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**Department of Public Administration and Policy
ROCKEFELLER COLLEGE OF PUBLIC AFFAIRS AND POLICY
University at Albany
State University of New York**

EDUCATION

- 1975** PhD, Political Science, Graduate School and University Center, City University of New York
- 1969** MA, Political Science, Hunter College of the City University of New York
- 1966** BA, Political Science, Hofstra University

PROFESSIONAL EXPERIENCE

- 2006 to present** Professor, Department of Public Administration and Policy
Rockefeller College of Public Affairs and Policy
University at Albany
State University of New York
- 2012 to 2013** Professor and Vice Dean (Executive Education)
Lee Kuan Yew School of Public Policy
National University of Singapore
- 2011 to 2012** Visiting Professor
Lee Kuan Yew School of Public Policy
National University of Singapore
- 2006 to 2011** Dean, Rockefeller College of Public Affairs and Policy
- 2003 to present** Visiting Professor, Bocconi University, Milan Italy
- 2000 to 2006** Associate Dean and Chair, Department of Public Administration

1999 to 2003	Maxwell Professor of Teaching Excellence
1996 to 2000	Vice Chair, Department of Public Administration, Syracuse University
1986 to 2006	Professor, Syracuse University
1979 to 1986	Associate Professor, Syracuse University
1976 to 1979	Assistant Professor, Michigan State University
1974 to 1976	Assistant Professor, State University College, Fredonia

PUBLICATIONS

Books

Innovative Local Authorities. (Co-editor, Katalin Levai). Budapest, Hungary: Local Society Research Group, 1996.

Public Management Strategies. (Co-author, Barry Bozeman). San Francisco, CA: Jossey Bass, Inc., 1990.

Public Administration, second edition. White Plains, NY: Longman, Inc., 1990.

New Directions in Public Administration. (Co-editor, Barry Bozeman). Monterey, CA: Brooks/Cole Publishing Company, 1984.

The Limits of Technocratic Politics. New Brunswick, NJ: Transaction Books, 1978.

Articles and Book Chapters

“Improving the Budget Process in Fragile and Conflict Ridden States: Two Modest Lessons from Afghanistan.” (co-author, David E. Guinn). *Public Administration Review* 76 (March/April 2016): 263-72.

Managing Disaster Risk: An Interpretive Essay About Governance, Capacity, Fragility and Vulnerability.” (co-author, Asmita Tiwari). *Risk, Hazards & Crisis in Public Policy* 6 (2015): 344-366.

“Developing craft skills with quasi-cases: The example of the Big Apple’s flirtation with congestion pricing.” Teaching Public Administration 33 (2015): 175-192.

“Legislative Participation in Budgetary Systems: Is There Evidence of Convergence?” International Journal of Public Administration 35 (2012): 667-76.

“Non-partisan Legislative Budget Offices: A Tentative Step toward Improving Legislative oversight.” (co-author, Ari Renoni) Governance 24 (2011): 167-73.

“Public Management, Politics, and the Policy Process in the Public Affairs Curriculum.” Journal of Policy Analysis and Management 27 (2008): 624-40.

“An Essay on the meaning(s) of ‘Capacity Building’—With an Application to Serbia.” International Journal of Public Administration 30 (2007): 1103-1120.

“Public Service Reform in Russia, 1991-2006,” (co-author, Alexei Barabashev) Public Administration Review 67 (2007): 373-382.

“Leadership and Performance” in Federico Lega and Daniela Cristofoli, Strategic Management of Public Sector Organizations. Milan: McGraw-Hill, 2005, pp. 147-160.

“Why Do People Give?” in Gifts Of Time And Money, Arthur C. Brooks, ed. Lanham: Rowman & Littlefield Publishers, Inc., 2005, pp. 209-212.

“Peacekeeping in Bosnia” (co-author, William C. Banks) in Terrorism and Peacekeeping, Volker C. Franke, ed., Westport,CT: Praeger, 2005.

“On the Meaning(s) of ‘Capacity’ in the Literature and Practice of Administrative Reform in Transitional Countries—Searching for Clarity.” Vezetestudomány (Hungarian Management Review) 35 (July-August 2004): 109-120.

“Searching for Balance: Vietnamese NGOs Operating in a State-Led Civil Society.” (co-author, Steven J. Lux) Public Administration and Development 24 (2004): 173-81.

“Chinese Administrative Reforms with British, American and Japanese Characteristics?” (co-author Mengzhong Zhang) Public Administration and Policy 12 (2003): 143-179.

