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Education

Ph.D., political science, University of Minnesota, 1984

Graduate work in government, Harvard University, 1978-79

B.A. *summa cum laude*, Creighton University, 1978; elected to Alpha Sigma Nu, National Jesuit Honor Society

Employment

Virginia Polytechnic Institute & State University

- Department of Political Science: Professor, May 1998-present; Associate Professor with tenure, August 1990-May 1998.
- Center for Public Administration and Policy (Core Faculty Member): Professor, May 1998-present; Associate Professor, August 1994-May 1998.
- School of Public and International Affairs (Affiliated Faculty): 2004 – present.

Pomona College

- Department of Government: Associate Professor with tenure, January-July 1990; Assistant Professor, January 1984-1989.
- Program in Public Policy Analysis, Director, 1988-90; Acting Director, 1984-85, 1986-87.

Claremont Graduate School

Graduate Faculty: Center for Politics and Policy, 1986-90; Department of Psychology, 1989-90.

Selected Other

- Consultant, Orange County Grand Jury, Long Range Planning Committee, January-March 1987.
- Analyst, Office of Adolescent Pregnancy Programs, U.S. Department of Health and Human Services, May-September 1982.
- Legislative intern (foreign affairs), Representative Berkley Bedell, U.S. House of Representatives, May-September 1979.

Books

Empowering the White House: Governance under Nixon, Ford, and Carter (with Charles E. Walcott), Lawrence, KS: University Press of Kansas, 2004. [Named "An Outstanding Academic Title, 2004," *Choice*; winner Albert L. Sturm Award for Excellence in Faculty Research, Phi Beta Kappa, Mu of Virginia, 2008]

Governing the White House: From Hoover through LBJ (with Charles Walcott), Lawrence, KS: University Press of Kansas, 1995. [Winner of Richard E. Neustadt Award for Best Book on the U.S. Presidency published in 1995, American Political Science Association Presidency Research Group, August 1996; named "An Outstanding Academic Book, 1996," *Choice*]

Governing Public Organizations: Politics, Structures, and Institutional Design (with Charles Walcott), Pacific Grove, Calif.: Brooks/Cole, 1990.

Agency Merger and Bureaucratic Redesign, Pittsburgh: University of Pittsburgh Press, 1987.

Journal Articles

"George Akerson's Legacy: Continuity and Change in White House Pres Operations" (with Charles Walcott), *Presidential Studies Quarterly*, forthcoming December 2008.

"Local Community Groups and the Internet" (with B. Joon Kim and Andrea Kavanaugh), *International Journal of Technology, Knowledge, & Society*, 2007.

"White House Structure and Decision Making: Elaborating the Standard Model," (with Charles E. Walcott), *Presidential Studies Quarterly*, 35 (June 2005): 303-18.

"Right Turn?: Political Ideology in the Higher Civil Service, 1987-1994" (with Robert Maranto), *American Review of Public Administration*, 34 (June 2004): 199-222.

"Office of White House Counsel" (with MaryAnne Borrelli and Nancy Kassop), *Presidential Studies Quarterly*, 31 (December 2001): 561-84. [Revised version in *The White House World: Transitions, Organization, and Office Operations*, edited by Martha Joynt Kumar and Terry Sullivan, College Station, TX: Texas A & M University Press, 2003, pp. 193-223.]

"The Office of Staff Secretary" (with Kathryn Dunn Tenpas), *Presidential Studies Quarterly*, 31 (June 2001): 262-280. [Revised version in *The White House World: Transitions, Organization, and Office Operations*, edited by Martha Joynt Kumar and Terry Sullivan, College Station, TX: Texas A & M University Press, 2003, pp. 140-164.]

"Separating Rhetoric from Policy: Speechwriting under Gerald Ford and Jimmy Carter" (with Charles Walcott), *White House Studies*, 1 (no. 4, 2001): 463-78. [Reprinted in

Contemporary Presidential Studies: A Reader, edited by Robert P. Watson, Nova Science Publishing/History Books, 2002.]

"Strengthening Presidential Decision Making Capacity," *Presidential Studies Quarterly*, 30 (March 2000): 27-46.

"Qualitative Research and the Study of the Presidency" (with Charles Walcott and Thomas J. Weko), *Congress and the Presidency*, 26 (Fall 1999): 133-52.

