conference of the American Political Science Association, Seattle, WA, September 3, 2011

Laurence J. O'Toole, Jr.
Page 8

Co-author of paper, "Isopraxis Leadership: Self-Efficacy, Managerial Strategy, and Organizational Performance," presented at the 11th Public Management Research Conference, Syracuse University, June 4, 2011

Co-author of paper, "When Politics Fails: Representation as a Credible Commitment Problem," presented at annual conference of the Midwest Political Science Association, Chicago, April 2, 2011

Co-author of paper, "Niche-Width Strategy and Nonprofit Performance: The Case of Charter Schools," presented at annual conference of the Association for Research in Nonprofit Organization and Voluntary Action, Alexandria, VA, November 18, 2010 (co-authors: Chao Guo, Charlotte Ren, and Kenneth J. Meier)

Co-author of paper, "The Multiple Dimensions of Managerial Networking," presented at the research conference of the Public Management Research Association, Hong Kong, October 2010.

Co-author of paper, "Organizational Performance: Measurement Theory and an Application; Or, Common Source Bias, the Achilles Heel of Public Management Research," presented at the annual meetings of the American Political Science Association, Washington, DC, September 2010.

Co-author of paper, "I Think (I am doing well), Therefore I Am: Assessing the Validity of Administrators' Self-assessments of Performance," presented at the annual meetings of the Midwest Political Science Association, Chicago, April 22-25, 2010.

Co-author of paper, "Theory of Management in Public and Private Organizations," presented at the Public Management Research Conference, Ohio State University, Columbus, OH, October 1-3, 2009.

Co-author of paper, "Environmental Jolts and Public Service Performance: The Moderating Effects of Strategy and Networking," presented at the Public Management Research Conference, Ohio State University, Columbus, OH, October 1-3, 2009.

Co-author of paper, "Rowing in the Same Direction: The Impact of Managerial Consensus on Program Performance," presented at the annual meetings of the American Political Science Association, Toronto, Ontario, Canada, September 3, 2009.

Co-author of paper, "Organizing for Performance: The Role of Vertical Strategic Alignment," presented at the 13th conference of the International Research Society for Public Management, Copenhagen, Denmark, April 6-8, 2009.

Co-author of paper, "Managing Higher Education: A Comparison of Public and Private

Universities,” presented at the annual meetings of the Midwest Political Science Association, Chicago, IL, April 2, 2009.

Co-authored paper, “Strategic Fit and Performance in the Public Sector: Testing Miles and Snow,” presented at the international conference on Organizational Strategy, Structure, and Process: A Reflection on the Research Perspective of Miles and Snow, Cardiff University and the Economic and Social Research Council (UK), December 3-5, 2008.

Co-authored paper, “Public Management and Private Sector Management: Theoretical Expectations,” presented at the Workshop on Public and Private Organizations and Management, University of Georgia, November 4-5, 2008.

Co-authored paper, “When Politics Fails: Can Management Bring Democracy to Administration?” presented at Symposium on Administration, Democracy, and Performance, University of Manchester, UK, September 11, 2008.

Co-authored paper, “Beware of Managers Not Bearing Gifts: How Management Capacity Augments the Impact of Managerial Networking,” presented at annual meetings of the American Political Science Association, Boston, MA, August 28-31, 2008.

Co-authored paper, “Exploring Strategic Fit: An Empirical Test of the Miles and Snow Model,” presented at the annual meetings of the Academy of Management, Anaheim, California, August 9, 2008.

Co-authored paper, “The Human Side of Public Organizations: Contributions to Organizational Performance,” presented at the meetings of the International Research Society for Public Management XII, Brisbane, Australia, March 26-28, 2008.

Co-authored paper, “Alignment and Results: The Influence of Strategy, Structure, Process and Environment on Public Organizational Performance,” presented at the Public Management Research Conference, Tucson, AZ, October 26, 2007

Co-authored paper, “Testing the Theoretical Determinants of Political Control over the Bureaucracy: Taking Wood and Waterman Seriously,” presented at the annual meetings of the American Political Science Association, Chicago, August 31, 2007.

Co-authored paper, “Differences between Archival and Perceptual Environmental Measures in the Public Sector,” presented at the annual meetings of the Academy of Management, Philadelphia, August 4, 2007.

Co-authored paper, “Strategy, Structure, Process, and Environment in English Local Governments,” presented at the annual meetings of the Midwest Political Science

Association, Chicago, IL, April 12-15, 2007.

Co-authored paper, "I've Seen Fire and I've Seen Rain: Public Management and Performance after a Natural Disaster," annual meetings of International Research Society for Public Management, Potsdam, Germany, April 2-4, 2007 .

Co-authored paper, "Wake up Call: Network Alarms, Strategy and Performance," annual meetings of International Research Society for Public Management, Potsdam, Germany, April 2-4, 2007 .

Co-authored paper, "The Dog That Didn't Bark: How Public Managers Handle Environmental Shocks," International Conference on the Determinants of Performance in Public Organizations," University of Hong Kong, December 7-10, 2006.

Co-authored paper, "Calming the Storms: Collaborative Public Management, Hurricanes Katrina and Rita, and Disaster Response," research conference on Collaborative Public Management, Washington, DC, September 28-30, 2006.

Co-authored paper, "Management Theory and Occam's Razor: How Public Organizations Buffer the Environment," annual meetings of the American Political Science Association, Philadelphia, PA, August 31-September 3, 2006.

Co-authored paper, "Serpents in the Sand: Managerial Networking and Nonlinear Influences on Organizational Performance," at international conference, A Performing Public Sector: The Second Transatlantic Dialogue, Leuven, Belgium, June 1-3, 2006.

Co-authored paper, "Strategic Public Management and Performance: A Contingency Approach," annual meetings of the Midwest Political Science Association, Chicago, April 21, 2006.

Co-authored paper, "Modeling Public Management: Empirical Analysis of the Management-Performance Nexus," International Research Symposium on Public Management, Glasgow, Scotland, April 10-12, 2006.

Co-authored paper, "Politics, Management, and Program Outputs: Reframing the Debate on Political Control," meetings of the Public Management Research Association, Los Angeles, California, September 29-October 1, 2005.

Co-authored paper, "Strategic Management and Public Organizations: Testing Venerable Ideas against Recent Theories," annual meetings of the American Political Science Association, Washington, DC, September 1-4, 2005.

Co-authored paper, "Networking in the Penumbra: Public Management, Cooptative

Links, and Distributional Consequences,” annual meetings of the European Group for Organization Studies, Berlin, Germany, June 30-July 2, 2005.

Presented paper, “Governing Outputs and Outcomes of Governance Networks,” at international conference on Democratic Network Governance: Theoretical Puzzles, at the Center for Democratic Network Governance, Roskilde University, Denmark, 28-29 April 2005.

Co-authored paper, “Unsung Impossible Jobs: The Politics of Public Management,” presented at the annual meetings of the American Political Science Association, Chicago, September 2, 2004.

Co-authored paper, “Representative Bureaucracy, Organizational Strategy, and Public Service Performance: An Empirical Analysis of English Local Government,” international conference on Determinants of Performance in Public Organizations, sponsored by Advanced Institute of Management (UK), Public Management Research Association, and Cardiff University, Wales, UK, May 6, 2004.

Co-authored paper, “Explaining Policy Punctuations: A Multivariate Model of the Punctuated Equilibrium Theory of Public Agency Budgets,” presented at annual meetings of the Midwest Political Science Association, Chicago, April 17, 2004.

Co-authored paper, “Management Activity and Program Performance: Gender as Management Capital,” presented at annual meetings of the Midwest Political Science Association, Chicago, April 15, 2004.

Co-authored paper, “Governance and Performance: Identifying Variables and Linking Management to Performance,” presented at Conference on Governance and Performance: How Do Modes of Governance Affect Public Service Performance, School of Public Policy, University of Birmingham, UK, March 15-16, 2004.

Presented paper, “All That Glitters Is Not Gold: Disaggregating Networks and the Impact on Performance,” annual meetings of the Association for Public Policy Analysis and Management, Washington, DC, November 6, 2003 (co-author).

Presented paper, “Desperately Seeking Selznick: Cooptation and the Dark Side of Public Management in Networks,” Research conference of the Public Management Research Association, Georgetown University, Washington, DC, October 11, 2003 (co-author).

Presented paper, “Delivering Local Government Results in Intergovernmental Networks: Impacts of Structural Networks and Managerial Networking,” conference of the European Consortium for Political Research, Marburg, Germany, September 18-21, 2003 (co-author).

Presented paper, "Managing Upward, Downward, and Outward: Networks, Hierarchical Relationships, and Performance," annual meetings of the American Political Science Association, Philadelphia, PA, August 28-31, 2003 (co-author).

Presented paper, "Post-September 11 Reflections on the Internationalization of American Public Administration," International Conference on Changes in US Government and Policy after the September 11th Attacks, Institute of European and American Studies, Academia Sinica, Taipei, Republic of China, December 5-6, 2002.

Presented paper, "Public Management in Intergovernmental Networks," International Conference on the Empirical Study of Governance, Management, and Performance," Barcelona, Spain, October 4-5, 2002 (co-author).

Presented research, "Policy Instruments for Horizontal Coordination," International Conference on Instrument Choice in Global Democracies, Montreal, Quebec, Canada, McGill University and Department of Justice, Government of Canada, September 26-28, 2002

Presented paper, "Structures for Policy Implementation: An Analysis of Administrative Regulations," annual meeting, American Political Science Association, Boston, MA, August 29-September 1, 2002 (co-author).

Presented paper, "American Public Administration and the Impact of International Governance," Conference on Economic Globalization and the Metropolis, Shanghai Administration Institute, Shanghai, China, May 10-11, 2002 (co-author).

Presented paper, "*Plus ça Change*: Public Management, Personnel Stability, and Organizational Performance," Research Workshop on the Empirical Study of Governance, Management, and Performance, Bush School of Government and Public Service, Texas A&M University, College Station, TX, February 21-23, 2002 (co-author).

Presented paper, "Bureaucracy versus Politics: An Empirical Test," Research Workshop on Control of the Bureaucracy, Bush School of Government and Public Service, Texas A&M University, College Station, TX, February 1-3, 2002 (co-author).

Presented paper, "Implementation Theory and the Challenge of Sustainable Development," at international workshop on Sustainable Governance, Malaga, Spain, November 9, 2001.

Presented paper, "Managing in the Network: US Public Education," at 6th National Public Management Research Conference, Indiana University, Bloomington, October 18-20, 2001 (co-author).

Presented paper, "Policy Implementation and Network Management: The Case of U.S. Education Policy," annual meeting, European Consortium for Political Research, Kent, United Kingdom, September 6-8, 2001 (paper presented by co-author).

Presented paper, "Managerial Strategies and Behavior in Networks: A Model with Evidence from U.S. Public Education," at Fifth International Research Symposium on Public Management, Barcelona, Spain, April 8-11, 2001 (co-author).

