

Curriculum Vitae

Donald P. Moynihan

Associate Professor of Public Affairs
Robert M. La Follette School of Public Affairs
University of Wisconsin-Madison
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Faculty affiliate at UW-Madison: Department of Political Science, Institute for Research on Poverty, UW Institute for Clinical & Translational Research, Center for World Affairs and the Global Economy

ACADEMIC EXPERIENCE

- Associate Director, La Follette School of Public Affairs, 2009-present
- Associate Professor of Public Affairs, La Follette School of Public Affairs, University of Madison-Wisconsin, Summer 2007-Present
- Assistant Professor of Public Affairs, La Follette School of Public Affairs, University of Madison-Wisconsin, Fall 2005-Summer 2007
- Assistant Professor, Bush School of Government and Public Service, Texas A&M University, Fall 2003-Fall 2005
- Visiting Assistant Professor, Department of Political Science, Michigan State University, Fall 2002-Summer 2003

EDUCATION

Maxwell School of Citizenship and Public Affairs, Syracuse University.
Ph.D. in Public Administration, August 2002.

Dissertation:

Pursuing Rationality in Public Management: Managing for Results in U.S. State Government.
Committee: Patricia W. Ingraham (chair), Stuart Bretschneider, Jeffery Straussman, Jodi Sandfort, Alasdair Roberts, Scott Allard, Allan Mazur.

Maxwell School of Citizenship and Public Affairs, Syracuse University.
Master of Public Administration. Graduated June 1998.

University of Limerick, Limerick, Ireland.
Bachelor of Arts in Public Administration. Graduated in June 1997.

RESEARCH/TEACHING INTERESTS

- Public Administration History and Theory
- Public Management Reform
- Organizational Behavior
- Citizen Participation/Election Administration
- Performance Management
- Public Budgeting
- Crisis Response Networks
- Public Service Motivation

RESEARCH GRANTS

Principal Investigator, National Science Foundation Grant # 0859576, *Network Governance in Crisis Response: Analyzing Incident Command Systems*, 2009, \$82,480

Principal Investigator, Baldwin Wisconsin Idea Endowment Award/U.S. Geological Survey, *From Sandbags to Sanity: The Policy Implications of the Midwest Floods of 2008*, UW-Madison, 2009, \$35,000

H.I. Romnes Faculty Fellowship for outstanding Associate Professors, UW-Madison, 2009, \$50,000

Co-investigator, Pew Center on the States, *Early Voting and Same Day Registration in Wisconsin and Beyond*, \$49,400, 2009 (Principal Investigator: Barry Burden)

Co-investigator, U.S. Election Assistance Commission, *Election Data Collection Grant Program*, 2008, \$212,442 (Principal Investigator: Barry Burden)

Principal Investigator, IBM Business of Government Research Endowment, *From Forest Fires to Hurricane Katrina: Case Studies of Incident Command System*, 2006, \$20,000

Principal Investigator, IBM Business of Government Research Endowment, *Leveraging Collaborative Networks in Infrequent Emergency Situations*, 2004, \$15,000

Principal Investigator, Congressional Research Service, *Voting Systems and Election Reform, What do Local Election Officials Think?* 2004, \$19,770

RESEARCH AWARDS

Winner, Best Book of 2008, Public and Nonprofit Division, the Academy of Management

Joseph Wholey Scholarship Performance Award from the American Society for Public Administration for outstanding scholarship on performance in public and nonprofit organizations, 2009

Honorable mention, best case study, Maxwell School Collaborative Governance Initiative, 2009

Marshall E. Dimock Award for best lead article in *Public Administration Review*, 2007

Runner-up, Best Journal Article of 2006, *Public Management Review*

Paul A. Volcker Junior Scholar Research Grant, American Political Science Association, 2004, \$3,000

Best Article, *American Review of Public Administration*, 2003

Best Journal Article of 2002, Academy of Management Public and Nonprofit Division

Maxwell School Dissertation Fellow, 2001-2002

Syracuse University Graduate Fellow, 1998-2001

John F. Kennedy Fellow for Irish scholars studying in the United States, 1998-2002

Syracuse University-University of Limerick Academic Scholarship, 1998-1999

Silver medal for top academic performance in the College of Humanities (equivalent to Valedictorian), University of Limerick, 1997

PUBLICATIONS

Book

Moynihan, Donald P. 2008. *The Dynamics of Performance Management: Constructing Information and Reform*. Washington D.C.: Georgetown University Press.