"White House Staff Size: Explanations and Implications" (with Charles Walcott), *Presidential Studies Quarterly*, 29 (September 1999): 638-56.

"Policy Makers and Wordsmiths: Writing for the President under Johnson and Nixon" (with Charles Walcott), *Polity* 30 (Spring 1998): 465-87.

"Feminist Organization Theory and Government Organizations: The Promise of Diverse Structural Forms," *Public Productivity and Management Review* 19 (December 1995): 128-42.

"White House Organization as a Problem of Governance: The Eisenhower System" (with Charles Walcott), *Presidential Studies Quarterly* 24 (Spring 1994): 327-40.

"Management Science and the Great Engineer: Governing the White House During the Hoover Administration" (with Charles Walcott), *Presidential Studies Quarterly* 20 (Summer 1990): 557-79.

"Organizational Design as Public Policy" (with Charles Walcott), *Policy Studies Journal* 17 (Spring 1989): 469-94. [Winner of Theodore Lowi Award, Policy Studies Organization, 1990 for best article in 1989 *Policy Studies Journal*]

"Governing in Bureaucracies: The Case of Parental Notification," *Administration and Society* 20 (November 1988): 313-334.

"Organizing the White House: Structure, Environment and Organizational Governance" (with Charles Walcott), *American Journal of Political Science* 31 (February 1987): 109-25.

Book Chapters

"Presidential Decision Making: The Impact of Organization and Style" (with Charles Walcott), invited essay for *Oxford Handbook of the American Presidency*, edited by George C. Edwards III, Oxford University Press, forthcoming.

"Women as Executive Leaders," in Lori Cox Han and Caroline Heldman, editors, *Rethinking Madam President: Is America Really Ready for a Woman in the White House?* (Boulder, CO: Lynne Rienner, 2007), pp. 147-68.

"The Bush White House in Comparative perspective," in Fred I. Greenstein, editor, *The George W. Bush Presidency: An Early Assessment* (Baltimore: Johns Hopkins University Press, 2003), pp. 51-77.

"The Bush Staff and Cabinet System" (with Charles Walcott), in Gary L. Gregg II and Mark J. Rozell, editors, *Considering the Bush Presidency* (New York: Oxford University Press, 2004), pp. 52-68. [Abridged version of essay in *Perspectives on Political Science*, 32 (Summer 2003): 150-55.]

"Environmental Perspectives on Public Institutions," solicited entry in *Handbook of Public Administration*, edited by Guy Peters and Jon Pierre (London: Sage Publications, 2003), pp. 149-59.

"The President's Advisory System: Its Capacity for Governance" (with Kathryn Dunn Tenpas), in Roger H. Davidson, editor, *Workways of Governance: Monitoring Our Government's Health* (Washington, D.C.: Brookings Institution Press, 2003), pp. 65-89.

"Advising the President," solicited entry in *A Historical Guide to the U.S. Government*, edited by George T. Kurian (New York: Oxford University Press, 1998), pp. 5-9.

"Hubert H. Humphrey, Jr.," solicited entry in *The Vice Presidents: A Biographical Directory*, edited by L. Edward Purcell (Facts on File, 1998), pp. 341-49.

"Advising the President," solicited and peer-reviewed chapter in *Researching the Presidency: Vital Questions and New Approaches*, edited by George C. Edwards III, John H. Kessel, and Bert A. Rockman (Pittsburgh: University of Pittsburgh Press, 1993), pp. 111-59.

"Gubernatorial Transition in Minnesota, 1982-83" (with Virginia Gray), solicited and peer-reviewed chapter in *Gubernatorial Transitions*, edited by Thad Beyle (Durham, N.C.: Duke University Press, 1985).

Other Publications

Report No. 23, "Office of the Staff Secretary" (with Kathryn Dunn Tenpas), White House Transition Project. <http://WhiteHouseTransitionProject.org>

Report No. 29, "The White House Counsel's Office" (with MaryAnne Borrelli and Nancy Kassop), White House Transition Project. <http://WhiteHouseTransitionProject.org>

"Campaign Finance Reform: Is It Needed in the Commonwealth?," *Virginia Issues and Answers* 5 (Winter 1998): 11-17.

"Decision Making in the Presidency: A Way Out of the Thicket" (with Charles Walcott), solicited essay for *PRG Report*, 21 (Spring 1998): 1-5.