Presented paper, "The Theory-Practice Issue in Implementation Research," at British Economic and Social Research Council-sponsored Seminar on Policy Implementation, University of Cambridge, UK, April 4, 2001.

Presented paper, "A Theory of Policy Instruments," meetings of International Political Science Association, Quebec City, Canada, August 1-5, 2000 (co-author).

Presented paper, "Implementing Strategies for Public Management in Networks," International Symposium on Building Policy Coherence, Taipei, Taiwan, July 5-6, 2000.

Presented paper, "Multi-Level Governance for Sustainable Development: Networks and the Choice of Policy Instruments in the European Union," Research Workshop on Multi-Level Issues and Sustainable Development, University of Florida, Gainesville, February 18, 2000 (co-author).

Presented paper, "Research on Policy Implementation: Assessment and Prospect," at Fifth National Public Management Research Conference, Bush School of Government, Texas A&M University, College Station, Texas, December 2, 1999.

Presented paper, "Modeling the Impact of Public Management: Implications of Structural Context," Workshop on Models and Methods for the Empirical Study of Governance and Public Management, University of Arizona, Tucson, AZ, April 29 - May 1, 1999 (co-author).

Presented paper, "Accountability and Transparency in Policy Networks: The United States and the European Union," Transatlantic Symposium on Rethinking Federalism in the EU and US: The Challenge of Legitimacy, Kennedy School of Government, Harvard University, Cambridge, Mass., April 19-20, 1999 (co-author).

Presented paper, "Institutional and Policy Responses to Uncertainty in Environmental Policy," International Workshop on Uncertainty and the Environment, University of Twente, Enschede, The Netherlands, November 1997 (co-author).

Presented paper, "Different Public Managements? Implications of Structural Context in Hierarchies and Networks," National Public Management Research Conference,"

University of Georgia, Athens, GA, November 1997.

Presented paper, "Stakeholder Involvement, Collective Decision Making, and Institutional Change: Evidence from Interstate River Basin Management," Workshop on Participation and the Environment, University of Twente, Enschede, The Netherlands, June 1997 (co-author).

Presented paper, "The Network Agenda for Public Administration: An Assessment," workshop on interorganizational theory, Roskilde University, Denmark, December 15-17, 1996.

Presented paper, "International Research on Water Management: Lessons, Cautions, and Opportunities," workshop on Institutional Complexity of International Water Management: The Role of the European Union, Dutch National Science Foundation, The Hague, The Netherlands, November 1996.

Presented paper, "Implementing International Environmental Agreements in Transitional Societies," European Commission Workshop, "Towards More Effective International Environmental Agreements: Results and Lessons from Comparative Research Projects," Brussels, Belgium, October 1996.

Presented paper, "Determinants of Research Productivity in Doctoral Programs of Public Administration," Southeastern Conference on Public Administration, Miami, Florida, October 3-5, 1996 (co-author).

Presented paper, "Implications for Democracy of a Networked Bureaucratic World," The Waldo Symposium, Maxwell School, Syracuse University, June 1996.

Presented paper, "Hungary and Participation in the Acidification Regime," workshop on the international agreement on Long-Range Transport of Air Pollutants, Budapest, Hungary, April 1-2, 1996.

Presented paper, "Networking Requirements, Institutional Capacity, and Implementation Gaps in Transitional Regimes: The Case of Acidification Policy in Hungary," National Conference on Public Management Research, University of Kansas, Lawrence, October 1995.

Presented paper, "Water Supply Networks and the Agricultural Sector: Control Capacity in the United States," international workshop on comparative policy networks, Brussels, Belgium, September 1995.

"Presented paper, "Treating Networks Seriously: Agendas for Research in Public Management," Public Affairs Workshop, The University of Wisconsin-Madison, April

1995.

Presented paper, "Implementing Public Innovations in Network Settings," at conference on Network Analysis and Innovation in Public Programs, University of Wisconsin-Madison, 30 September-1 October 1994.

Presented paper, "Policy Networks as Models of Analysis," at international conference on Research Planning Workshop of Council for European Studies, on Comparative Water Policy Network Analysis, Center for Clean Technology and Environmental Policy, The University of Twente, The Netherlands, October 1993 (co-author: Jeremy Richardson).

Presented paper, "Rational Choice and the Public Management of Interorganizational Networks," National Conference on Public Management Research, University of Wisconsin, Madison, Wisconsin, September 30-October 2, 1993.

Presented paper, "Implementing Privatization in Hungary," annual meetings of the American Political Science Association, Washington, D.C., September 2-5, 1993.

Presented paper, "Water Policy Networks in the United States," at Research Planning Workshop of Council for European Studies, on Comparative Water Policy and Management: Analyzing Policy Networks, Erasmus University Rotterdam, The Netherlands, December 1992 (co-authors: John G. Heilman and Gerald W. Johnson). Updated version presented at international conference on Research Planning Workshop of Council for European Studies, on Comparative Water Policy Network Analysis, Center for Clean Technology and Environmental Policy, The University of Twente, The Netherlands, October 1993 (additional co-author: John Morris).

Presented paper, "Implementing Privatization in Hungary: Empirical Findings and Analysis," at international conference on Democratic Governments and the Transition from Plan to Market, Enschede, The Netherlands, August 1992.

Presented paper, "Concept and Method in Comparative Water Policy Research," at Research Planning Workshop of Council for European Studies, on Comparative Water Policy and Management: Conceptual and Methodological Issues, Center for Clean Technology and Environmental Policy, The University of Twente, The Netherlands, May 1992.

Presented paper, "Rational Choice and Policy Implementation: Implications for Interorganizational Management," workshop on the Management of Interorganisational Networks, meetings of the European Consortium of Political Research, Limerick, Ireland, March-April 1992.

Presented paper, "Interorganizational Policy Studies: Lessons Drawn from

Implementation Research," National Conference on Public Management Research, Syracuse University, N.Y., September 1991.

Presented paper, "Multiorganizational Policy Implementation: Some Limitations and Possibilities for Rational Choice Contributions," Workshop on Games in Hierarchies and Networks, Max-Planck-Institut für Gesellschaftsforschung, Cologne, Germany, September, 1991.

Presented paper, "Policy Instruments and Politics: Multiple Regression and Intergovernmental Aid," annual meeting of the American Political Science Association, San Francisco, Calif., September 1990 (co-author: Robert S. Montjoy).

Presented research findings on "Strategies for Managing Intergovernmental Policies and Networks," annual meeting of the American Society for Public Administration, Los Angeles, Calif., April 1990.

Presented paper, "Goal Multiplicity in the Implementation Setting: Subtle Impacts and the Case of Wastewater Treatment Privatization," annual meeting of the American Political Science Association, Atlanta, Ga., September 1989.

Presented paper, "Public and Private Administration of Wastewater Treatment: A Comparative Analysis of Multiorganizational Implementation," annual meeting of Southeast Conference on Public Administration, Birmingham, Al., October 1988.

Presented paper, "Public Administration and the Theory of American Federalism," annual meeting of the American Political Science Association, Washington, D.C., September 1988.

Presented paper, "Studying the Dynamics of Public Policy Implementation: A Third Generation Approach," annual meeting of the American Political Science Association, Washington, D.C., September 1988 (co-authors: Ann Bowman, Malcolm Goggin, and James Lester).

Prepared paper for presentation, "Strategies for Intergovernmental Management: Implementing Programs in Interorganizational Networks," international conference on Advances in Comparative Institutional Analysis, Inter-University Center of Postgraduate Studies, Dubrovnik, Yugoslavia, October 1987.

Co-presented research in lectures on policy implementation as Visiting Scholar, Martin School of Public Administration, University of Kentucky, and Council of State Governments, Lexington, Ky., October 1987.

Presented paper, "Theory Construction and Testing in Implementation Research: A

Comparative State Diachronic Analysis," annual meeting of the American Political Science Association, Chicago, Ill., September 1987 (co-authors: Ann Bowman, Malcolm Goggin, and James Lester).

Co-author of paper, "Public Regardingness in Energy Conservation Attitudes," presented at third annual conference, Energy Conservation Program Evaluation: Practical Methods, Useful Results, Chicago, Ill., August 1987 (Co-authors: John Heilman and Joe Sumners).

Presented paper, "Third Generation Implementation Studies: Conceptual and Measurement Problems," annual meeting of the Midwest Political Science Association, Chicago, Ill., April 1987 (co-authors: James Lester, Ann Bowman, and Malcolm Goggin).

Presented paper, "Policy Recommendations for Multi-Actor Implementation: An Analysis of the Literature," International Conference on Multi-Actor Policy Analysis, University of Umeå, Sweden, July 23-26, 1985.

Presented paper, "An Ironic Alliance: Harry F. Byrd, Sr. and the New York Bureau of Municipal Research," annual meeting of the American Political Science Association, Washington, D.C., September 1984.

Presented paper, "Undergraduate Internship Programs: An Empirical Review," annual meeting of the American Society for Public Administration, Denver, Colo., April 1984 (co-authors: Gerard S. Gryski and Gerald W. Johnson). Also presented at the annual meeting of the National Association of Schools of Public Affairs and Administration, Washington, D.C., November 1984.

Presented paper, "Diffusion of Responsibility: An Interorganizational Analysis," Workshop on Interorganizational Implementation, Rotterdam, The Netherlands, June 26-30, 1983.

Presented research, "Gubernatorial Transition in Alabama," annual meeting of American Society for Public Administration, New York, N.Y., April 17, 1983.

Co-author of paper, "Selection of Tenants for Public Housing: Characteristics of Problem and Non-problem Tenants and Development of a Screening Procedure," presented at annual meeting of Southeastern Psychological Association, Atlanta, Ga., March 1983 (co-authors: Beverly G. Burke and Elton C. Smith).

Presented paper, "Decision Making in a Complex Regulatory Organization: The Virginia State Corporation Commission," at annual meeting of the Southern Political Science Association, Gatlinburg, Tenn., November 3, 1979 (co-author: Robert S. Montjoy).

Laurence J. O'Toole, Jr.
Page 18

Presented paper, "American Public Administration and the Idea of Reform," Symposium on Administrative Reform, University of Nebraska, Lincoln, April 1978.

Presented paper, "Citizen Participation: Functions, Techniques, Consequences," at annual meeting of American Society for Public Administration, Phoenix, Ariz., April 1978 (co-author: Robert S. Montjoy).

Presented paper, "The Implementability of Legislative Mandates," annual meeting of Southern Political Science Association, New Orleans, La., November 1977 (co-author: Robert S. Montjoy).

Presented paper, "Organization Theory and the Implementation of Policy Mandates," annual meeting of American Society for Public Administration, Atlanta, Ga., March-April 1977 (co-author: Robert S. Montjoy).