Winner, Best Book of 2008, Public and Nonprofit Division, The Academy of Management

Reviews

“All in all, I find this book entrancing.” - *International Review of Administrative Sciences*.

“A highly recommended addition to libraries on both performance and public organization theory.” - *Governance*.

“A wonderfully written text on the psychology of performance management.” - *Public Administration Review*.

“Moynihan has written an important book...His work advances a Madisonian understanding of management reform that enriches the literature and our practical and theoretical understanding of performance management.” – *Journal of Public Administration Research and Theory*.

Journal Articles

Moynihan, Donald P. and Alasdair Roberts. “The End of an Idea: The Bush Administration and the Exhaustion of the Politicized Presidency.” Forthcoming at *Public Administration Review*.

Moynihan, Donald, Sergio Fernandez, Soonhee Kim, Kelly LeRoux, Donald P. Moynihan, Suzanne J. Piotrowski, and Bradley Wright. “Performance Regimes amidst Governance Complexity.” Forthcoming at *Journal of Public Administration Research and Theory*.

Moynihan, Donald P. “A Workforce of Cynics? The Effects of Contemporary Reform on Public Service Motivation.” Forthcoming at *International Public Management Journal*.

Moynihan, Donald P. and Noel Landuyt. 2009. “How do Public Organizations Learn? Bridging Structural and Cultural Divides.” *Public Administration Review*. 69(6): 1097-1105.

Moynihan, Donald P. 2009. “The Network Governance of Crisis Response: Case Studies of Incident Command Systems.” *Journal of Public Administration Research and Theory* 19(4): 895-915.

Moynihan, Donald P. 2009. “Our Usable Past: A Historical Contextual Approach to Administrative Values.” *Public Administration Review* 69(5): 813-821.

Moynihan, Donald P. 2009. “The New Architecture of State Government Administration: Key Questions and Preliminary Answers.” *Public Administration Quarterly* 33(2): 164-196.

Moynihan, Donald P. 2009. “From Intercrisis to Intracrisis Learning.” *Journal of Contingencies and Crisis Management* 17(3): 192-198.

Moynihan, Donald P. 2009. “Through a Glass Darkly: Understanding the Effects of Performance Regimes.” *Public Performance & Management Review* 32(4): 586-598.

- Moynihan, Donald P. 2008. "Public Management in North America: 1998-2008." *Public Management Review* 10(4): 482-492.
- Wichowsky, Amber and Donald P. Moynihan. 2008. "Measuring How Administration Shapes Citizenship: A Policy Feedback Perspective on Performance Management." *Public Administration Review*. 68(5): 908-920. **(Winner, Joseph Wholey Scholarship Performance Award for Public Administration for outstanding scholarship on performance in public and nonprofit organizations).**
- Moynihan, Donald P. and Carol Silva. 2008. "The Administrators of Democracy: A Research Note on Local Election Officials." *Public Administration Review* 68(5): 816-827.
- Moynihan, Donald P. and Noel Landuyt. 2008. "Explaining Turnover Intention in the Public Sector: Examining the Roles of Gender, Life Cycle and Loyalty." *Review of Public Personnel Administration* 28(2): 120-143.
- Moynihan, Donald P. and Sanjay K. Pandey. 2008. "The Ties that Bind: Social Networks, Value-Based Commitment and Turnover Intention." *Journal of Public Administration Research and Theory* 18(2): 205-227.
- Pandey, Sanjay K., Bradley E. Wright, and Donald P. Moynihan. 2008. "Public Service Motivation and Interpersonal Citizenship Behavior: Testing a Preliminary Model." *International Public Management Journal* 11(1): 89-108.
- Hou, Yilin and Donald P. Moynihan. 2008. "The Case for Counter Cyclical Fiscal Capacity." *Journal of Public Administration Research and Theory* 18(1): 139-159
- Moynihan, Donald P. 2008. "Combining Structural Forms in the Search for Policy Tools: Incident Command Systems in U.S. Crisis Management." *Governance* 21(2): 205-229.
- Moynihan, Donald P. 2008. "Learning under Uncertainty: Networks in Crisis Management." *Public Administration Review* 68(2): 350-361.
- Moynihan, Donald P. and Sanjay K. Pandey. 2007. "Finding Workable Levers: Comparing Job Satisfaction, Job Involvement, and Organizational Commitment." *Administration & Society* 39(7): 803-832.
- Pandey, Sanjay K., David Coursey and Donald P. Moynihan. 2007. "Overcoming Barriers to Organizational Effectiveness and Bureaucratic Red Tape: A Multi-Method Study" *Public Performance and Management Review* 30(3): 371-400.
- Moynihan, Donald P. and Sanjay K. Pandey. 2007. "The Role of Organizations in Fostering Public Service Motivation." *Public Administration Review* 67(1): 40-53. **(Winner, Dimock Award winner for best lead article).**
- Moynihan, Donald P. 2006. "Ambiguity in Policy Lessons: The Agencification Experience." *Public Administration* 84(4): 1029-1050.
- Moynihan, Donald P. 2006. "What Do We Talk About When We Talk About Performance: Dialogue Theory and Performance Budgeting." *Journal of Public Administration Research and Theory* 16(2): 151-168.