“Managing Intensive Student Consulting Capstone Projects: The Maxwell School Experience.” (co-author, Scott W. Allard) Journal of Policy Analysis Management, Vol. 22, No. 4 (fall 2003): 689-701.

"A Master of Public Administration Degree with Chinese Characteristics?" (co-author, Caroline Haiyan Tong) Journal of Public Affairs Education, Volume 9, No. 2 (April 2003): 105-115.

"Technical assistance to local governments in Hungary: the limits of best practice." International Journal of Public Sector Management 14 (2001): 500-21.

"Chinese administrative reforms in international perspective." (co-author, Mengzhong Zhang) International Journal of Public Sector Management 14 (2001): 411-22.

"Mandates," in Defining Public Administration, Jay M. Shafritz, ed. Boulder, CO: Westview Press, 2000.)

**"A New Imperial Presidency? Insights from U.S. Involvement in Bosnia." (co-author, William C. Banks) Political Science Quarterly 114 (Summer 1999): 195-217.
Reprinted in The New American Interventionism, Demetrios Caraley, ed. New York: Columbia University Press, 1999.**

"Civil Service Reform in the People's Republic of China: case studies of early implementation." (co-authors, Caroline Haiyan Tong and Walter D. Broadnax) Public Administration and Development 19 (May 1999): 193-206.

"Defense Contingency Budgeting in the Post-Cold-War World." (co-author, William C. Banks) Public Administration Review 59 (March/April 1999): 135-46.

"The Transferability of Managerial Repertoires." Korea Public Administration Journal 6 (1997): 126-141.

"Innovation In A Post-Communist Environment: Preliminary Results From A Hungarian Project." Discussion Papers, No. 1 Local Government and Public Service Reform Initiative (1997).

"Ideals and Reality in the Evolution of Fiscal Reform in Central and Eastern Europe." Public Budgeting & Finance 16 (Summer 1996): 79-95.

"A szocialis segely ugynetesenek dilemmai, helyi szinten," (Dilemmas in social services case processing, with Katalin Fabian) Esely 1 (1996): 43-49. Reprinted in Innovative Local Authorities. (Co-editor, Katalin Levai). Budapest, Hungary: Local Society Research Group, 1996.

"Confessions of a Renegade Grossian." in Enduring Visions The Legacy of Bertram Gross, Stanley Moses, ed. Harlem & North River, NY: Butterfly Press, 1995.

"Managing the Transition: Financing Culture in the Czech Republic." in Firm Behavior in Emerging Market Economies, Daniel S. Fogel, ed. Aldershot, UK: Avebury, 1995.

"Okun Revisited: Difficult Budgetary Choices in Rozsavaros." (with Katalin Fabian and Agota Horvath) in Firm Behavior in Emerging Market Economies, Daniel S. Fogel, ed., Aldershot, UK: Avebury, 1995.

"Local Government Finance in Hungary: Okun Revisited." (Co-author Katalin Fabian) Public Budgeting & Finance 14 (Winter 1994): 71-83.

"Judicial Intervention and Local Spending: The Case of Local Jails." (Co-author William D. Duncombe) Policy Studies Journal 22 (Winter 1994): 604-16.

"Post-communist transition of local government in Hungary: managing emergency social aid." (Co-author Katalin Fabian) Public Administration and Development 14 (1994): 271-280.

"Public Policy Analysis and Management as a Field of Professional Education." AULA, 15 (1993/3): 84-94.

"The Impact Of Courts On The Decision To Expand Jail Capacity." (Co-author William D. Duncombe). Administration & Society, 25 (November 1993): 267-292.

"The Stafford County Jail: A Case of Judicial Intervention in Public Management," in Practical Exercises in Local Government Finance. (Chicago, IL: Government Finance Officers Association, 1993): 36-46.

"Management By Groping Along: The Limits of a Metaphor." Governance 6 (1993): 154-71.

"State Budgetary Processes: The Two Faces of Theory." (Co-author Beverly S. Bunch). Public Budgeting And Financial Management, 5 (1993): 9-36.

"The Impact of Courts on Public Management: What Do We Know and How Do We Know It?" (Co-author Rosemary O'Leary) in Public Management, Barry Bozeman, ed. San Francisco: Jossey-Bass, Inc., 1993.

"Statistical Laws of Confidence Versus Behavioral Response: How Individuals Respond to Public Management Decisions Involving Uncertainty." (Co-author Stuart Bretschneider). Journal of Public Administration Research and Theory, 2 (July 1992): 333-46.

"A strategiai kozszolgalati menedzsment fogalma" (The Concept of Strategic Public Management). Vezetestudomány, 6 June 1992): 53-59.