Presented paper, "Participation and the Bureaucrat: An Analysis," at Southeastern Regional Conference of American Society for Public Administration, Miami Beach, Fla., October 1976.

Presented paper, "Continuity in the Political Thought of the `New Public Administration,'" at annual meeting of American Society for Public Administration, Syracuse, N.Y., May 1974.

Presented commentary on Allen Schick, "The Trauma of Politics," a paper presented at annual conference of National Association of Schools of Public Affairs and Administration, Syracuse, N.Y., May 1974.

Professional Service

Co-editor for Public Management, *Journal of Policy Analysis and Management*, 2004-2009. Member, Board of Editors, 2009-.

Member, Board of Editors, *Journal of Public Administration Research and Theory*, 1989-1996, 2005-.

Member, Board of Editors, *Administration and Society*, 1993-.

Member, Editorial Board, *Chinese Public Administration Review*, 2004-.

Member, Editorial Board, *International Review of Public Administration*, 2008-.

Member, Editorial Board, *Journal of European Public Policy*, 2009-2016.

Laurence J. O'Toole, Jr.
Page 19

Member, Editorial Board, *Journal of Public Affairs Education*, 2001-2010.

Member, Board of Editors, *Evaluation and Program Planning*, 2000-2010.

Member, Board of Editors, *Beleidswetenschap* [*Policy Science*, the principal Dutch scholarly journal on public policy], 1997-2006.

Member, Editorial Board, The University of Georgia Press, 1999-2002.

Member, Board of Editors, *Administrative Theory and Praxis*, 1993-2000.

Member, Board of Editors, *Public Administration Review*, 1987-90.

Member, Board of Editors, *Journal of Politics*, 1985-1993.

Member, Board of Editors, *State and Local Government Review*, 1985-1991, 2008-2012.

Editor for epistemology and methodology, *New Directions in Public Administration Research*, 1985-1991.

President, Public Management Research Association, 2005-7.

Member, National Academy of Sciences-appointed panel on design issues for NOAA research program on Human Dimensions of Global Climate Change, 2006-7.

Member, Educational Review Commission, Public Administration and Policy, Quality Assurance Netherlands Universities, Dutch Association of Universities, and European Association for Public Administration Accreditation, 2003-5.

Chair, Internationalization Committee, Public Management Research Association, 2004-5.

Co-editor, Johns Hopkins Studies on Governance and Public Management, The Johns Hopkins University Press, 2001-13.

Member, Public Management Research Association Site Selection Committee, 2014

Member, Dwight Waldo Award Committee, 2013-14, 2016

Member, Executive Council, National Association of Schools of Public Affairs and Administration, 1998-2001.

Co-chair, Committee on Doctoral Education, National Association of Schools of Public

Laurence J. O'Toole, Jr.
Page 20

Affairs and Administration, 1997-99.

Member, Pi Sigma Alpha Best Paper Award Committee, Southern Political Science Association, 2002.

Member, Distinguished Scholar Award Committee, Section on Federalism and Intergovernmental Relations, American Political Science Association, 2000;
Nominations Committee, Section on Federalism and Intergovernmental Relations, American Political Science Association, 2001.

Member, Leonard D. White Award Committee, American Political Science Association, 1998.

Chair, Dissertation Award Committee, National Association of Schools of Public Affairs and Administration, 1997.

Member, Committee on International Education, National Association of Schools of Public Affairs and Administration, 1996-2000.

Member, joint committee of the National Association of Schools of Public Affairs and Administration and the American Society for Public Administration, to select recipient of the award for research excellence in the profession, 1987-90.

Chair, Moshers Award Committee, American Society for Public Administration, 1988-89.

Member, Moshers Award Committee, American Society for Public Administration, 1989-90.

Member, Marshall Dimock Award Committee, American Society for Public Administration, 1987-88.

Member, National Conference Program Committee, American Society for Public Administration, 1987-88.

Member, Council, Montgomery area chapter, American Society for Public Administration, 1987-91.

Member, site visit teams to review M.P.A. programs for accreditation purposes, National Association of Schools of Public Affairs and Administration, 1987, 1988, 1990, 1992, 1994 (chair), 1995, 1996, 1997, 1998 (chair), 1999 (twice), 2000, 2001 (chair).

Presented seminar on the future of federalism in the United States, seminar sponsored by

Laurence J. O'Toole, Jr.
Page 21

the National Endowment for the Humanities, University of Southern Mississippi, June 1987.

Chair, Section on Public Administration, American Political Science Association, 1985-86.

Program Chair, Section on Public Administration, American Political Science Association, 1984-85.

Executive Council, Section on Public Administration, APSA, 1983-88.

Editorial Advisory Board, *Annals of Public Administration* (New York, Marcel Dekker, Inc.), 1982-1990.

Editor, occasional papers series on history and ideology of American public administration, Public Administration Theory Network, 1979-84.

Editor-at-large, Marcel Dekker, Inc., 1977-78.

Reviewer of manuscripts for *Academy of Management Review*, *Administration & Society*, *American Journal of Political Science*, *American Political Science Review*, *American Politics Quarterly*, *American Review of Public Administration*, *Governance*, *International Journal of Organization Development*, *International Journal of Public Administration*, *International Public Management Journal*, *International Review of Administrative Sciences*, *International Studies Quarterly*, *Journal of American Water Resources Association*, *Journal of Comparative Policy Analysis Research and Practice*, *Journal of European Public Policy*, *Journal of Policy Analysis and Management*, *Journal of Politics*, *Journal of Public Administration Research and Theory*, *Journal of Public Policy*, *Justice System Journal*, *Policy Studies Journal*, *Policy Studies Review*, *Polity*, *Public Administration (UK)*, *Public Administration Quarterly*, *Public Administration Review*, *Public Management Review*, *Public Works Management and Policy*, *Publius*, *Rationality and Society*, *Research in Public Administration*, *State and Local Government Review*, *Water Resources Bulletin*, *Western Political Quarterly*, Addison-Wesley, Brookings Institution, CQ Press, Chatham House, Dorsey Press, Holt Rinehart Winston, Houghton Mifflin, McGraw-Hill, Prentice-Hall, Rand McNally, Routledge, St. Martin's Press, Sage, Westview Press, the University of Alabama Press, Duke University Press, Georgetown University Press, the Johns Hopkins University Press, MIT Press, Oxford University Press, the University Press of Kansas, State University of New York Press, and the University of Texas Press. Reviewer of books for a variety of journals. Reviewer of research proposals for many funders, including US National Science Foundation, Dutch National Science Foundation, Nordic Research Council for the Social Sciences, Florida State University, Research Council of Ireland, and the European Commission.

Outside referee for tenure and promotion cases at other universities, 1984, and annually since 1988.

Grants, Contracts, and Consulting

Co-Principal Investigator, Explaining the Well-being of Teachers and Students in Danish Public Education, Danish Committee on Education. Approximately \$500,000, 2010-2011.

Co-Principal Investigator, Explaining Educational Outcomes in Danish Public Education, Danish Council for Strategic Research. Approximately \$2.5 million, 2010-2014.

Principal Investigator, \$250,000 contract, Study of the Implementation of State Policies on Primary Stroke Centers, U.S. Centers for Disease Control and Prevention, 2008-2010.

Co-Principal Investigator, \$1.4 million research grant, "How Public Management Matters: Strategy, Networking, and Local Service Performance," Economic and Social Research Council, United Kingdom, 2006-2010.

Consultant for institutional and policy analysis, Environmental Health Project, U.S. Agency for International Development, 1996-1999.

Consultant for institutional analysis, implementation of environmental policy, Water and Sanitation for Health Project, U.S. Agency for International Development, 1992-95.

Principal Investigator, research planning grant on Comparative Analysis of Water Policy Implementation, Council for European Studies, 1991-94.

Principal Investigator for study of state assumption of the federal wetlands regulatory program, funded by the U.S. Environmental Protection Agency, 1990.

Senior scientist for a nationwide study of the implementation of programs of state revolving loan funds for building clean water infrastructure, funded by the U.S. Geological Survey, 1989-91.

Consultant for a nationwide study of the feasibility of privatization in wastewater treatment, funded by U.S. Geological Survey, 1987-88.

Research on energy efficient purchasing by local government officials, funded by Alabama Department of Energy, 1982. Research conducted through Office of Public Service and Research, Auburn University.

Laurence J. O'Toole, Jr.
Page 23

Research on tenant selection in a local housing authority, funded by the housing authority, 1982. Research conducted through Office of Public Service and Research, Auburn University.

Consultant for a study of the organization of procurement practices in the U.S. Air Force, 1979-1980. Research conducted through Office of Public Service and Research, Auburn University.

Other consulting or training conducted for state revenue supervisors, state parks and recreation directors, governor's office, other universities, public service commission, local government purchasing agents, officials in a variety of federal agencies, and a private corporation.

Other grants: Recipient, Wilson Gee Faculty Summer Grant, University of Virginia, Summers 1976 and 1977; Research Grants-in-Aid, Auburn University, 1981, 1983, 1984, 1985, 1986, 1987, 1989, 1990, 1991; Grants-in-Aid, Humanities Development Fund, Auburn University, 1983, 1984, 1988; Co-recipient, Grant from North Atlantic Treaty Organization, 1983; Government of Sweden, 1985; Grants from U.S. Geological Survey, through Alabama Water Resources Research Institute, 1987, 1988; travel grants from University of Georgia Research Foundation, 1992, 1993, 1996.

Other Professional

Visiting scholar, School of Public and Environmental Affairs, Indiana University, research presentation on "For Research on Public Management and Performance, How Should We Measure Management?" April 2015

Participant, opening panel of a workshop on Public Administration in the Context of Global Governance, organized by the Maxwell School of Citizenship and Public Affairs, Syracuse University, in New York City, June 13, 2013

Participant in Expert Roundtable, international conference on "Converging and Conflicting Trends in the Public Administration of the US, Europe, and Germany," co-sponsored by the School of Public and Environmental Affairs (SPEA) of Indiana University and the German Research Institute for Public Administration Speyer (GRIP), Speyer, Germany, July 19-20, 2012

Keynote address, Symposium on "The Evidence-based Approach of Public Sector Performance," Co-sponsored by the Netherlands Institute of Government, the Shifts in Governance Program of Radboud University Nijmegen, and the High-potential Program of the University of Utrecht, Nijmegen, The Netherlands, June 4, 2010 (co-presented with Kenneth J. Meier)

Laurence J. O'Toole, Jr.
Page 24

Invited as visiting scholar, presented research on "Managing Public Schools: Internal Management and Performance," Danish National Centre for Social Research, Copenhagen, Denmark, August 2009.

Presented research at colloquium, Florida State University, March 2006.

Keynote address, Colloquium on Policy Implementation Research, Netherlands National Science Foundation and Netherlands Institute of Governance, Utrecht University, The Netherlands, October 2005.