- Moynihan, Donald P. and Sanjay K. Pandey. 2006. "Creating Desirable Organizational Characteristics: How Organizations Create a Focus on Results and Managerial Authority." *Public Management Review* 8(1): 119-140. **(Runner-up for best article published in *Public Management Review*, 2006).**
- Moynihan, Donald P. 2006. "Managing for Results in State Government: Evaluating a Decade of Reform." *Public Administration Review* 66(1): 78-90.
- Moynihan, Donald P. and Sanjay K. Pandey. 2005. "Testing How Management Matters in an Era of Government by Performance Management." *Journal of Public Administration Research and Theory* 15(3): 421-439.
- Moynihan, Donald P. 2005. "Homeland Security and the U.S. Public Management Policy Agenda." *Governance* 18(2): 171-196.
- Moynihan, Donald P. 2005. "Managing for Results in an Impossible Job: Solution or Symbol?" *International Journal of Public Administration* 28(3): 213-233.
- Moynihan, Donald P. 2005. "How and Why State Governments Adopt and Implement Managing for Results Reforms." *Journal of Public Administration Research and Theory* 15(2): 219-243.
- Moynihan, Donald P. 2005. "The Impact of Managing for Results Mandates in Corrections: Lessons from Three States." *Criminal Justice Policy Review* 16(1):18-37.
- Moynihan, Donald P. 2005. "Goal-based Learning and the Future of Performance Management." *Public Administration Review* 65(2): 203-216.
- Moynihan, Donald P. and Patricia W. Ingraham. 2004. "Integrative Leadership in the Public Sector: A Model of Performance Information Use." *Administration & Society* 36(4): 427-453.
- Moynihan, Donald P. 2004. "Public Participation after 9/11: Rethinking and Rebuilding Lower Manhattan." *Group Facilitation: A Research and Applications Journal* 6(1): 117-126.
- Moynihan, Donald P. 2004. "Building Secure Elections: E-voting, Security and Systems Theory." Lead Article, *Public Administration Review* 64(5): 515-528.
- Moynihan, Donald P. 2004. "Protection versus Flexibility: The Civil Service Reform Act, Competing Administrative Doctrines and the Roots of Contemporary Public Management Debate." Lead Article, *Journal of Policy History* 16(1): 1-35.
- Moynihan, Donald P. 2003. "Public Management Policy Change in the United States 1993-2001." *International Public Management Journal* 6(3): 371-394.
- Moynihan, Donald P. and Patricia W. Ingraham. 2003. "Look for the Silver Lining: Managing for Results in State Government." *Journal of Public Administration Research and Theory*, 13(4): 469-490.
- Hou, Yilin, Moynihan, Donald P. and Patricia W. Ingraham. 2003. "Capacity, Management and Performance: Exploring the Links." *American Review of Public Administration*, 33(3): 295-315. **(Winner, Best Article, *American Review of Public Administration*, 2003).**
- Moynihan, Donald P. 2003. "Normative and Instrumental Perspectives on Public Participation: Citizen Summits in Washington D.C." *American Review of Public Administration*, 33(2): 164-188.