"Studying the White House: Some Observations and a Brief Argument" (with Charles Walcott), *Presidency Research* 11 (Spring 1989): 5-17.

"Institutionalizing Organized Citizen Participation: Challenges and Opportunities," research monograph (Minneapolis: Center for Urban and Regional Affairs, University of Minnesota, December 1984).

"Citizen Participation in Minneapolis," *CURA Reporter* (Minneapolis: Center for Urban and Regional Affairs, University of Minnesota, November 1984).

Book Reviews

Review essay, David E. Lewis, *The Politics of Presidential Appointments: Political Control and Bureaucratic Performance*, *Democracy: A Journal of Ideas*, forthcoming.

"The George W. Bush Presidency" (with Charles Walcott), review essay, *Rhetoric & Public Affairs* 10 (Summer 2007): 361-69.

Review of Kira Sanbonmatsu, *Democrats/Republicans and the Politics of Women's Place*, in *Women & Politics*, 25 (2003, no. 4): 125-26.

Review of Andrew Rudalevige, *Managing the President's Program: Presidential Leadership and Legislative Policy Formulation*, in *Political Studies Review*, 1 (September 2003): 403.

Review of Kenneth R. Mayer, *With the Stroke of a Pen: Executive Orders and Presidential Power*, in *Journal of Politics*, 64 (May 2002): 686-88.

Review of Joel D. Aberbach and Bert A. Rockman, *In the Web of Politics: Three Decades of the U.S. Federal Executive*, in *American Political Science Review*, 95 (December 2001): 991-992.

"Presidents, Policies, and Influence," review essay, *Rhetoric & Public Affairs*, 4 (Spring 2001): 145-53.

Review of Robert L. Nelson and William P. Bridges, *Legalizing Gender Inequality: Courts, Markets, and Unequal Pay for Women in America*, in *Journal of Politics*, 62 (August 2000): 921-923.

Review of Jean A. Garrison, *Games Advisors Play: Foreign Policy in the Nixon and Carter Administrations*, in *American Political Science Review*, 94 (March 2000): 238-239.

Review of Mark J. Rozell and Clyde Wilcox, *Second Coming: The New Christian Right in Virginia Politics*, in *Journal of Church and State* 40 (Summer 1998): 701-702.

Review of Sheryl R. Tynes, *Turning Points in Social Security: From 'Cruel Hoax' to 'Sacred Entitlement'*, in *Journal of American History* (March 1997): 1459-1460.

Review of Shirley Anne Warshaw, *Powersharing: White House-Cabinet Relations in the Modern Presidency*, in *American Review of Politics*, 17(Fall/Winter 1996): 325-327.

Review of John Burke, *The Institutional Presidency* and Robert Durant, *The Administrative Presidency Revisited*, in *Public Administration Review*, 55 (January/February 1995): 119-120.

Review of Charles O. Jones, *The Presidency in a Separated System*, in *Policy Currents*, 4 (November 1994): 17.

Review of Mostafa Rejai and Kay Phillips with Warren L. Mason, *Demythologizing an Elite: American Presidents in Empirical, Comparative, and Historical Perspective* and Robert C. Wood, *Whatever Possessed the President?*, in *Annals of the American Academy of Political and Social Science*, 536 (November 1994): 181-183.

Review of Erwin C. Hargrove and John C. Glidewell, editors, *Impossible Jobs in Public Management*, in *American Political Science Review*, 86 (June 1992): 539-540.

"Committing to an Organization," review of Howell S. Baum, *Organizational Membership: Personal Development in the Workplace*, in *Public Administration Review*, 52 (March/April 1992): 209-210.

Review of Stephen Hess, *Organizing the Presidency*, Second Edition, in *Presidential Studies Quarterly*, 20 (Spring 1990): 433-435.