Presented research at colloquia, School of Public Policy and Administration, Xi'an Jiaotong University, Xi'an, China, December 2004.

Presented research at colloquium, Department of Government and International Affairs, The University of South Carolina, Columbia, SC, March 2003.

Presented research at colloquia, The Martin School of Public Policy and Administration, The University of Kentucky; and Morehead State (KY) University, February 2003.

Presented research on implementing policy for sustainable development, University of Oslo research workshop, Rome, Italy, November 2002.

Presented research at public administration colloquium, the Maxwell School, Syracuse University, October 2002.

Presented research at workshop on public management, Aston University, Birmingham, UK, June 2002.

Presented research at National Science Foundation workshop on E-Governance, Kennedy School of Government, Harvard University, June 2002.

Presented research at public administration colloquium, University of Connecticut, March 2001.

Presented research at public administration colloquium, Center for Public Administration and Policy, Virginia Polytechnic Institute and State University, Blacksburg, VA, January 2001.

Presented research at colloquia at the Maxwell School, Syracuse University, March and November 1999.

Presented commentary on "The Presidency and Policy Implementation," Conference on the Presidency, Texas A&M University, College Station, Texas, October 1999.

Laurence J. O'Toole, Jr.
Page 25

Convener and presenter, Senior Scholar on Comparative Public Policy, American Society for Public Administration annual meeting, Seattle, May 1998.

Adviser, Government Performance Project, Washington, DC, April 1998.

Chaired panel on "Networking: Challenges in Methods and Management," National Public Management Research Conference, University of Georgia, Athens, GA, November 1997.

Chair, international workshop on Participation and Environment, University of Twente, Enschede, The Netherlands, June 1997.

Delivered presentation at roundtable on public administration theory, annual meeting of Midwest Political Science Association, Chicago, April 1996.

Delivered presentation at roundtable, "Public Administration and Public Management," annual meeting of Midwest Political Science Association, Chicago, April 14-16, 1994.

Chaired panel on "Environmental Policy: Congress, Public Opinion, Interest Groups and Privatization," annual meeting of Southern Political Science Association, Savannah, Ga., November 1993.

Delivered presentation at roundtable, "If I Were Czar of Public Administration: APSA Public Administration Section Presidents," annual meeting of Midwest Political Science Association, Chicago, April 15-17, 1993.

Chaired panel on "Intergovernmental Politics and Problems," annual meeting of the Southern Political Science Association, Tampa, Fla., November 1991.

Chaired panel on "Ethics and Organizational Controls," Conference on The Study of Governmental Ethics, Organized by Section on Public Administration Research, American Society for Public Administration, Park City, Utah, June 1991.

Delivered research presentation on policy implementation during 1989, 1990 and 1991 at Aarhus University and Copenhagen University, Denmark; Leiden University, Erasmus University Rotterdam, and the University of Twente, The Netherlands; and Virginia Polytechnic Institute and State University.

Chaired panel on "Information Technology and Policy Analysis," annual meeting of American Society for Public Administration, Anaheim, Calif., April 16, 1986.

Chaired panel on "Bureaucratic Politics," annual meeting of American Political Science Association, Chicago, Ill., September 1983.

Laurence J. O'Toole, Jr.
Page 26

State Analyst, National Governors Association comparative state study of gubernatorial transition, 1982-83.

Participant, Conference on Gubernatorial Transitions in the States, National Governors Association, Washington, D.C., February 28-March 1, 1983.

Chaired panel on "Bureaucratic Politics," annual meeting of American Political Science Association, Denver, Colo., September 1982.

Chaired panel on "Bureaucratic Politics," annual meeting of American Political Science Association, New York City, September 1981.

One of twenty invitees to International Conference on Inter-organizational and Intergovernmental Arrangements in Public Administration, Indiana University, Bloomington, May 1981.

Chaired panel on "The Origins of American Public Administration," annual meeting of American Society for Public Administration, San Francisco, Calif., April 14, 1980.

One of sixty invited participants at International Conference on the Future of Public Administration, Federal Executive Institute, Charlottesville, Va., October 1977.

Chaired panel on intergovernmental relations at national conference on Politics of Education, University of Virginia, November 1976.

Conducted seminar on intergovernmental relations at Mid-Career Renewal Conference, University of Virginia, October 1976.

Frequent discussant on panels at regional and national public administration and political science meetings, 1975-.

Member: American Society for Public Administration; American Political Science Association; Southern Political Science Association.

UNIVERSITY AND DEPARTMENTAL SERVICE ACTIVITIES

Elected member, School of Public and International Affairs Council, 2008-9, 2015-16; elected member, Department of Public Administration and Policy Faculty Executive Committee, 2008-10; member, University Appeals Committee, 2012-15; member, Promotion and Tenure Committee, School of Public and International Affairs, 2009-11, 2015-16; member, University Libraries Committee, 2002-5; chair, faculty recruitment committee, 2014-15; member, Recruitment Committee, Dean of School of Public and

International Affairs, 2001-2; member, Provost's Committee on a School of Public Affairs, 1999-2001; member, Faculty Executive Committee, Department of Political Science, 1993-2002; Computing and Instructional Technology Committee, Department of Political Science, 1997-2002; Chair, Public Administration Steering Committee, 1999-2002; Franklin College Senate, 1997-2000; Senate Committee on Professional Concerns, 1997-99; Graduate Studies Committee, 1995-98; Post-Tenure Review Department Policy Committee, 1997; Recruitment Committee, 1993-1994, 1999-2000; Faculty Research Grant Committee, 1993-96; Telecommunications Policy Studies Committee, 1994-95.

Coordinator, research and student exchange program with the University of Twente, The Netherlands, for Auburn University, 1990-1992. At same institution: Member, Committee on Promotion and Tenure, College of Liberal Arts, Auburn University, 1989-91; Member, Program Review Committee for Department of Philosophy, Auburn University, 1987; Member, Faculty Officers Nominating Committee, 1986; Member, Search Committee for Dean of School of Business, 1984-85; Member, Auburn University Committee on Academic Honesty, 1982-85; Chair, 1983-85; Member, Auburn University Senate Committee of the Whole, Chair of Subcommittee, 1982; Member, Joint Auburn-Auburn at Montgomery Committee on a Doctor of Public Administration (Ph.D.) degree, 1981-86; Member, Truman Scholarship selection committee, Auburn University, 1981-92; Faculty advisor, Association of Public Administrators, 1981-89; Coordinator, Public Administration curriculum, Auburn University, 1980-1986; Member, Department Committees on Graduate Program Study (Chair; 1980-86); Graduate Admissions (1981-87); M.P.A. Admissions (1987-92); Self Study (1981); Internships (1982-88); Computer Advisory (1982-88); MPA Advisory (1984-92); Faculty Recruitment (1984-1985; 1986-1987); Department Head Search (1987-88; 1991-92); Department Development (1987-88); Ph.D. Implementation (1987-88); Tenure and Promotion (1987-88); and Curriculum (1988-89).

Associate Director, Public Administration Program, Department of Government and Foreign Affairs, University of Virginia, 1976-79. At same institution: Secretary, Graduate Committee, Department of Government and Foreign Affairs, University of Virginia, 1976-79; Member, Graduate Admissions Committee (1976-79) and Undergraduate Committee (1975-76), Department of Government and Foreign Affairs.

PUBLICATIONS

Books

American Government: Origins, Institutions, and Public Policy (New York: McGraw-Hill, 1984) (co-authors: James W. Ceaser, et al.). Accompanying this volume: *Study Guide* and *Instructor's Manual*.

Regulatory Decision Making: The Virginia State Corporation Commission

(Charlottesville: University Press of Virginia, 1984) (co-author: Robert S. Montjoy).

American Intergovernmental Relations, ed. (Washington, D.C.: CQ Press, 1985).
Second edition, 1993. Third edition, 2000. Fourth edition, 2006. Fifth edition (co-edited
with Robert Christensen), 2013.

Implementation Theory and Practice: Toward a Third Generation (Glenview, Ill.: Scott
Foresman/Little Brown, 1990) (co-authors: Malcolm L. Goggin, Ann O'M. Bowman,
and James P. Lester). A portion of this book is also reprinted in Richard J. Stillman, II,
Public Administration: Concepts and Cases 5th ed. (Boston: Houghton Mifflin, 1992).

*International Comparative Policy Research: Preparing a Four Country Study on Water
Quality Management*, ed. (Enschede, The Netherlands: The University of Twente, 1992)
(co-editor: Hans Th.A. Bressers).

Networks for Water Policy: A Comparative Perspective, ed., (London: Frank Cass, 1995)
(co-editors: Hans Th.A. Bressers and Jeremy Richardson).

Institutions, Policy, and Outputs for Acidification: The Case of Hungary (Aldershot, UK:
Ashgate, 1998)

Participation and Environment, ed. (Dordrecht, The Netherlands: Kluwer Academic
Publishers, 1998) (co-editors: Frans Coenen and Dave Huitema)

Advancing Public Management: New Developments in Theory, Methods, and Practice,
ed. (Washington, D.C.: Georgetown University Press, 2000) (co-editors: Jeffrey Brudney
and Hal G. Rainey). Paperback edition 2001.

Bureaucracy in a Democratic State: A Governance Perspective (Baltimore: Johns
Hopkins University Press, 2006) (coauthor: Kenneth J. Meier)

Public Services Performance: Perspectives on Measurement and Management
(Cambridge: Cambridge University Press, 2006) (co-editors: George Boyne, Kenneth J,
Meier, and Richard Walker)

Public Management: Organizations, Governance, and Performance (Cambridge:
Cambridge University Press, 2011) (co-author: Kenneth J. Meier). Translated into
Arabic, 2014.

Articles and Chapters

"Schumpeter's 'Democracy': A Critical View," *Polity* 9, 4 (Summer 1977), pp. 446-62.

"Lineage, Continuity, Frederickson, and the `New Public Administration,'" *Administration and Society* 9, 2 (August 1977), pp. 233-52.

"Public Administration: Vitality and Perplexity," *Public Administration Review* 38, 5 (September-October 1978), pp. 492-97.

"Inter-Organizational Cooperation and Labor Market Training," *International Institute of Management Discussion Papers* (Berlin: IIM, 1978).

"Inter-Organizational Cooperation and Labor Market Training: Some Cases," *International Institute of Management Papers* (Berlin: IIM/79-8, 1979).

"Toward a Theory of Policy Implementation: An Organizational Perspective," *Public Administration Review* 40, 5 (September-October 1979), pp. 465-76 (co-author: Robert S. Montjoy).

"Virginia's State Corporation Commission, I: Historical Perspective," *University of Virginia News Letter* 56, 4 (December 1979), pp. 13-16 (co-author: Robert S. Montjoy).

"Virginia's State Corporation Commission, II: Decision Making Today," *University of Virginia News Letter* 56, 5 (January 1980), pp. 17-20 (co-author: Robert S. Montjoy).