Andrews, Matthew and Donald P. Moynihan. 2002. "Why Reforms Don't Always Have to Work to Succeed: A Tale of Two Managed Competition Initiatives." *Public Performance and Management Review*, 25(3): 282-297. **(Winner, Best Journal Article of 2002, Academy of Management Public and Nonprofit Division).**

Selden, Sally C. and Donald P. Moynihan. 2000. "A Model of Voluntary Turnover in State Government." *Review of Public Personnel Administration*. 20(2): 63-75.

Ingraham, Patricia. W., Selden, Sally C. and Donald P. Moynihan. 2000. "People and Performance: Challenges for the Future Public Service-the Report from the Wye River Conference." *Public Administration Review* 60(1): 54-60.

Reprinted in Frank Thompson (Ed.) *Classics of Public Personnel Policy* (3rd ed). 2002. Belmont, CA: Wadsworth.

Reviews/Commentary

Moynihan, Donald P. 2009. "Innumeracy in a World of Numbers." Forthcoming, *Public Administration Review*.

Moynihan, Donald P. 2009. "Natural Disaster Analysis after Hurricane Katrina: Risk Assessment, Economic Impacts and Social Implications." *International Journal of Public Administration*. 32(10): 921-923.

Moynihan, Donald P. 2009. "A Heckuva Job: How management failures doomed the Bush administration." *Public Management Review* 11(1): 121-133.

Moynihan, Donald P. 2008. "A Crisis of Authority? A Conversation with Alasdair Roberts about the Bush Years." *Public Administration Review* 68(3): 516-522.

Moynihan, Donald P. 2007. "Incident Command Systems for Organizing Crisis Response." *The Business of Government*, Spring, 64-70.

Moynihan, Donald P. 2007. Review of *Managers not MBAs*, by Henry Mintzberg. *Public Management Review* 9(1): 155-158.

Moynihan, Donald P. 2007. "Public Management by the Book" *Journal of Public Administration Research and Theory* 17(1):149-153.

Moynihan, Donald P. 2006. "What Can Baseball Teach Us About Performance Management?" *Public Administration Review* 66(4): 647-648.

Moynihan, Donald P. 2006. "Can Postmodern Theory Make it in a Positivist World?" *Public Management Review* 8(1): 174-176.

Moynihan, Donald P and Carol Silva. 2005. "What is the Future of Studying Elections? Making the Case for a New Approach." *The Policy Studies Journal* 33(1): 31-36.

Moynihan, Donald P. 2005. Review of “Unbundled Government: A Critical Analysis of the Global Trend to Agencies, Quangos and Contractualisation.” *Public Management Review* 7(1): 149-151.

Book Chapters

Moynihan, Donald P. “Performance Management.” Forthcoming in Robert Durant (Ed), *Oxford Handbook of American Bureaucracy*. Oxford: Oxford University Press.

Moynihan, Donald P. and Matthew Andrews. “Budgets and Financial Management.” Forthcoming in Richard Walker, George A. Boyne, and Gene A. Brewer (eds). *Public Management and Performance: Research Directions*. Cambridge, England: Cambridge University Press.

Moynihan, Donald P. 2009. “Drawing the Battle Lines: The Ongoing Legacy of the Civil Service Reform Act.” In Rohit Raj Mathur (Ed.). *Glimpses of Civil Service Reform* (266-292). Hyderabad, India: The Icfai University Press.

Ingraham, Patricia W., Donald P. Moynihan and Matthew Andrews. 2008. “Formal and Informal Institutions in Public Administration.” In Jon Pierre, B. Guy Peters and Gerry Stoker (Eds.) *Debating Institutionalism* (66-85). Manchester: Manchester University Press.

Moynihan, Donald P. 2008. “Advocacy and Learning: An Interactive-Dialogue Approach to Performance Information Use.” Wouter van Dooren & Steven Van de Walle (Eds), *Performance information in the public sector: How it is used* (24-41). London: Palgrave Press.