"Budgeting Rights: The Case of Jail Litigation." (Co-author Kurt Thurmaier) Public Budgeting & Finance 9 (Summer 1989): 30-42.

"Do revenue forecasts influence budget setting? A small group experiment." (Co-authors Stuart Bretschneider and Daniel Mullins) Policy Sciences 21 (1988): 305-325.

"Rights-Based Budgeting" in New Directions in Budget Theory, Irene Rubin, ed., Albany: SUNY Press, 1988.

"Bowsher v. Synar: The Emerging Judicialization of the Fisc." (Co-author William C. Banks), Boston College Law Review 28 (July 1987): 659-688.

"Courts and Public Purse Strings: Have Portraits of Budgeting Missed Something?" Public Administration Review 46 (July/August 1986): 345-351.
Reprinted in Government Budgeting, 3rd Edition, Albert C. Hyde, ed., Toronto: Wadsworth, 2002.

"Militancy, Union Penetration, and Fiscal Stress: Are They Really Related?" (Co-author Robert C. Rodgers) in Urban Policy Problems, Mark S. Rosentraub, ed. New York: Praeger, 1986.

"Public Unions and Penalties for Striking Across the States," (Co-authors Stuart Bretschneider and Robert C. Rodgers) Review of Public Personnel Administration 6 (1986): 19-36.

"Government Overload Revisited: The Case of the Federal Budget Deficit." International Journal of Public Administration 8 (1986): 79-102

"V. O. Key's 'The Lack of a Budgetary Theory': Where Are We Now?" International Journal of Public Administration 7 (1985): 345-374.

"Another Look at the Mandate Issue: Are Conditions-of-Aid Really So Burdensome?" (Co-author Jane Massey). Public Administration Review 45 (1985): 292-300.

"What Factors Contribute to the Duration of Strikes by Public Employees?" (Co-author Robert Rodgers). International Journal of Public Administration 6 (1984): 183-199.

"Maximization, Markets and the Measurement of Productivity in the Public Sector." (Co-author Alexander Rosenberg) in New Directions in Public Administration. A slightly different version is published under the title, "Public Sector Monopolies" in Productivity and Public Policy, Marc Holzer and Stuart S. Nagel, eds. Beverly Hills: SAGE, 1984.

"Do Judges Determine Budget Decisions?" (Co-author Linda Harriman). Public Administration Review 43 (1983): 343-351.

"Shrinking Budgets and the Shrinkage of Budget Theory." (Co-author Barry Bozeman). Public Administration Review 42 (1982): 509-515.
Reprinted in Perspectives on Budgeting, 2nd Edition, Allen Schick, ed., Washington, D.C.: American Society for Public Administration, 1987.

"Organizational 'Publicness' and Resource Dependency." (Co-author Barry Bozeman). Organization Theory and Public Policy, Richard Hall and Robert Quinn, eds. Beverly Hills: SAGE, 1983.

"Budget Control Is Alive and Well: Case Study of a County Government." (Co-author Jane Massey) Public Budgeting & Finance 1 (1981): 3-11.
Reprinted in New Directions in Public Administration.

"Quasi-Market Alternatives to Local Government Service Provision." The Urban Interest 3 (Spring 1981): 305. (Symposium editor. Includes an introduction and five articles.)

"Contracting for Social Services at the Local Level." (Co-author John Farie) The Urban Interest 3 (1981): 43-49.

"Spending More and Enjoying It Less On the Political Economy of Advanced Capitalism." Comparative Politics 13 (1981): 235-252.

"More Bang for Fewer Bucks? Or How Local Governments Can Rediscover the Potentials (and Pitfalls) of the Market." Public Administration Review 41 (1981): 150-158.

"Public Sector Unionism and Tax Burdens: Are They Related?" (Co-author Robert Rodgers) Policy Studies Journal 8 (1979): 438-448.

Reprinted in Employment and Labor-Relations Policy, Charles Bulmer and John L. Carmichael, Jr., eds., Lexington, MA: Lexington Books, 1980.

"A Typology of Budgetary Environments: Notes on the Prospects of Reform," Administration and Society 11 (1979): 216-226.

Reprinted in Public Budgeting & Finance, Robert T. Golembiewski and Jack Rabin, eds. New York: Marcel Dekker, Inc., 1983.

"The Adoption of Budget Reform: How One Agency Drifted Toward ZBB." (Co-author Glen E. Hahn) in Zero-Base Budgeting in State and Local Government. John A. Worthley and William G. Ludwin, eds., New York: Praeger, 1979).