"Theory and Practice in the Organization of Public Bureaucracies," in Thomas Vocino and Jack Rabin, eds., *Contemporary Public Administration* (New York: Harcourt Brace Jovanovich, 1981), pp. 65-95 (co-author: Nesta Gallas).

"Dwight Waldo," in Joseph Uveges, ed., *Public Administration: History and Theory in Contemporary Perspective* (New York: Marcel Dekker, Inc., 1982), pp. 107-113.

"Utility Regulation," in Keith J Ward, ed., *Alabama Issues 1982* (Auburn: Office of Public Service and Research, 1982), pp. 61-73 (co-author: Robert S. Montjoy).

"Inter-Organizational Cooperation and the Implementation of Active Labour Market Training Policies: Sweden and the Federal Republic of Germany," *Organization Studies* 4, 2 (April 1983), pp. 129-50.

"American Public Administration and the Idea of Reform," in Robert Miewald and Michael Steinman, eds., *Problems in Administrative Reform* (Chicago: Nelson Hall, 1984), pp. 235-48.

"American Public Administration and the Idea of Reform," *Administration and Society* 16, 2 (August 1984), pp. 141-66.

"Managing Public Housing: A Case Study of Myths and Realities," *State and Local Government Review* 16, 2 (Spring 1984), pp. 75-83 (co-authors: Elton C. Smith and Beverly G. Burke).

"Local Control of Public Housing Projects: An Analysis of Some Experience," *Administration and Policy Journal* 3, 2 (Spring 1984), pp. 195-215 (co-authors: Beverly G. Burke and Elton C. Smith).

"Interorganizational Policy Implementation: A Theoretical Perspective," *Public Administration Review* 44, 6 (November/December 1984), pp. 491-503 (co-author: Robert S. Montjoy).

"Diffusion of Responsibility: An Interorganizational Analysis," in Kenneth Hanf and Theo A. J. Toonen, eds., *Public Policy Implementation: Analytical Models and Institutional Design in Federal and Unitary States* (The Hague: Martinus Nijhoff, 1985), pp. 210-225.

"Gubernatorial Transition in Alabama," in Thad Beyle, ed., *Gubernatorial Transitions: The 1982 Elections* (Durham, N.C.: Duke University Press, 1985), pp. 34-62.

"An Alternative View of 'Budget Balancing' in the Byrd Era: A Note on Politics and Administration in Virginia," *Southeastern Political Review* 13, 1 (Spring 1985), pp. 137-49.

"Selection of Public Housing Tenants: On the Feasibility of Using an Objective Screening Procedure," *Journal of Applied Social Psychology* 16, 1 (1986), pp. 42-59 (co-authors: Beverly G. Burke and Elton C. Smith).

"Harry F. Byrd, Sr. and the New York Bureau of Municipal Research: Lessons from an Ironic Alliance," *Public Administration Review* 46, 2 (March/April 1986), pp. 113-23.

"Policy Recommendations for Multi-Actor Implementation: An Assessment of the Field," *Journal of Public Policy* 6, 2 (April-June 1986), pp. 181-210. Also published in Spanish as "Recomendaciones prácticas para la implementación de las políticas que involucran a múltiples actores: una evaluación del campo." In Luis F. Aguilar Villanueva, ed., *La Implementacion de la Politica*. Mexico: Porrúa, 1996.

"Doctrines and Developments: Separation of Powers, the Politics-Administration Dichotomy, and the Rise of the Administrative State," *Public Administration Review* 47, 1 (January/February 1987), pp. 17-25.

"Undergraduate Internship Programs: An Empirical Review," *Public Administration Quarterly* 11, 2 (Summer 1987), pp. 150-70 (co-authors: Gerard S. Gryski and Gerald W.

Johnson).

"Public Regardingness in Energy Conservation Attitudes," *Proceedings of the Third International Conference on Energy Conservation Program Evaluation* (Chicago, August 1987), Vol. 1, pp. 187-95 (co-authors: Joe Sumners and John Heilman).

"Public Policy Implementation: Evolution of the Field and Agenda for Future Research," *Policy Studies Review* 7, 1 (Autumn 1987), pp. 200-216 (co-authors: James P. Lester, Ann O'M. Bowman, and Malcolm L. Goggin). Reprinted in Stuart S. Nagel, ed., *Research in Public Policy Analysis and Management* 7 (Greenwich, Conn.: JAI Press, 1995): 71-94.

"Strategies for Intergovernmental Management: Implementing Programs in Interorganizational Networks," *International Journal of Public Administration* 11,4 (April 1988), pp. 417-41.

"The Public Administrator's Role in Setting the Policy Agenda," in James L. Perry et al., *Handbook of Public Administration* (San Francisco: Jossey Bass, 1989), pp. 225-36.

"Public Regardingness in Energy Conservation Attitudes," *Evaluation and Program Planning* 12 (1989), pp. 131-36 (Co-authors: Joe Sumners and John Heilman).

"Goal Multiplicity in the Implementation Setting: Subtle Impacts and the Case of Wastewater Treatment Privatization" *Policy Studies Journal* 18, 1 (Fall 1989), pp. 3-22.

"Alternative Mechanisms for Multiorganizational Implementation: The Case of Wastewater Management," *Administration and Society* 21, 3 (November 1989), 313-39.

"Doctrines and Developments: Separation of Powers, the Politics-Administration Dichotomy, and the Rise of the Administrative State," in Richard J. Stillman II, ed., *The American Constitution and the Administrative State: Constitutionalism in the Late 20th Century*, Volume II in The Miller Center Bicentennial Series on Constitutionalism (Lanham, Md.: University Press of America, 1989). Originally published in *Public Administration Review* 47, 1 (January/February 1987).

"Studying the Dynamics of Public Policy Implementation: A Third-Generation Approach," in Dennis Palumbo and Donald Calista, eds., *Implementation and the Policy Process* (Westport, Conn.: Greenwood Press, 1990) (Co-authors: Malcolm L. Goggin, Ann O'M. Bowman, and James P. Lester), pp. 181-97.

"Theoretical Developments in Public Administration: Implications for the Study of Federalism," *Governance* 3, 4 (October 1990), pp. 394-417.

"Legitimacy, Legitimation, and Public Administration," *Administration and Society* 22, 1 (May 1990), pp. 58-65.

"Multiorganizational Implementation: A Comparative Analysis for Wastewater Treatment," in Robert W. Gage and Myrna P. Mandell, eds., *Strategies for Managing Intergovernmental Policies and Networks* (New York: Praeger, 1990), pp. 81-103.

"Contingentie van beleid en organisatorische arrangementen" ["Policy Contingency and Organizational Arrangements"], in J.A.M. Hufen and A.B. Ringeling, eds., *Beleidsnetwerken [Policy Networks]* (The Hague: VUGA, 1990): 121-35.

"Na de top-down versus bottom-up controverse" [After the Top-Down versus Bottom-Up Controversy], in J.A.M. Hufen and A.B. Ringeling, eds., *Beleidsnetwerken [Policy Networks]* (The Hague: VUGA, 1990): 21-37 (co-author: Kenneth Hanf).

"Public and Private Management of Wastewater Treatment: A Comparative Study," in John Heilman, ed., *Evaluation and Privatization* (San Francisco, Calif.: Jossey-Bass, 1991): 13-32.

"Policy Instruments and Politics: Multiple Regression and Intergovernmental Aid," *State and Local Government Review* 23, 2 (Spring 1991): 51-59 (co-author: Robert S. Montjoy).

"Comparative Water Policy and Management: A Four-Nation Implementation Analysis," *European Studies Newsletter* 21, 1-2 (September 1991): 4-7.

"Revisiting Old Friends: Networks, Implementation Structures, and the Management of Inter-organizational Relations," *European Journal of Political Research* 21, 1-2 (February 1992): 163-80 (co-author: Kenneth Hanf).

"Concept and Method in Comparative Water Policy Research (Or: A Round-Up of the Usual Suspects)," in Hans Th.A. Bressers and O'Toole, eds., *International Comparative Policy Research: Preparing a Four-Country Study on Water Quality Management* (Enschede, The Netherlands: University of Twente, 1992): 13-34.

"Multiorganizational Policy Implementation: Some Limitations and Possibilities for Rational Choice Contributions," in Fritz W. Scharpf, ed., *Games in Hierarchies and Networks* (London: Westview, 1993): 1-39.

"Applying Rational Choice Contributions to Multiorganizational Policy Implementation," in *Research in Public Administration* 2 (1993): 79-119.

"Interorganizational Policy Studies: Lessons Drawn from Implementation Research,"

Journal of Public Administration Research and Theory 3, 2 (April 1993): 232-51.

"Local Public Administrative Challenges in Post-socialist Hungary," *International Review of Administrative Sciences* 60, 2 (June 1994): 291-304.

"Privatization in Hungary: Implementation Issues and Local Government Complications," in Hendrikus J. Blommestein and Bernard Steunenberg, eds., *Government and Markets: Establishing a Democratic Constitutional Order and a Market Economy in Former Socialist Countries* (Dordrecht: Kluwer Academic, 1994): 175-94.

"Economic Transition, Constitutional Choice, and Public Administration: Implementing Privatization in Hungary," *Journal of Public Administration Research and Theory* 4, 4 (October 1994): 493-519.

"Water Supply Authorities and the Prevention of Agricultural Water Pollution," *European Studies Newsletter* 13, 6 (1994): 6-7.

"Networks for Water Policy: A Comparative Perspective," symposium co-editor, *Environmental Politics* Special Issue, 3, 4 (Winter 1994) (co-editors: Hans Th.A. Bressers and Jeremy Richardson).

"Networks as Models of Analysis: Water Policy in Comparative Perspective," *Environmental Politics* 3, 4 (Winter 1994): 1-23 (co-authors: Hans Bressers and Jeremy Richardson).

"Water Policy Networks in the United States," *Environmental Politics* 3, 4 (Winter 1994): 80-109 (co-authors: John G. Heilman, Gerald W. Johnson, and John C. Morris)

"Networks and Water Policy: Conclusions and Implications for Research," *Environmental Politics* 3, 4 (Winter 1994): 197-217 (co-author: Hans Bressers)

"Rational Choice and Policy Implementation: Implications for Interorganizational Network Management," *American Review of Public Administration* 25, 1 (March 1995): 43-57.

"Public Policy Implementation: Evolution of the Field and Agenda for Future Research," *Research in Public Policy Analysis and Management* 7 (1995): 71-94 (co-authors: James P. Lester, Ann O'M. Bowman, and Malcolm L. Goggin) (article originally appeared earlier in *Policy Studies Review*)

"Diversity or Cacophony? The Research Enterprise in Public Administration," *Public Administration Review* 55, 3 (May/June 1995): 293-97.