Moynihan, Donald P. 2008. “The Normative Model in Decline? Public Service Motivation in the Age of Governance.” Forthcoming in James L. Perry and Annie Hondeghem (Eds.), *Motivation in Management: The Call of Public Service* (247-267). Oxford: Oxford University Press.

Moynihan, Donald P. 2007. “State Government Adoption of “Managing for Results” Reforms.” In Jack Rabin (Ed) *Encyclopedia of Public Administration and Public Policy*. New York: Taylor & Francis Group, LLC.

Ingraham, Patricia W. and Donald P. Moynihan. 2007. “Counting the Ways Management Matters to Performance.” Forthcoming in Patricia W. Ingraham (Ed.), *In Pursuit of Performance: Management Systems in State and Local Government* (212-231). Baltimore: Johns Hopkins University Press.

Moynihan, Donald P. 2007. “The Reality of Results: Managing for Results Systems in State and Local Governments.” Patricia W. Ingraham (Ed), *In Pursuit of Performance: Management Systems in State and Local Government* (151-177). Baltimore: Johns Hopkins University Press

Pandey, Sanjay K., and Donald P. Moynihan. 2007. “Bureaucratic Red Tape and Organizational Performance: Testing the Moderating Role of Culture and Political Support.” In George A. Boyne, Kenneth J. Meier, Laurence. J. O’Toole Jr., and Richard M. Walker (Eds.) *Public Service Performance* (130-151). Cambridge, England: Cambridge University Press.

Moynihan, Donald P. 2007. Citizen Participation in Budgeting: Prospects for Developing Countries. In Anwar Shah (Ed.), *Participatory Budgeting* (pp.53-85). Washington D.C.: The World Bank.

Moynihan, Donald P. 2007. "Can Technology Reinvigorate Participation: Lessons from the Town-Hall Meeting." In Ari-Veikko Anttiroiko & Matti Malkia (Eds) *Encyclopedia of Digital Government* (pp.169-173). Hershey, PA: Idea Group Inc.

Moynihan, Donald P. 2007. "Too Much Technology and Not Enough Democracy: E-Voting in the United States." In Ari-Veikko Anttiroiko & Matti Malkia (Eds) *Encyclopedia of Digital Government* (pp.797-802). Hershey, PA: Idea Group Inc.

Ingraham, Patricia W., Jessica Sowa and Donald P. Moynihan. 2004. "Public Sector Integrative Leadership: Linking Leadership to Performance in Public Organizations." In Patricia W. Ingraham and Laurence E. Lynn Jr.(Eds), *The Art of Governance: Analyzing Management and Administration* (pp.152-170).Washington D.C: Georgetown University Press.

Ingraham, Patricia W. and Donald P. Moynihan. 2004. "A Laggards Tale: Civil Service and Administrative Reform in the United States." In John Halligan (Ed.) *Civil Service Systems in Anglo-American Countries* (pp.174-197). Cheltenham: Edward Elgar.

Moynihan, Donald P. 2003. "Managing for Results." In *Paths to Performance in State & Local Government: A Final Assessment from the Maxwell School of Citizenship and Public Affairs* (pp.153-172). Syracuse: Alan K. Campbell Public Affairs Institute.

Moynihan, Donald P., and Alasdair Roberts. 2002. "Public Service Reform and the New Security Agenda." In Alasdair Roberts (Ed.), *Governance and Public Security* (pp.129-145). Syracuse: Alan K. Campbell Public Affairs Institute. Available at:
http://www.maxwell.syr.edu/campbell/Governance_Symposium/MoynihanRoberts.pdf

Moynihan, Donald P. 2001. "Strategic Planning and Performance Measurement: Setting Goals and Tracking Achievement in the City of Glenville." Robert P. Watson, (Ed.), *Public Administration: Cases in Managerial Role-Playing* (pp.152-155). New York: Longman Publishers.

Ingraham, Patricia W., Peters, B. Guy and Donald P. Moynihan. 2001. "Public Employment and the Future of the Public Service." B. Guy Peters and Donald Savoie, (Eds.), *Governance in the 21st Century: Revitalizing the Public Service*. (pp.385-427). Montreal: McGill-Queen's University Press.