"Budget 'Reform' as a Technique of Managerial Assertiveness." (Co-author Glen E. Hahn) Public Administration Review 38 (1978): 584-588.

"The 'Reserve Army' of the Unemployed Revisited." Society 14 (1977): 40-45.

"Technocratic Counsel and Societal Guidance." in Politics and the Future of Industrial Society, edited by Leon N. Lindberg, New York: David McKay, 1976.

"What Did Tomorrow's Future Look Like Yesterday?" Comparative Politics 8 (1975): 166-82.

"Full Employment Growthmanship and the Expansion of Labor Supply." (Co-author Bertram M. Gross), The Annals 418 (1975) 1-12.

"The Social Indicators Movement." (Co-author Bertram M. Gross), Social Policy V (1974): 43-54.

TEACHING INTERESTS

Public Expenditure Management
Management of Public Policy
Leadership
Political Economy of Transition

ACADEMIC HONORS

2008 Fellow, National Academy of Public Administration

- 2007** Fellow of the State Academy for Public Administration (New York)
- 2004** Best Article in Journal of Public Affairs Education, National Association of Schools of Public Affairs and Administration
- 1999** Maxwell Professor of Teaching Excellence
- 1994** Pew Charitable Trusts and Institute for Local Government and Public Service, Budapest Hungary
Grants for Building Local Government Capacity: Managing Programs for the Vulnerable Project
- 1992** Fulbright Scholar Award, Budapest Hungary
- 1986** Senate Research Grant, Syracuse University
- 1981** Senate Research Grant, Syracuse University
- 1978** National Endowment of the Humanities Grant, "Human Values and Politics."
- 1976** SUNY Research Fellowship and Grant-in-Aid

PROFESSIONAL SERVICE

- 2008-2011** Policy Council, Association of Policy Analysis and Management
- 2007-2011** Government Accountability Office, Educators Advisory Panel
- 2002-2005** Executive Council, National Association of Schools of Public Affairs and Administration
Chair, International Committee
- 2003-present** Editorial Board, Journal of Comparative Policy Analysis
- 1998 to 2000** International Education Committee, National Association of Schools of Public Affairs and Administration
- 1990 to 1995** Editorial Board, American Review of Public Administration

- 1988 to 1992** Editorial Board, State and Local Government Review
- 1985 to 1986** Federal Court Study Advisory Board, Advisory Commission on Intergovernmental Relations, Washington, DC.
- 1981 to 1988** Book Review Editor, Public Budgeting & Finance
- 1977 to 1979** Member, Board of Directors, Michigan Capital Area Chapter, American Society for Public Administration
- 1973 to 1974** Member, Economic Development Commission, Chautauqua County, New York

UNIVERSITY SERVICE

- 2011-2013** Chair, Faculty Recruitment Committee, LKY School of Public Policy
- 2006- 2011** Deans' Council, University at Albany
- 2008 to 2009** Chair, Recruitment Committee, Dean of the School of Criminal Justice
- 2008-2011** Committee on Community Engagement
- 1999 to 2002** University Senate, Committee on Academic Freedom and Tenure
- 1995 to 1997** University Senate Budget Committee
- 1992 to 1993** Promotions and Tenure Committee, College of Arts and Sciences
- 1990 to 1991** Chair, Promotions and Tenure Committee, College of Arts and Sciences
- 1989 to 1990** Graduate Prize Committee
- 1985 to 1990** Committee on Programs, Board of Graduate Studies, Syracuse University
- 1982 to 1985** Tenure Committee, College of Arts and Sciences, Syracuse University
- 1985 to 1986** National Issues Forum, Lectures on Tax Reform (several cities in New York and Florida)

1983 to 1984 National Issues Forum, Lectures on Federal Budget Deficit (several cities in New York and Florida)

CONSULTING ACTIVITIES/INTERNATIONAL TEACHING

Short term and executive programs in the following locations:

Hong Kong—Commission on Anti-Corruption

Brazil—University of Brasilia

Bulgaria—Network of Institutes and Schools of Public Affairs in Central and Eastern Europe (NISPAcee)

China—National School of Administration; Tsinghua University

India—Institute of Management, Bangalore

Italy—Bocconi University

Kazakhstan—Academy of Public Administration

Macedonia—Open Society Institute, Soros Foundation

Malaysia—University of Sains Malaya

Portugal—National Institute of Administration

Russia—School of Public Administration, Moscow State University

Singapore—Lee Kuan Yew School of Public Policy, National University of Singapore

Vietnam—Ho Chi Minh Political Academy