"Implementing Public Programs," in James L. Perry, ed., *Handbook of Public Administration* 2d ed. (San Francisco: Jossey-Bass, 1996): 250-62.

"American Intergovernmental Relations: An Overview," in Richard J. Stillman II, *Public Administration: Concepts and Cases* 6th ed. (Boston: Houghton Mifflin, 1996): 129-47, reprinted from O'Toole, ed., *American Intergovernmental Relations* 2d ed.

"Hollowing the Infrastructure: Revolving Loan Programs and Network Dynamics in the American States," *Journal of Public Administration Research and Theory* 6, 2 (April 1996): 225-42.

"Rational Choice and the Public Management of Interorganizational Networks," in Donald F. Kettl and H. Brinton Milward, eds., *The State of Public Management* (Baltimore: Johns Hopkins University Press, 1996): 241-63.

"Treating Networks Seriously: Practical and Research-Based Agendas in Public Administration," *Public Administration Review* 57, 1 (January-February 1997): 45-52.

"Networking Requirements, Institutional Capacity, and Implementation Gaps in Transitional Regimes: The Case of Acidification Policy in Hungary," *Journal of European Public Policy* 4, 1 (March 1997): 1-17. Reprinted in Robert Thomson, ed., *Compliance with EU Law*, virtual special issue of the *Journal of European Public Policy* (2012).

"Who Does the Work? Federalism and the Changing Nature of International Relations," in Phillip J. Cooper and Chester I. Newland, eds., *The Handbook of Public Law and Public Administration* (San Francisco: Jossey Bass, 1997): 145-58.

"Managing Policy Implementation in Complex Networks," In Walter Kickert, Joop Koppenjan, and Erik-Hans Klijn, eds., *Managing Complex Networks: Network Management and the Public Sector* (London: Sage, 1997): 135-51 (co-authors: Kenneth Hanf and Peter Hupe); reprinted in Stephen P. Osborne, ed., *Critical Perspectives in Public Management* (London: Routledge, 2001): 135-51.

"Interorganizational Communication: Opportunities and Challenges for Public Administration," in James L. Garnett, ed., *Handbook of Administrative Communication* (New York: Marcel Dekker, 1997): 61-78.

"Implementing Public Innovations in Network Settings," *Administration and Society* 29, 2 (May 1997): 115-138.

"Reducing Toxic Chemical Releases and Transfers: Explaining Outcomes for a Voluntary Program," *Policy Studies Journal* 25, 1 (Spring 1997) (co-authors: Chilik Yu,

James Cooley, Gail Cowie, Susan Crow, Terry DeMeo, Stephanie Herbert): 11-26.

"Implications for Democracy of a Networked Bureaucratic World," *Journal of Public Administration Research and Theory* 7, 3 (July 1997): 443-59.

"The State of Doctoral Education in Public Administration: Developments in the Field's Research Preparation," *Journal of Public Affairs Education* 4, 2 (April 1998) (co-authors: Gene A. Brewer, Rex L. Facer II, and James W. Douglas): 123-35.

"Hungary: Political Transformation and Environmental Challenge," *Environmental Politics* 7, 1 (Spring 1998): 93-112 (co-author: Kenneth I. Hanf). Also reprinted as "Hungary: Political Transformation and Environmental Challenge" in Susan Baker and Petr Jehlicka, eds., *Dilemmas of Transition: The Environment, Democracy and Economic Reform in East Central Europe* (London: Frank Cass, 1999): 93-112.

"Water Supply Networks and the Agricultural Sector - Policy Framework: United States," in Geerten Schrama, *Water Supply Authorities and the Prevention of Agricultural Water Pollution* (Dordrecht: Kluwer Academic, 1998): 307-339.

"Water Supply Networks and the Agricultural Sector - Control Capacity: United States," in Geerten Schrama, *Water Supply Authorities and the Prevention of Agricultural Water Pollution* (Dordrecht: Kluwer Academic, 1998): 341-64.

"Participation and Environment," in Frans H.J.M. Coenen, Dave Huitema, and O'Toole, eds., *Participation and the Quality of Environmental Decision Making* (Dordrecht, The Netherlands: Kluwer Academic, 1998): 1-20 (co-authors: Coenen and Huitema).

"Linking Stakeholder Participation and Environmental Decision Making: Assessing Decision Quality for Interstate River Basin Management," in Frans H.J.M. Coenen, Dave Huitema, and O'Toole, eds., *Participation and the Quality of Environmental Decision Making* (Dordrecht, The Netherlands: Kluwer Academic, 1998): 61-70 (co-author: Gail M. Cowie).

"Participation and Environmental Decision Quality: An Assessment," in Frans H.J.M. Coenen, Dave Huitema, and O'Toole, eds., *Participation and the Quality of Environmental Decision Making* (Dordrecht, The Netherlands: Kluwer Academic, 1998): 307-324 (co-authors: Coenen and Huitema).

"Implementing Information Technology in Government: An Empirical Assessment of the Role of Local Partnerships," *Journal of Public Administration Research and Theory* (October 1998): 499-525 (co-authors: Mary Maureen Brown and Jeffrey L. Brudney).

"Policy Instruments for Reducing Toxic Releases: The Effectiveness of State Information

and Enforcement Actions," *Evaluation Review* 22, 5 (October 1998): 571-89 (co-authors: Chilik Yu, James Cooley, Gail Cowie, Susan Crow, and Stephanie Herbert).

"The Selection of Policy Instruments: A Network-Based Perspective," *Journal of Public Policy* 18, 3 (1999): 213-39 (co-author: Hans Bressers). Reprinted in Peter Hupe and Michael Hill, eds., *Public Policy. Volume II: Towards Public Policy* (London: Sage, 2012): 143-68

"Determinants of Graduate Research Productivity in Doctoral Programs of Public Administration," *Public Administration Review* 59, 5 (September-October 1999): 373-82 (coauthors: Gene A. Brewer, James W. Douglas, and Rex L. Facer II)

"Modeling the Impact of Public Management: Implications of Structural Context," *Journal of Public Administration Research and Theory* 9, 4 (October 1999): 505-526 (coauthor: Kenneth J. Meier). Reprinted in George Boyne and Rachel Ashworth, eds., *Organizing Government* (London: Sage, 2010).

"What's in a Name: Comparing DPA and Ph.D. Programs," *Journal of Public Affairs Education* 5, 4 (October 1999) (coauthors: Gene A. Brewer, James W. Douglas, and Rex L. Facer II): 309-317.

"Omgaan met onzekerheid in het milieubeleid: Een analyse met illustraties uit de Nederlandse en Amerikaanse beleidspraktijk," ["Dealing with Uncertainty in Environmental Policy: An Analysis with Examples from the Netherlands and the United States"] *Beleidswetenschap [Policy Science]* 13, 4 (1999: 375-99) (coauthors: Maarten Arentsen and Hans Bressers).

"Structures for Policy Implementation: An Analysis of National Legislation, 1965-66 and 1993-94," *Administration and Society* 31, 6 (January 2000): 667-86 (co-author: Thad E. Hall).

"Introduction: Public Management in an Era of Complexity and Challenge," in Brudney, O'Toole, and Rainey, eds., *Advancing Public Management* (Washington, D.C.: Georgetown University Press, 2000):1-12 (co-authors: Jeffrey L. Brudney and Hal G. Rainey)

"Concluding Perspectives," in Brudney, O'Toole, and Rainey, eds., *Advancing Public Management* (Washington, D.C.: Georgetown University Press, 2000): 253-59 (co-authors: Jeffrey L. Brudney and Hal G. Rainey)

"Different Public Managements? Implications of Structural Context in Hierarchies and Networks," in Brudney, O'Toole, and Rainey, eds., *Advancing Public Management*: 19-32 (Washington, D.C.: Georgetown University Press, 2000)

"American Intergovernmental Relations; Concluding Thoughts," in O'Toole, ed., *American Intergovernmental Relations* 3d ed. (Washington, D.C.: CQ Press, 2000): 403-406

"American Intergovernmental Relations: An Overview," in O'Toole, ed., *American Intergovernmental Relations* 3d ed. (Washington, D.C.: CQ Press, 2000): 1-31; reprinted in Richard J. Stillman II, *Public Administration: Concepts and Cases* 7th ed. (Boston: Houghton Mifflin, 2000): 127-46

"Research on Policy Implementation: Assessment and Prospect," *Journal of Public Administration Research and Theory* 10, 2 (April 2000): 263-88. Reprinted in Peter Hupe and Michael Hill, eds., *Public Policy. Volume III: Public Policy in Action* (Los Angeles: Sage, 2012): 125-48

"Institutional and Policy Responses to Uncertainty in Environmental Policy," *Policy Studies Journal* 28, 3 (fall 2000): 597-611 (coauthors: Maarten J. Arentsen and Hans Bressers)

"Implementing Strategies for Public Management in Networks," in Samuel Wu, ed., *Building Policy Coherence* (Taipei, Taiwan: City of Taipei, 2000): 38-45 (in Chinese).

"Networks, Hierarchies, and Public Management: Modeling the Nonlinearities," in Carolyn Heinrich and Laurence E. Lynn, Jr., eds., *Governance and Performance: New Perspectives* (Washington, D.C.: Georgetown University Press, 2000): 263-91 (coauthor: Kenneth J. Meier)

"Federal Governance in the US and the EU: A Policy Network Perspective," in Kalypso Nicolaidis and Robert Howse, eds., *The Federal Vision: Legitimacy and Levels of Governance in the US and the EU* (Oxford: Oxford University Press, 2001): 300-334 (coauthor: John Peterson).

"Managerial Strategies and Behavior in Networks: A Model with Evidence from U.S. Public Education," *Journal of Public Administration Research and Theory* 11, 3 (July 2001) (co-author: Kenneth J. Meier): 271-93.

"American Public Administration and Impacts of International Governance," *Public Administration Review* 62 (September 2002) (co-author: Kenneth I. Hanf): 158-69.

"Public Management and Organizational Performance: The Effect of Managerial Quality," *Journal of Policy Analysis and Management* 21, 4 (October 2002) (co-author: Kenneth J. Meier): 629-43. Reprinted in Laurence E. Lynn, *JPAM Classics Series: Public Management* (Washington, DC: Association for Public Policy Analysis and Management, 2012).

“*Plus ça Change: Public Management, Personnel Stability, and Organizational Performance,*” *Journal of Public Administration Research and Theory* 13, 1 (January 2003): 43-64 (co-author: Kenneth J. Meier).

“Bureaucracy and Uncertainty,” in Barry Burden, ed., *Uncertainty in American Politics* (Cambridge: Cambridge University Press, 2003): 98-117 (co-author: Kenneth J. Meier).