Reprinted in French: B. Guy Peters and Donald Savoie, (Eds.) 2001. "L'emploi dans le Secteur Public et L'avenir de la Fonction Publicque" in *La Gouvernance au XXI Siècle: Revitaliser la Fonction Publique* (pp.287-316).

Ingraham, Patricia W. and Donald P. Moynihan. 2001. "Looking Back, Looking Forward: What Did Reinvention Do?" In Tom Liou, (Ed.) *The Handbook of Public Management Practice and Reform* (pp. 447-472). New York: Marcel Dekker.

Ingraham, Patricia W. and Donald P., Moynihan. 2001. "Beyond Measurement: Managing for Results in State Government." In Dall Forsythe, (Ed). *Quicker, Better, Cheaper?: Managing Performance in American Government* (pp.309-335). Albany, NY: Rockefeller Institute Press.

Ingraham, Patricia W. and Donald P. Moynihan. 2000. "Evolving Dimensions of Performance from the CSRA to the Present." James P. Pfiffner & Douglas A. Brook, (Eds). *The Future of Merit: Twenty Years After the Civil Service Reform Act* (pp.103-126). Washington DC: Johns Hopkins University Press.

Working Papers, Reports and Research Notes

Burden, Barry C., David T. Canon, Stéphane Lavertu, Kenneth R. Mayer and Donald P. Moynihan. 2009. *Wisconsin Election Data Collection Grant Program Evaluation Report: A Report to the Wisconsin Government Accountability Board*.

Burden, Barry C., David T. Canon, Stéphane Lavertu, Kenneth R. Mayer and Donald P. Moynihan. 2009. *The Effects and Costs of Early Voting, Election Day Registration, and Same Day Registration in the 2008 Elections*. Report presented to the Pew Charitable Trusts

Moynihan, Donald P. 2007. *From Forest Fires to Hurricane Katrina: Case Studies of Incident Command Systems*. Report to the IBM Center for the Business of Government.
<http://www.businessofgovernment.org/pdfs/MoynihanKatrina.pdf>

Moynihan, Donald P. 2005. *Leveraging Collaborative Networks in Infrequent Emergency Situations*. Report to the IBM Center for the Business of Government.
<http://www.businessofgovernment.com/pdfs/MoynihanReport.pdf>

Bush School Capstone Team (Faculty Advisor). 2005. *Voting Systems and Election Reform: What do Local Election Officials Think?* <http://bush.tamu.edu/capstonepapers/VotingSystemsReport.pdf>

Moynihan, Donald P. 2003. Performance-based budgeting: beyond rhetoric. PREM Research Note. Washington DC: The World Bank. <http://www1.worldbank.org/prem/PREMNotes/premnote78.pdf>

Moynihan, Donald P. 2001. The State of the States in Managing for Results. Alan K. Campbell Public Affairs Institute Working Paper. <http://www.maxwell.syr.edu/gpp/>.

Moynihan, Donald P. 2000. Managing for Results in the Cities: Innovative Practices. Alan K. Campbell Public Affairs Institute Working Paper. <http://www.maxwell.syr.edu/gpp/>.

Moynihan, Donald P. 2000. Managing for Results in the Cities: Results of a National Survey. Alan K. Campbell Public Affairs Institute Working Paper. <http://www.maxwell.syr.edu/gpp/>.

