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EMPLOYMENT

The University of Michigan:

Professor of Political Science and Public Policy, 1985-present
Dean, College of Literature, Science, and the Arts, 1989-1998
Director, Institute of Public Policy Studies, 1987-89
Research Associate, Institute of Public Policy Studies, 1974-87
Faculty Associate, Institute for Social Research, 1975-87
Associate Professor of Political Science and Public Policy, 1980-85
Assistant Professor of Political Science, 1974-79

Stanford University:

Lecturer of Political Science, 1973-74

SELECTED ADMINISTRATIVE EXPERIENCE

The University of Michigan:

Director, Michigan in Washington Program, 2004-present
Reviewer, Wallenberg Prize, 2013-2015
Member, Rhodes and Truman Fellowship nomination committees, 2013-
Member, Center for the Education of Women, fellowship selection committee 2013
Member, Advisory Board on Intercollegiate Athletics, 2009-13
Reviewer, Social Science Institute, Office of the Vice President for Research, the
University of Michigan, 2010-13
Member, Faculty Task Force on Athletic Advising, 2008-09
Department of Political Science: Director of Graduate Studies, 1986-87, 2000-10;
Placement Director, 1983-85; Executive Committee, 1975-76, 1980-81; Graduate
Admissions, 1981-82, 2012-13; Member, Undergraduate Affairs, 2014-15
Gerald R. Ford School of Public Policy: Executive Committee, 2000-02;
Advisory Committee, 1986-87; Placement Officer, 1986-87;
Admissions Committee, 1984-85; Search Committee, 2004-05; Joint PhD
Advisory Committee, 2006-2011; Faculty Director, Undergraduate Program,
2011-13

U. S. Office of Personnel Management:

Chief, Civil Service Reform Evaluation Management Division, 1979-80

Acting Chief, Research Management Division, 1980
Vice-Chair, Performance Review Board, 1979-80
Special Assistant to Deputy Director, 1978-79

EDUCATION

Stanford University:

Ph.D., Department of Political Science, 1974
M.A., Department of Political Science, 1968

Massachusetts Institute of Technology:

S.B., Department of Political Science, 1967

SELECTED GRANTS AND AWARDS

Spencer Foundation Grant (with Paul Courant and James Duderstadt), "The Future of Public Higher Education, 2008-09
Doctor of Humane Letters, Yeshiva University, May 2008
Andrew W. Mellon Foundation Grants (with John G. Cross), "The Changing Composition of University Faculty," 2001-02; 2003-07
Special Tribute, State of Michigan, June 1998
Academic Women's Caucus Sarah Goddard Power Award, University of Michigan, 1996
Goldsmith Research Award, Harvard University, 1992
Ford Foundation and Rockefeller Foundation Institutional Grants, "Summer Institute for Minorities," 1989-90
Member, National Academy of Public Administration, elected 1987
Fellow, Center for Advanced Study in the Behavioral Sciences, 1985-86
Faculty Recognition Award, University of Michigan, 1984-85
National Association of Schools of Public Affairs and Administration (NASPAA) Faculty Fellow, 1978-79
National Science Foundation Grant SOC78-18710, "The Role of the Mass Media in Congressional Campaigns"

BOARD AND ORGANIZATION MEMBERSHIPS

Massachusetts Institute of Technology Corporation: Member, elected 1994; reelected 1999; elected Life Member 2003; Chair, Visiting Committee to the Department of Political Science, 1995-2006, Member 2006-present; Chair, Visiting Committee to the Dean for Undergraduate Education, 2002-10; Chair, Visiting Committee to the Department of Linguistics and Philosophy, 2011-present; Member, Executive Committee, 2003-2005; Member, Corporation Committee on Presidential Selection, 2004; Member, Corporation Joint Committee on Institute-Wide Affairs, 2006-11; Member, Visiting Committee to the Department of Chemistry, 2010-present; Alumni Association nominating committee, 2012-2014
Yeshiva University: Academic Advisory Board, 2002-2014

American Political Science Association: Chair, Committee on Education and Professional Development, 2002-05; Member, Taskforce on Graduate Education, 2002-04

Carnegie Corporation: Academic Fellow, 1999-2005

National Academy of Public Administration: Member, Trustee Nominating Committee, 1996-97; Member, Academy Panel on the U.S. General Accounting Office, 1993-94; Member, Academy Panel on Succession Planning, 1992-93; Chair, Fellow Nominating Committee, 1991 and Member, 2008-09; Member Academy Panel on Citizen Engagement, 2001-02; Member Academy Panel on the Corporation for Community and National Service, 2004-05; Member Academy Panel to Develop a Human Resources Accreditation Model and Process for the University of California System, 2006-07; Member, Planning Committee for 2006 Annual Meeting

Phi Beta Kappa: Member, elected 1996

Great Lakes Bancorp: Member, Board of Directors, 1993-1998; Member, Community Affairs Committee