Work in Progress

- "Politicizing the Bureaucracy: Sensible? Strategic? Self-Frustrating?" invited essay for the *Oxford Handbook of American Bureaucracy*, edited by Robert Durant, Oxford University Press
- "Speechwriting under Reagan," continued work on the evolution of presidential speechwriting processes, examination of presidential papers at the Reagan Library
- "Structuring and Governance in Public Organizations" [working title], proposal for book revisiting themes in *Governing Public Organizations*
- "The Chief of Staff and the Modern White House: An Empirical Exploration" (with David Cohen and Charles Walcott), paper presented at the annual meeting of the American Political Science Association, September 2006; under revision for journal submission
- "Does Where You Stand Depend on Where You Sit?: Comparing Individual and Organizational Determinants of Bureaucratic Attitudes toward the Reagan Administration" (with Robert Maranto), under revision in response to revise and resubmit

- “The U.S. Presidency and Transparency: The *Government Manual* as Prism” (with MaryAnne Borrelli), presented at the annual national meeting of the Midwest Political Science Association, April 2006, under revision for journal submission

Conference Participation

- Chaired panels at the annual meetings of the American Political Science Association, the Midwest Political Science Association, and the Southern Political Science Association, and at a conference on "Hume and 18th Century America."
- Served as discussant at the annual meetings of the American History Association, American Political Science Association, Midwest Political Science Association, Southern Political Science Association, Virginia Political Scientists, and Western Political Science Association, and at the annual Leadership Conferences of the Center for the Study of the Presidency.
- Delivered more than thirty papers at the annual meetings of the American Political Science Association, Association for Public Policy Analysis and Management, Institute for Management Science, International Studies Association, Midwest Political Science Association, Southern Political Science Association, Urban Affairs Association, Western Political Science Association.
- Participant, “Roundtable on Elite Oral Histories in Presidential Research,” annual meeting of the American Political Science Association, September 1, 2005.

Selected Symposium Participation

Invited participant, Plenary Roundtable, “The Institutional Presidency: White House Organization and Interactions with Congress, Interest Groups, and the Media,” “The Carter Presidency: Lessons for the 21st Century,” University of Georgia, January 19, 2007.

Moderator, “The Evolving Role of the White House Counsel,” Lloyd N. Cutler Conference on White House Counsel, Miller Center of Public Affairs and University of Virginia Law School, November 10, 2006.

Invited participant, oral history interviews with Abner Mikva, 7 November 2005; Fred Fielding, 24 May 2004; A. B. Culvahouse, 1 April 2004; E. Pendleton James, 3 November 2003; Thomas “Mack” McLarty, 12 July 2002; Dr. Otis Bohlen, 8-9 November 2001; Miller Center of Public Affairs, Presidential Oral History Program, University of Virginia.

Invited speaker and participant, “Researching the Presidency,” APSA short course, September 2004.

Invited speaker and participant, “Monitoring Our Government’s Health: Future Prospects for Implementation,” Brookings Institution, June 28, 2004.

Invited paper, “The Bush White House in Comparative Perspective” for conference on the “The George W. Bush Presidency: An Early Assessment,” Princeton University, April 25-26, 2003.

Invited participant, conference on Research on the Public Presidency, Bush School, Texas A & M University, 27-28 February 2004.

Invited participant, conference on New Directions in White House Research, Bush School, Texas A & M University, 18-20 May 2001.

Invited participant, Dean's Forum: "Governing after Election 2000," Pomona College, 8-9 February 2001.

Invited participant, Alumni/ae Symposium: "What Do We Know About Politics Anyway?," Creighton University, 24-26 March 2000.

Invited participant, "Reinventing the Presidency," Center for Presidential Studies, Bush School of Government and Public Service, Texas A & M University, 1-2 October 1999.

Commentator, Senior Executive Symposium, "Beyond Traditional Federalism: Creating Public Value," Federal Executive Institute, 28-30 May 1997.

Discussant and paper reviewer, panel on "The Personalization of Power," Conference on Presidential Power: Forging the Presidency for the 21st Century, Columbia University, 15-16 November 1996.

Invited participant, National Science Foundation-sponsored conference on "Researching the Presidency," University of Pittsburgh, November 1990.

Invited panelist, International Workshop on Collaborative Policy Forums for International Development, Claremont Graduate School, October 1989.

Other Professional Activities

Book review editor, *Presidential Studies Quarterly*, 1999-present

Member, Editorial Board, *Congress & the Presidency*, 2007-present

Member, Editorial Board, *Rhetoric & Public Affairs*, March 2006-present

Member, Founders Award Committee (to select the best graduate student paper on the U.S. presidency delivered in 2007-08), APSA Presidency Research Group, 2007-08

Member, Pi Sigma Alpha Award Committee, Southern Political Science Association, 2007-08

Section chair, "Executive Politics and Presidency," January 2007 meeting of the Southern Political Science Association

Member, Neustadt Award Committee (to select the best book on the U.S. presidency published in 2006), APSA Presidency Research Group, 2006-07