CLASSES TAUGHT

- *Advanced Public Management/Public Management* Spring 2005 (Bush School)/Fall 2005-08 (La Follette School). My teaching on public management provides graduate students in public affairs an understanding of managerial craft, institutions and structures. I introduce key theories of how public organizations work, the relationship between democracy and management, and critical public management issues such as accountability, public/private comparisons, street-level bureaucracy, ethics, and reform. Students prepare case memos, and complete a study of an actual public organization.
- *Performance Management*, Spring 2004 (Bush School)/Fall 2006-09 (La Follette School). This seminar acquainted graduate students with the key theories, concepts and skills required to understand and undertake performance management in government. The course examines performance management reforms in government, including strategic planning, measuring results, performance budgeting, and managed competition. In particular, the course focuses on the impact of such reforms on patterns of public decision-making.
- *Domestic Policy Workshop*: Spring 2006/07 (La Follette School): The domestic policy workshop is a core course at La Follette and provides students them to apply the research skills they have developed over the course of their degree in a real world situation. Teams of students work with clients to study a specific public policy or management problem and to develop a solution. Clients have includes the Secretary of the Department of Natural Resources, the Milwaukee Budget Office and the Secretary of the State Building Commission.
- *Public Budgeting*, Fall 2003/04 (Bush School)/Spring 2006-08 (La Follette School). A seminar in public budgeting for graduate students in public affairs, this course examined the budget process both from a political and technical perspective. The course employed an intensive case-study approach, where students applied general concepts and specific skills to particular budget problems on a weekly basis, presenting their analysis orally, as professional memos, and in a budget format.
- *Technology and Democracy*, Fall/Spring 2005 (Bush School). This was a directed research class that examined how technological improvements impact governance. Specifically, the class examined how election officials evaluate and decide between different voting technologies. Students learned about basic concepts of democracy, e-government theory, the policy specifics of e-voting and methodological training in sampling and survey development. Students were responsible for creating and implementing a survey of election officials, the results of which were the basis of a report by the Congressional Research Service.
- *Integrative Studies in the Social Sciences*, Fall 2002 (Michigan State). In teaching an introductory class of 249 students with limited background in social sciences I focused on improving their critical analysis of social institutions they were already familiar with. The class therefore examined democracy and market systems, and the positive and negative interactions between the two.
- *Bureaucracy and the Policy Process*, Spring 2003, Summer 2003 (Michigan State). The class covers the role of bureaucracy in policymaking, including interface with interest groups, the judiciary, executive and legislative branches. For both the summer spring and summer classes, I employed essay-based written exams, and required students to produce executive memos from the perspective of characters featured in public management case studies.

ADDITIONAL WORK EXPERIENCE

Consultant, Research Triangle Institute, Washington DC

03/09

- Member of expert working group providing advice to the Office of Adolescent Pregnancy Programs on performance management processes.

Consultant, US AID/Associates in Rural Development, Lima, Peru

5/03

- Advised US AID, ARD and the Peruvian government on the process of government decentralization. A failure of decentralization in many countries has been to transfer power to governments that lack the capacity to manage it. My contribution was to propose, in presentations and a report, an accreditation process for local government that enabled transfer of public functions, while building local government capacity and raising long-run performance.

Research Associate, Alan K. Campbell Public Affairs Institute, Syracuse University, 11/97 – 8/02

- Selected to assist in the implementation of a \$4.6 million Pew Charitable Trusts grant, the Government Performance Project, to measure public management performance at the local, state and federal levels. More information on the project can be found at: <http://www.maxwell.syr.edu/gpp/>
- Led research teams in Managing for Results analysis for city and state government in the United States, trained research team for analysis of county government. Managing for Results includes strategic planning, performance measurement and performance-based budgeting.
- Duties included employee supervision, survey design, writing assessments of management capacity, creating a document analysis system. Analysis completed through creation of written survey, qualitative and quantitative coding including document analysis, internet research and interviews.
- Consultant on research team that completed the *Synergy Project: Innovations in the Public Sector* for Deloitte & Touche LLP and Deloitte Consulting. Completed summary paper highlighting critical factors for public innovations based on analysis of 24 case studies.

Short-term Consultant,

The World Bank, Washington DC

5/00 – 7/00, 5/05

Summer Intern,

The World Bank, Washington DC

5/99 – 7/99

- Prepared paper on citizen participation in budgeting countries for the World Bank Institute.
- Selected to perform research in the Public Expenditure unit of the Public Sector Group.
- Contributed to revision of IMF Code of Good Practices on Fiscal Transparency.
- Developed Public Expenditure and Management diagnostic to analyze institutional influences and outcomes on fiscal discipline, policymaking and public sector efficiency. The diagnostic is used by World Bank staff in analyzing the quality, behaviors and institutions associated with public expenditure performance in developing countries.
- Provided research in the areas of public participation in the budget process; poverty reduction programs; the role of strategic planning in the public sector; performance-based budgeting; poverty-focused budgeting; and methods to facilitate major policy shifts. Research was shared among public sector specialists, published in the World Bank Public Expenditure Newsletter, and in research notes.