SELECTED OTHER PROFESSIONAL ACTIVITIES

External Review Committee, LBJ School of Public Policy, University of Texas, 2014
 Evaluation Committees, Ludwig Maximilian Universitat (Munich) and University of Freiburg, as part of the Excellence Initiative of the German Government, 2011-12
 Evaluation Committees, University of Freiburg and Humboldt University of Berlin, as part of the Excellence Initiative of the German Government: Member, 2007

Political Science Delegation to China: Member, 2007

Planning Committee for "Originality, Imitation and Plagiarism: A Cross-Disciplinary Conference on Writing," Sweetland Writing Center, University of Michigan, September 2005

Provost's Academic Leadership Development Taskforce (University of Michigan): Member, 2004

Preparing Future Faculty Workshops, University of Michigan, 2002-08

National Science Foundation Workshop, "Improving Education in the Social, Behavioral, and Economic Sciences: A National Dialogue," Washington, D.C., June 2003

Advisory Committee to Ann Arbor Youth Vote Project, Member, 2002-05

International Institute of Administrative Services Working Group on Policy/Program Evaluation, 1990

U.S. Senate Governmental Affairs Committee Seminar, The Civil Service Reform Act: A Tenth Anniversary Retrospective, Co-Leader, 1988

National Election Study Board, 1986-1990; Member, Standing Committee on Congressional Election Research, 1985-1990

INVITED TALKS

"Developments in Intercollegiate Athletics," Economic Dinner Group, 2015

"Threats to Academic Values," Azazels, 2014

"Issues in American Higher Education," CIC Academic Leadership Program, 2012

"Off-Track Profs," University of Washington (Bothal and Seattle campuses), 2010

"Off-Track Profs," The Mellon Foundation, 2009

- “Erosion of Tenure: Implications for Collective Bargaining,” Annual Conference: Academic Bargaining in an Era of Constraint, New York City, 2009
- “Changing Composition of the Faculty,” CIC Faculty Leaders’ Annual Conference, 2008
- “How’s that Dissertation Coming,” 30th Anniversary Conference for the Sweetland Writing Center, 2008
- “Learning and Doing,” Flint Rotary, 2008
- “Building a World-Class Faculty,” Michigan-Chinese University Leadership Forum, 2006
- “Disciplinary Norms and Administrative Strategy: The Value of Undergraduate Research,” invited remarks at the Reinvention Center Conference, University of Maryland, November 2002
- “Stages in the Academic Life of a Humanist”, invited remarks at the Annual Meeting of the American Council of Learned Societies, May 2001
- “Giving Back/Paying Forward,” invited lecture, Delta Epsilon Iota Honorary Society, February 2001
- “Traveling the Yellow Brick Road,” invited lecture, Interdisciplinary Studies at the Interface of Education (ISIE), University of Michigan, October 2000
- “Where’s the Rat in Undergraduate Education?” The MacVicar Lecture, Massachusetts Institute of Technology, February 2000
- “A Dean’s Perspective on Undergraduate Mathematics Education,” invited remarks at the American Mathematical Society Leadership Conference, Bloomington, Indiana, August 1999
- “Parts and Wholes in Undergraduate Education,” Phi Beta Kappa Lecture, University of Michigan, 1996

SELECTED CONSULTING

- University of Texas, 2014
- University of Washington at Bothal, 2010
- University of Illinois, Champaign-Urbana, 2010
- National Academy of Public Administration, 1993-present
- University of Maryland, College Park, 2004
- University of Illinois at Chicago, 2004
- College of Arts and Sciences, University of Washington, 2001
- Ten-year Assessment of the Clare Boothe Luce Program for Women in Science, 2000
- Organization of Economic Co-Operation and Development: Consultant to the National School of Public Administration, Athens, Greece, 1988

PUBLICATIONS

1. *Making the Papers: The Access of Resource-Poor Groups to the Metropolitan Press* (Lexington, Mass.:Lexington Books, D.C. Heath, 1975).
2. "Citizen Participation in General Review Sharing," in F. Thomas Juster, (ed.) *The Economic and Political Impact of General Revenue Sharing* (Washington, D.C.: Government Printing Office, April, 1976).