“Interorganizational Relations in Implementation,” in B. Guy Peters and Jon Pierre, eds., *Handbook of Public Administration* (London: Sage, 2003): 234-44

“Public Management and Educational Performance: The Impact of Managerial Networking,” *Public Administration Review* 63, 6 (November-December 2003): 689-99 (co-author: Kenneth J. Meier)

“Multilevel Governance Networks and the Use of Policy Instruments in the European Union,” in Hans Th.A. Bressers and Walter Rosenbaum, eds., *Achieving Sustainable Development: The Challenge of Governance across Social Scales* (New York: Praeger, 2003): 257-79 (Co-author: Kenneth I. Hanf)

“Multilevel Governance and Organizational Performance: Investigating the Political-Bureaucratic Labyrinth,” *Journal of Policy Analysis and Management* 23, 1 (January 2004): 31-47 (co-authors: Kenneth J. Meier and Sean Nicholson-Crotty). Reprinted in Laurence E. Lynn, *JPAM Classics Series: Public Management* (Washington, DC: Association for Public Policy Analysis and Management, 2012)

“Public Management and Organizational Performance: The Case of Law Enforcement Agencies,” *Journal of Public Administration Research and Theory* 14, 1 (January 2004): 1-18 (co-author: Sean Nicholson-Crotty).

“The Theory-Practice Issue in Policy Implementation Research,” *Public Administration* (UK) 82, 2 (2004): 309-29.

“Shaping Formal Networks through the Regulatory Process,” *Administration and Society* 36, 2 (May 2004): 1-22 (co-author: Thad E. Hall).

“Parkinson’s Law and the New Public Management? Contracting Determinants and Service Quality Consequences in Public Education,” *Public Administration Review* 64, 3 (May/June 2004): 297-307 (co-author: Kenneth J. Meier).

“Implementation Theory and the Challenge of Sustainable Development: The Transformative Role of Learning on Both Theory and Practice,” in William Lafferty, ed., *Governance for Sustainable Development: The Challenge of Adapting Form to Function* (Cheltenham, UK: Edward Elgar, 2004): 32-60.

“Public Management in Intergovernmental Networks: Matching Structural and Behavioral Networks,” *Journal of Public Administration Research and Theory* 14, 4 (October 2004): 469-94 (co-author: Kenneth J. Meier).

“Desperately Seeking Selznick: Cooptation and the Dark Side of Public Management in Networks,” *Public Administration Review* 64, 6 (November-December 2004): 681-93 (co-author: Kenneth J. Meier).

“Conceptual Issues in Modeling and Measuring Management and Its Impacts on Performance,” in Laurence E. Lynn, Jr. and Patricia W. Ingraham, Eds., *Effective Government: How Organization and Management Affect Performance* (Washington, DC: Georgetown University Press, 2004) (co-author: Kenneth J. Meier): 195-223.

“Instrument Selection and Implementation in a Network Context,” in Pearl Eliadis, Margaret Hill, and Michael Howlett, eds., *From Instrument Choice to Governance: Future Directions for the Choice of Governing Instrument* (Montreal: McGill Queens University Press, 2005): 132-53 (co-author: Hans Bressers).

“Managing Upward, Downward, and Outward: Networks, Hierarchical Relationships, and Performance,” *Public Management Review* 7, 1 (2005): 45-68 (co-authors: Kenneth J. Meier and Sean Nicholson-Crotty)

“Representative Bureaucracy, Organizational Strategy, and Public Service Performance: An Empirical Analysis of English Local Government,” *Journal of Public Administration Research and Theory* 15, 4 (October 2005): 489-504 (co-authors: Rhys Andrews, George Boyne, Kenneth J. Meier, and Richard Walker)

“Where Next? Research Directions on Performance in Public Organizations,” *Journal of Public Administration Research and Theory* 15, 4 (October 2005): 633-39 (co-authors: George Boyne, Kenneth J. Meier, and Richard Walker)

“Managerial Networking: Issues of Measurement and Research Design,” *Administration and Society* 37, 5 (November 2005): 523-41 (co-author: Kenneth J. Meier)

“Management Activity and Program Performance: Gender as Management Capital,” *Public Administration Review* 66, 1 (January-February 2006): 24-36 (co-authors: Kenneth J. Meier and Holly Goerdel)

“Political Control versus Bureaucratic Values: Reframing the Debate,” *Public Administration Review* 66, 2 (March-April 2006): 177-92 (co-author: Kenneth J. Meier)

“All That Glitters Is Not Gold: Disaggregating Networks and the Impact on

Performance,” in George A. Boyne, Kenneth J. Meier, O'Toole, and Richard Walker, eds., *Public Services Performance: Perspectives on Measurement and Management* (Cambridge: Cambridge University Press, 2006) (co-authors: Yi Lu and Kenneth J. Meier): 152-70

“Introduction,” in Boyne, Meier, O'Toole, and Walker, eds., *Public Services Performance* (Cambridge, UK: Cambridge University Press, 2006) (co-authors: Boyne, Meier, and Walker): 1-13

“Public Management and Organizational Performance: An Agenda for Research,” in Boyne, Meier, O'Toole, and Walker, eds., *Public Services Performance* (Cambridge, UK: Cambridge University Press, 2006) (co-authors: Boyne, Meier, and Walker): 295-311

“Networking in the Penumbra: Public Management, Cooptative Links, and Distributional Consequences,” *International Public Management Journal* 9, 3 (2006): 271-94 (co-author: Kenneth J. Meier)

“Explaining Policy Punctuations: Bureaucratic Centralization, Organizational Size, and the Punctuated Equilibrium Theory of Public Agency Budgets,” *American Journal of Political Science* 51, 1 (January 2007): 140-50 (co-authors: Scott Robinson, Kenneth J. Meier, and Floun'say Caver)

“Public Management and the Administrative Conservator: Empirical Support for Larry Terry's Prescriptions,” *Administrative Theory and Praxis* 29, 1 (March 2007): 148-56 (co-author: Kenneth J. Meier)

“Strategic Management and the Performance of Public Organizations: Testing Venerable Ideas against Recent Theories,” *Journal of Public Administration Research and Theory* 17, 3 (July 2007): 357-77 (co-authors: Kenneth J. Meier, Richard Walker, and George Boyne)

“Governing Outputs and Outcomes of Governance Networks,” in Eva Sørensen and Jacob Torfing, eds., *Theories of Democratic Network Governance* (London: Palgrave, 2007): 215-30

“It's Where You Are That Matters: The Networking Behaviour of English Local Government Officers,” *Public Administration (UK)* 85, 3: 739-56 (September 2007) (co-authors: Richard Walker and Kenneth J. Meier)

“Networking in Comparative Context: Public Managers in the US and UK,” *Public Management Review* 9, 3: 401-20 (September 2007) (co-authors: Richard M. Walker, Kenneth J. Meier, and George A. Boyne)

“Deconstructing Larry Luton Or What Time is the Next Train to Reality Junction,” *Administration and Society* 39, 6 (October 2007): 786-96 (co-author: Kenneth J. Meier)

“Modeling Public Management: Empirical Analysis of the Management-Performance Nexus,” *Public Management Review* 9, 4 (December 2007): 503-27 (co-author: Kenneth J. Meier)

“Management Theory and Occam’s Razor: How Public Organizations Buffer the Environment,” *Administration and Society* 39, 8 (January 2008): 931-58 (co-author: Kenneth J. Meier)

“Serpents in the Sand: Managerial Networking and Nonlinear Influences on Organizational Performance,” *Journal of Public Administration Research and Theory* 18, 2 (April 2008): 253-73 (co-authors: Alisa Hicklin and Kenneth J. Meier)

“Trading Speed for Accuracy? Managing Goal Conflict and Accommodation in the U.S. Unemployment Insurance Program,” *Policy Studies Journal* 36, 2 (May 2008): 175-98 (co-authors: Jeffrey B. Wenger and Kenneth J. Meier)

“Calming the Storms: Collaborative Public Management, Hurricanes Katrina and Rita, and Disaster Response,” in Rosemary O’Leary and Lisa Blomgren Bingham, eds., *The Collaborative Manager* (Washington, DC: Georgetown University Press, 2009) (co-authors: Alisa Hicklin, Kenneth J. Meier, and Scott Robinson): 95-114

“European Union Accession and Public Service Performance,” *Policy & Politics* 37, 1 (2009): 19-37 (co-authors: Rhys Andrews, George A. Boyne, Kenneth J. Meier, and Richard M. Walker)

“The Proverbs of New Public Management: Lessons from an Evidence-Based Research Agenda,” *American Review of Public Administration* 39, 1 (January 2009): 4-22 (co-author: Kenneth J. Meier)

“The Dog That Didn’t Bark: How Public Managers Handle Environmental Shocks,” *Public Administration* 87, 3 (September 2009): 485-502 (co-author: Kenneth J. Meier)

“The Human Side of Public Organizations: Contributions to Organizational Performance,” *American Review of Public Administration* 39, 5 (September 2009): 499-518 (co-author: Kenneth J. Meier)

“I’ve Seen Fire and I’ve Seen Rain: Public Management and Performance after a Natural Disaster,” *Administration and Society* 41, 8 (January 2010): 979-1003 (co-authors: Alisa Hicklin and Kenneth J. Meier)

“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): 322-36 (co-author: Kenneth J. Meier). Translated into Chinese, 2014.

“In Defense of Bureaucracy: Public Managerial Capacity, Slack, and the Dampening of Environmental Shocks,” *Public Management Review* 12, 3 (May 2010): 341-61 (co-author: Kenneth J. Meier)

“Wakeup Call: Strategic Management, Network Alarms, and Performance.” *Public Administration Review* 70, 5 (September-October 2010): 731-41 (co-authors: Rhys Andrews, George A. Boyne, Kenneth J. Meier, and Richard M. Walker)

“Beware of Managers Not Bearing Gifts: How Management Capacity Augments the Impact of Managerial Networking,” *Public Administration* 88, 4 (2010): 1025-1044 (co-author: Kenneth J. Meier)

“Alignment and Results: Testing the Interaction Effects of Strategy, Structure, and Environment from Miles and Snow,” *Administration and Society* 42, 2 (April 2010): 160-92 (co-authors: Rhys Andrews, George A. Boyne, Kenneth J. Meier, and Richard M. Walker)

“Managerial Networking, Managing the Environment, and Programme 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): 127-51 (co-author: Kenneth J. Meier)

“The Ties That Bind? Networks, Public Administration, and Political Science,” *PS: Political Science and Politics* (January 2010): 7-14

“The EDA in Oakland: A Case That Catalyzed a Field,” *Public Administration Review* 71, 1 (January-February 2011): 116-20

“Managerial Capacity and Performance: An Evidence-Based Analysis,” in Anna Shillabeer, Terry F. Buss, and Denise Rosseau, eds., *Evidence-Based Public Management: Practices, Issues and Prospects* (Armonk, NY and London, England: M. E. Sharpe, 2011): 185-98 (co-author: Kenneth J. Meier)