Consultant, Shannon Development, Shannon Town, Ireland

6/96 – 11/96

- Contracted and managed a European Union sponsored conference, *Mediterranean Web for Schools*.
- Worked in the management of *ENCATA*, an EU program that aimed at increasing information technology knowledge and use among small and medium sized enterprises throughout Europe.

Executive Officer, Department of Education, Dublin, Ireland

1/95 – 6/95

- Held the position of Executive Officer in the Adult Education Section of the Irish Civil Service. Limited staff numbers created an environment where teamwork, problem solving and flexibility were

emphasized. Every staff member had a large area of responsibility and had to be familiar with the administration of the entire section.

- Duties included budgeting, cost claim analysis, statistical research, drafting correspondence on behalf of the section and representing the section at various meetings and functions.

PROFESSIONAL MEMBERSHIPS

- Academy of Management
- American Political Science Association
- Association for Public Policy and Management
- International Public Management Network
- Public Management Research Association
- American Society for Public Administration

SERVICE

- Co-Editor, *Journal of Public Administration Research and Theory*, 2007-present
- Book Review Editor, *Public Management Review*, 2004-present
- Editorial board member: *State & Local Government Review*, 2007-present; *International Review of Public Administration* 2007-present; *Risk, Hazards & Crisis in Public Policy* 2009-present, *American Review of Public Administration* 2009-present; *Public Administration Review* 2010-
- Board of Directors, Public Management Research Association 2005-2009; member of ad-hoc committee examining international collaboration, 2006; member of ad-hoc committee to determine future JPART editorial responsibilities, 2009
- European Group of Public Administration Study Group on Performance in the Public Sector, Paper Award Committee, 2009
- Executive Council, Public and Non-Profit Division, Academy of Management (Liaison to the Public Management Research Association), 2005-2008
- Steering Committee, Center for World Affairs and the Global Economy, UW-Madison, 2007-2009
- Executive Council, Public Administration Section of American Political Science Association, 2005-2007
- Faculty advisor, National Honorary Society for Public Affairs and Administration, UW-Madison
- Peer reviewer, *Academy of Management*, *Administration & Society*, *American Review of Public Administration*, *Journal of Public Administration Research and Theory*, *Governance*, *Group Facilitation: A Research and Applications Journal*, *International Public Management Journal*, *International Review of Administrative Sciences*, *Journal of Politics*, *Journal of Policy Analysis and Management*, *Personnel Review*, *National Science Foundation*, *Political Science Quarterly*, *Policy Studies Journal*, *Public Administration*, *Public Administration Review*, *Public Finance and Management*, *Public Performance and Management Review*, *Public Management Review*, *State & Local Government Review*, W.W. Norton & Company, Congressional Quarterly Press, Georgetown University Press, Routledge Press.
- Named outstanding reviewer, Public and Nonprofit Section, Academy of Management 2006, 2007, 2009
- Workshop organizer, *A Performing Public Sector: A Second Transatlantic Dialogue*, Leuven, 2006
- Associate Director, La Follette School 2009-
- Faculty search committee, Bush School, 2004-2005
- Faculty advisor to MPSA students, Bush School
- Faculty advisor to MPA students at La Follette School
- Faculty advisor, UW-Madison branch of National Association for Public Affairs and Administration Honors Society
- Letters & Science Faculty Appeals Committee, 2007-
- Admissions Committee for MPA, Bush School 2003-2004; La Follette School 2004-2008
- Development Space and Outreach Committee, La Follette School, 2006-present
- Curriculum Committee, La Follette School, 2007-present
- Graduate Committee, La Follette School, 2006-present
- Dissertation Committee, Matthew Dull, Political Science, graduated, 2006; Danielle Wood, Department of Urban Planning, Jaime Meyno, Engineering, Stephane Lavertu, Political Science.
- Member, National Association for Public Affairs and Administration/American Society for Public Administration Distinguished Research Award committee, 2006, 2010.
- Chair, Levine Prize Committee for Best Book in Public Policy and Administration in 2006, *Governance*.