Member, committee on investments, Women's Caucus for Political Science, 2005-07

Member, editorial search committee, *Journal of Politics*, Southern Political Science Association, 2003-04

Chair, President's *Ad Hoc* Committee on Diversity, Presidency Research Group, 2003-04, 2004-05

Chair, PRG/APSA nominating committee for Paul Peck Presidential Awards, National Portrait Gallery, 2002, 2003; member, 2004

Member, Westview Press Award Committee, Midwest Political Science Association, 2003-04

Chair, Pi Sigma Alpha Award Committee, Southern Political Science Association, 2001-02

Member, E.E. Schattschneider Award Committee (APSA), October 2001- September 2002

Member, Patrick Fett Award Committee, Midwest Political Science Association, 2001-02

Member, Advisory Board, White House Interview Project (part of White House Transition Project)

APSA Presidency Research Group: President, 1999-2001; Vice-President, 1997-1999; Secretary-Treasurer, 1995-1997; Member, Executive Council, 1987-90, 1993-96, 2001-03.

Section Chair, "Public Administration," 2000 meeting of the Southern Political Science Association

Section chair, "Presidency and Executive Politics," 2000 meeting of the Midwest Political Science Association

Member, Executive Council, Southern Political Science Association, 1997-1999; Member, Membership Committee, 1997-98

Member, Editorial Board, *Perspectives: American Government and Politics*, CourseWise Publishing

Member, selection committee for Best Dissertation on the Presidency 1995-96, Center for Presidential Studies, Texas A&M University, 1997

Chair, Neustadt Award Committee (to select the best book on the U.S. presidency published in 1996), APSA Presidency Research Group, 1997

Section chair, "Executive Politics," 1996 meeting of the Southern Political Science Association

Member, Editorial Board, *American Journal of Political Science*, January 1994-December 1997

Member, Nominating Committee, APSA Public Policy Section, 1994

Grant reviewer, Eisenhower Leadership Grants, U.S. Department of Education, August 1993

Member, State Politics Section, committee to select best paper delivered at the 1992 American Political Science Association meeting, 1992-93

Member, Committee on the Status of Women in the Profession, Midwest Political Science Association, 1991-92

Chair, Pi Sigma Alpha Award Committee, Western Political Science Association, 1987-88

Manuscript reviewer for *Administration and Society*, *American Journal of Political Science*, *American Political Science Review*, *American Politics Quarterly*, *Congress and the Presidency*, *Governance*, *Journal of Politics*, *Journal of Public Administration Research & Theory*, *Political Communication*, *Political Research Quarterly*, *Presidential Studies Quarterly*, *Public Administration Review*, *Rhetoric & Public Affairs*, *Social Science Quarterly*, *Southeastern Political Review*, *State & Local Government Review*, Brookings Institution Press, Columbia University Press, Congressional Quarterly Press, Lynne Rienner Publishers, MacMillan Publishers, McGraw-Hill Publishers, Oxford University Press, Roxbury Publishing, Sage Publications, Stanford University Press, Texas A&M University Press, University of Michigan Press, University of Pittsburgh Press, University Press of Kansas

Grant reviewer for American Association of University Women Educational Foundation, National Science Foundation

Grants and Fellowships

Faculty research grant, College of Liberal Arts and Human Sciences, Virginia Tech, 2006-07.

"Workways of Governance," Governance Institute, 2000-2004 (funded by Pew Charitable Trusts)

American Political Science Association, research grant, 1997-98, 1987-88

Gerald R. Ford Foundation, research grant, 1997

Travel to collections grant, College of Arts and Sciences, Virginia Tech, 1995-96

Supplemental Grant, Virginia Tech, Spring 1993

Avery Fellow, Claremont Graduate School, 1989-90

American Association of University Women, American Fellowship, 1987-88

National Endowment for the Humanities, Travel to Collections Grant, 1987

Co-recipient, Mellon Foundation Fresh Combinations Grant, to aid in the design of the course "Computers in the Humanities," Summer 1986

Haynes Foundation Summer Fellowship, 1984

Professional Honors and Awards

Virginia Social Science Association Scholar Award in Political Science, 2008 [with Charles E. Walcott]

Sturm Award for Faculty Excellence in Research, 2008, Phi Beta Kappa Mu of Virginia , Virginia Tech [with Charles Walcott, for *Empowering the White House: Governance under Nixon, Ford, and Carter*]

Alumni/ae of the Year Award, College of Arts and Sciences, Creighton University, May 2005.