3. "Program Evaluation and the Policy Process: The Case of General Revenue Sharing" (with James W. Fossett and Thomas J. Anton), in David Caputo and Richard Cole, (eds.) *Revenue Sharing: Methodological Issues and Problems* (Lexington, Mass.: D.C. Heath, 1976).
4. "An Overview of the Concept of Access to the Media," in Laurily Keir Epstein (ed.) *Women and the News* (New York: Hastings House, 1978).
5. "The Evaluation of Municipal Services," book review essay for the *Public Administration Review*, (January/February 1979).
6. "Type-set Politics: Impact of Newspapers on Public Confidence" (with Arthur Miller and Lutz Erbring) *The American Political Science Review* 73 (March 1979): 67-84.
7. "Front-Page News and Real-World Cues: Another Look at Agenda-Setting by the Media" (with Lutz Erbring and Arthur Miller), *The American Journal of Political Science* 24 (February 1980): 16-49.
8. "Congressional Campaign Effects on Candidate Recognition and Evaluation" (with Michael W. Traugott), *Political Behavior* 2 (Fall 1980): 61-90.
9. "Normal Vote Analysis in Congressional Research" (with Michael W. Traugott), *Legislative Studies Quarterly* 6 (May 1981): 247-257.
10. "Controlling the U. S. Federal Bureaucracy: Will the Senior Executive Service Make a Difference?" (with Carolyn Ban and Toni Marzotto), in G.E. Caiden and H. Siedentopf (eds.) *Strategies for Administrative Reform* (Lexington, Mass.: Lexington Books, 1982).
11. "Firing the Unproductive Employee: Will Civil Service Reform Make a Difference? (with Toni Marzotto and Carolyn Ban), *Review of Public Personnel Administration*, edited by James S. Bowman (Spring 1982).
12. "The Three Faces of Evaluation," *Journal of Policy Analysis and Management* 2 (Summer 1983): 515-525.
13. *Campaigning for Congress* (with Michael W. Traugott) (Washington, D. C.: Congressional Quarterly Press, 1984).
14. "The Permanent Government in an Era of Retrenchment and Redirection," in Lester M. Salamon and Michael S. Lund, (eds.) *The Reagan Presidency and the Governing of America* (Baltimore, MD: The Urban Institute Press, 1984).
15. "The Senior Executive Service and Political Control of the Bureaucracy" (with Toni Marzotto and Carolyn Ban) in David H. Rosenbloom (ed.) *Public Personnel Policy: The Politics of Civil Service* (Port Washington, New York: Associated Faculty Press, 1985).
16. "The Grace Commission and Civil Service Reform: Seeking a Common Understanding,"

in Charles H. Levine (ed.) *The Unfinished Agenda for Civil Service Reform: Implications of the Grace Commission Report* (Washington, D.C.: Brookings, 1985).

17. "Preemptive and Reactive Spending in U.S. House Races" (with Michael W. Traugott and Frank Baumgartner), *Political Behavior* 8 (1986): 3-20.
18. "Mass Media Effects on Recognizing and Rating Candidates in U.S. Senate Elections" (with Michael W. Traugott), in Jan P. Vermeer (ed.), *Campaigns in the News: The Mass Media and Congressional Elections* (Greenwood Press, 1987).
19. "The Mass Media in Legislative Campaigns," (edited with Michael W. Traugott), a special issue of *Legislative Studies Quarterly* 12 (August 1987).
20. "Press Portrayals of The Gender Gap" (with Julio Borquez and Kim Fridkin Kahn), in Carol Mueller (ed.), *The Politics of the Gender Gap* (Beverly Hills: Sage, 1988).
21. "Women Candidates in the News: An Examination of Gender Differences in U. S. Senate Campaign Coverage" (with Kim Fridkin Kahn), *Public Opinion Quarterly*, 1990.
22. "The Media: Obstacle or Ally of Feminists?" (with Kim Fridkin Kahn), *ANNALS, AAPSS*, 515 (May 1991).

Reprinted in Shanto Iyengar and Richard Reeves (eds.) *Do the Media Govern? Politicians, Voters, and Reporters in America* (Thousand Oaks, CA: Sage, 1997): 156-164.
23. "Reporting AIDS in the United States and Britain: What Reporters Know and What They Think the Public Knows" (with Holli A. Semetko), in Robert J. Spitzer (ed.), *Media and Public Policy*, (Westport, CN: Praeger 1993).
24. "Undergraduate Education for Today and Tomorrow," Presidential Lecture Series on Academic Values, The University of Michigan (1993): 69-84.
25. "Facilitating Organizational Learning: Human Resource Management and Program Evaluation," (with Marie Louise Bemelmans-Videc and Bjarne Eriksen) in Frans L. Leeuw, Ray C. Rist and Richard C. Sonnicksen, (eds.) *Can Governments Learn? Comparative Perspectives on Evaluation and Organizational Learning* (Transaction: New Brunswick/London 1994): 145-187.
26. "Teaching Key Competencies in Liberal Arts Education," in Alice Reinartz and Eric R. White (ed.), *Beyond Teaching to Mentoring* (San Francisco: Jossey-Bass, 2001):15-23.
27. "Why Hire Non-Tenure Faculty?" (with John G Cross), *Peer Review* (Fall 2002): 25-28
28. "How Does University Decision Making Shape the Faculty?" (with John G. Cross) in *Contingent Faculty*, edited by Ernst Benjamin (San Francisco: Jossey-Bass, 2004).

29. "Off Track Vetting" (with John G. Cross) in *The Academic's Handbook*, edited by A. Leigh DeNeef and Craufund D. Goodwin, 3rd Edition (Duke University Press, 2006).
30. "Legal Issues for Department Chairs," *PS*, 2006.
31. *Off-Track Profs: Nontenured Teachers in Higher Education* (with John G. Cross), (Cambridge, MA: MIT Press, 2009).
32. "A Proposal for Preserving the Nation's Leading Research Universities," with Paul N. Courant and James J. Duderstadt, *The Chronicle of Higher Education*, January 2010.