“Comparing Public and Private Management: Theoretical Expectations,” *Journal of Public Administration Research and Theory* 21, supplement 3 (2011) (co-author: Kenneth J. Meier): i283-i299

“Managing Migration? How Some Councils Do Better Than Others,” *Public Policy*

Research (UK) (February 2011): 207-213 (co-authors: Rhys Andrews, George A. Boyne, Kenneth J. Meier, and Richard M. Walker)

"The Barriers and Facilitators to Implementing Primary Stroke Center Policy in the United States: results from Four Case Study States," *American Journal of Public Health* 101, 3 (March 2011): 561-566 (co-authors: Catherine P. Slade, Gene A. Brewer, and Lauren N. Gase)

"Environmental and Organizational Determinants of External Networking," *American Review of Public Administration* 41, 4 (July 2011): 355-74 (co-authors: Rhys Andrews, George A. Boyne, Kenneth J. Meier, and Richard M. Walker)

"Negotiation-based Policy Instruments and Performance: Dutch Covenants and Environmental Policy Outcomes," *Journal of Public Policy* 31, 2 (August 2011): 187-208 (co-authors: Hans Bressers, Theo de Bruijn, and Kris Lulofs)

"External Cooperation of School Leadership [in Danish: "Skoleledelsens Eksterne Samarbejde"], in Simon Calmer Andersen and Søren C. Winter, eds., *Leadership, Learning, and Well-being in Schools* [in Danish: *Ledelse, Læring og Trivsel i Folkeskolerne*] (Coopenhagen, SFI, 2011): 77-86 (co-author: Mogens Jin Pedersen)

"Vertical Strategic Alignment and Public Service Performance," *Public Administration* 90, 1 (2012): 77-98 (co-authors: Rhys Andrews, George A. Boyne, Kenneth J. Meier, and Richard M. Walker)

"State Primary Stroke Center Policies in the US: Rural Health Issues," *Telemedicine and e-Health* 18, 3 (April 2012): 1-5 (co-authors: Catherine Slade and Eunju Rho)

"Interorganizational Relations and Policy Implementation," in B. Guy Peters and Jon Pierre, eds., *Handbook of Public Administration* 2d ed. (London: Sage, 2012): 292-304

"Influence: What Kind? And How to Know?" *Administration and Society* 44, 7 (October 2012): 888-893 (co-author: Kenneth J. Meier)

"Human Resources Management and Public Organizational Performance: Educational Outcomes in the Netherlands," in Ronald Burke, Andrew Noblet, and Cary Cooper, eds., *HRM in the Public Sector* (Cheltenham, UK: Edward Elgar, 2013) (co-authors: Agnes Akkerman, Kenneth J. Meier, and René Torenvlied)

"Managing Migration? EU Enlargement, Local Government Capacity and Performance in England," *Public Administration* 91, 1 (March 2013): 174-94 (co-authors: Rhys Andrews, George Boyne, Kenneth J. Meier, and Richard Walker)

“Subjective Organizational Performance and Measurement Error: Common Source Bias and Spurious Relationships,” *Journal of Public Administration Research and Theory* 23, 2 (April 2013): 429-56 (co-author: Kenneth J. Meier)

“The Multiple Dimensions of Managerial Networking,” *American Review of Public Administration* 43, 3 (May 2013): 251-72 (co-authors: René Torenvlied, Agnes Akkerman, and Kenneth J. Meier)

“I Think (I am doing well), Therefore I Am: Assessing the Validity of Administrators' Self-assessments of Performance” *International Public Management Journal* 16, 1 (2013): 1-27 (co-author: Kenneth J. Meier)

“Taking Managerial Context Seriously: Public Management and Performance in U.S. and Denmark Schools,” *International Public Management Journal* 18, 1 (January 2015): 130-50 (co-authors: Simon Calmer Anderson, Nathan Favero, Kenneth J. Meier, and Søren Winter)

“Public Management, Context, and Performance: In Quest of a More General Theory,” *Journal of Public Administration Research and Theory* 25, 1 (January 2015): 237-56 (co-author: Kenneth J. Meier)

“The Changing Character of the American Intergovernmental System,” in James L. Perry and Robert Christensen, eds., *Handbook of Public Administration* 3d ed. (San Francisco: Jossey-Bass, 2015): 23-37

“Globalization, Global Governance, and Public Administration,” in Soonhee Kim, Shena Ashley, and W. Henry Lambright, eds., *Public Administration in the Context of Global Governance* (Cheltenham, UK: Edward Elgar, 2015): 3-8

“Networks and Networking: The Public Administrative Agendas,” *Public Administration Review* 75, 3 (May-June 2015): 361-371

“Goals, Trust, Participation, and Feedback: Linking Internal Management with Performance Outcomes,” *Journal of Public Administration Research and Theory* 26, 2 (April 2016): 327-343 (co-authors: Nathan Favero and Kenneth J. Meier)

“The Validity of Subjective Performance Measures: School Principals in Texas and Denmark,” *Public Administration* (forthcoming) (co-authors: Kenneth J. Meier, Søren C. Winter, Nathan Favero, and Simon Calmer Andersen)

“Comparative Public Management: A Framework for Analysis,” in Kenneth J. Meier, Amanda Rutherford, and Claudia Avellaneda, eds., *Comparative Public Management: Why Context Matters in Public Administration* (Washington, DC: Georgetown University

Press, 2017): 1-26 (co-author: Kenneth J. Meier)

“The Role of Context Moving Forward: The International Research Agenda,” in Kenneth J. Meier, Amanda Rutherford, and Claudia, Avellaneda, eds., *Comparative Public Management: Why Context Matters in Public Administration* (Washington, DC: Georgetown University Press, 2017): 195-211 (co-authors: Kenneth J. Meier and Amanda Rutherford)

“Managing in the Regulatory Thicket: Regulation Legitimacy and Expertise in U.S. Nursing Homes,” *Public Administration Review* 77, 3 (May-June 2017) (co-authors: Anna Amirkhanyan and Kenneth J. Meier)

“Implementation for the Real World,” *Journal of Public Administration Research and Theory* 27, 2 (April 2017) : 376-79

“Isopraxis Leadership: Leader Confidence, Managerial Strategy, and Organizational Performance,” *Chinese Public Administration Review* 8, 1 (June 2017): 47-64 (co-author: Kenneth J. Meier)

"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* (forthcoming) (co-authors: Nathan Favero, Simon Calmer Andersen, Kenneth J. Meier, and Søren C. Winter)

“Management and Performance in U.S. Nursing Homes,” *Journal of Public Administration Research and Theory* (forthcoming) (co-authors: Anna Amirkhanyan, Kenneth J. Meier, Mueen A. Dakhwe, and Shawn Janzen)

“Managing Risks in Public Organizations: A Conceptual Foundation and Research Agenda,” *Perspectives on Public Management and Governance* (forthcoming) (co-authors: Justin B. Bullock and Robert Greer)

Monographs

Selma Housing Authority Tenant Selection Analysis and Screening Instrument (Auburn: Office of Public Service and Research, 1982) (co-authors: Elton C. Smith and Beverly B. Williams).

Energy Purchasing Conservation Workbook (Auburn: OPSR, for Alabama Department of Energy, 1982) (co-authors: Diane Clark and Keith J Ward).

A Feasibility Study of Management of the Sections 401 and 404 Programs by the State of

Alabama (Auburn: Water Resources Research Institute, 1991).

Guidelines for Improving Wastewater and Solid Waste Management, WASH Technical Report No. 88, prepared for the Office of Health, Bureau for Research and Development, U.S. Agency for International Development (Washington, D.C.: Water and Sanitation for Health Project, August 1993) (co-authors: Richard N. Andrews, William B. Lord, L. Fernando Requena).

Integrated Assessment of Hazardous Waste Management in Botswana, WASH Field Report No. 421, prepared for the U.S. Agency for International Development Mission to Botswana (Washington, D.C.: Water and Sanitation for Health Project, October 1993) (co-author: Nancy S. Convard).

Institutional Assessment for Lead Exposure Abatement and Reduction in Cairo, Environmental Health Project Activity Report No. 31, prepared for the U.S. Agency for International Development (Washington, D.C.: Environmental Health Project, December 1996) (co-authors: Janet A. Phoenix and M. Walid Gamaleldin).

Lead Exposure Abatement Plan for Egypt, Environmental Health Project Activity Report No. 37, prepared for the U.S. Agency for International Development (Washington, D.C.: Environmental Health Project, 1998) (co-authors: Eugene Brantly, Patricia Billig, Janet A. Phoenix). In English and Arabic versions. Adopted by Ministry of State for Environmental Affairs, Egypt.

Lessons Learned: Institutional Roles and Responsibilities in Environmental Health Environmental Health Project Applied Study no. 8, prepared for the U.S. Agency for International Development (Washington, D.C.: Environmental Health Project, 1999) (co-author: David J. Sencer).

Research and Networks for Decision Support in the NOAA Sectoral Applications Research Program, report of National Research Council panel of the National Academies (Washington, DC: The National Academies Press, 2007) (co-authors: Helen M. Ingram, Holly Greening, Denise Lach, Philip Mote, Pamela Pogue, and Eugene A. Rosa)

REFERENCES

Available on request.

status attainment” status attainment, status attainment theory An extensive literature investigating how educational achievements and other indicators of skill and ability translate into jobs ranked according to socio economic status or prestige . The classicâ€¦ â€¦ Dictionary of sociology. Educational accreditation â€” is a type of quality assurance process under which services and operations of an educational institution or program are evaluated by an external body to determine if applicable standards are met. Translation for 'educational status' in the free English-Russian dictionary and many other Russian translations.Â Context sentences for "educational status" in English. These sentences come from external sources and may not be accurate. bab.la is not responsible for their content. more_vert. open_in_new Link to source. warning Request revision. If you seem competent -- for example, if you have high economic or educational status -- they're more inclined to respect you. more_vert. open_in_new Link to source. Definition of educational status in the Definitions.net dictionary. Meaning of educational status. What does educational status mean? Information and translations of educational status in the most comprehensive dictionary definitions resource on the web.Â Definitions for educational status ed·u·ca·tion·al sta·tus. Here are all the possible meanings and translations of the word educational status. U.S. National Library of Medicine(2.00 / 5 votes)Rate this definition: Educational Status. Verify your Education status. Before you Start. Who can use this feature.Â To verify your Education status, we need to know some information about you.This includes the details of your education program or learning environment. Your Education status will be valid for two years. If you are still a student or educator at the end of the two years, you can reapply for Education status. Follow the link: <https://www.figma.com/education/apply>. Enter the following information Define Education status. means the educational status of an individual at the time of applicationÂ Students may apply for admission under Continuing Education status by submitting to the Registrar an enrollment form available from the Registrar's Office and a high school transcript verifying a "B" average. Existing General Education Courses that do not now have Interdisciplinary status but are seeking approval as a Capstone will retain their General Education status pending review.