"An Outstanding Academic Title, 2004," *Choice*, for *Empowering the White House: Governance under Nixon, Ford, and Carter* (with Charles E. Walcott).

Excellence in Research and Creative Scholarship Award, College of Liberal Arts and Human Sciences, Virginia Tech, 2003-04

Richard E. Neustadt Award for Best Book on the U.S. Presidency published in 1995, for *Governing the White House: From Hoover through LBJ* (with Charles Walcott), American Political Science Association Presidency Research Group, August 1996

"An Outstanding Academic Book, 1996," *Choice*, for *Governing the White House: From Hoover through LBJ* (with Charles Walcott)

Distinguished Ph.D. Graduate Award, Department of Political Science, University of Minnesota, 1995

Who's Who, 2001, 2004, 2007

Theodore Lowi Award, Policy Studies Organization, 1990 (co-recipient with Charles Walcott for best article in 1989 *Policy Studies Journal*)

Pi Sigma Alpha Award, best paper presented at the 1985 meeting of the Midwest Political Science Association (for "Organizing the White House: Structure, Environment and Organizational Governance," with Charles Walcott)

Finalist, Third International Prize Competition for Most Original New Contribution to the Field of Organizational Analysis and Design, April 1985 (for "Organizations as Polities: A Governance Approach to Complex Organizations," with Charles Walcott), The Institute of Management Science

Teaching Awards

Certificate of Teaching Excellence, College of Arts and Sciences, Virginia Tech, 1999-2000

Department of Political Science Teaching Award, 2006-2007, 1999-2000, 1998-1999

Honorary Member, Golden Key National Honor Society, one of four Virginia Tech faculty selected by student members, Spring 1992

Wig Distinguished Professor Award, Pomona College, 1986-87 [only year eligible]

"Professor of the Month," Mortar Board, Pomona College, April 1987

Membership in Professional Associations

American Political Science Association

Organized section member:

- Federalism & Intergovernmental Relations
- Law and Courts
- Public Policy
- Public Administration
- Presidency Research
- Political Methodology
- Women and Politics
- State Politics and Policy
- Politics and History
- Qualitative Methods

American Society for Public Administration

Center for the Study of the Presidency

Midwest Political Science Association

Southern Political Science Association

Western Political Science Association

Women's Caucus for Political Science

Teaching Experience

- *Undergraduate:*

Organizational and Administrative Theory, U.S. Presidency, Congress, Judicial Process, Quantitative Analysis, Introduction to Public Policy, Policy Implementation and Evaluation, New Federalism, State and Local Government, Issues in American Politics, Congress and the Presidency; readings courses in social policy, judicial policy making, local government, U.S. Supreme Court; public policy internship supervision; senior thesis advising; one of two lead faculty members, Virginia Tech Washington Semester Program, Summer 1995

Graduate (M.A. political science, Ph.D. public administration and policy):

Policy Dynamics and Executive Branches, The Executive Branch, Public Organization Theory, Policy Process and Analysis, Policy Strategies and Institutional Design, Research Methods; readings courses in judicial process, organization theory, public policy processes, qualitative methods, Congress and the Presidency, U.S. presidency; master's thesis and dissertation advising

College and University Service

Virginia Tech

University:

University Pre-Law Advisor, August 1991-August 2003, Fall 2006; Advisory Board, Organization of Women Faculty, 2001-; Pamplin Scholar Award Preliminary Selection Committee, spring 2001, spring 2002; Academic Support Committee, 1998-2001; MPIA Curriculum Committee, School for Public and International Affairs, 1997-98; Graduate curriculum advisory group, proposed School for Public and International Affairs, 1995-96; Curriculum Committee, proposed School for Public and International Affairs, 1994-95 (chair); Graduate Curriculum Subcommittee, Commission on Graduate Standards and Policies, 1994-95; Faculty Senate, 1991-94; Advisory Council on Human Rights and Social Responsibility, 1992-93; Ad Hoc Committee on Admissions, 1993, 1994; Selection Committee for 1994 President's Award of Excellence, 1993-94; Marshall Scholarship Committee, 1994-95; Truman Scholarship Committee, 1993-94

College of Liberal Arts & Human Sciences (Fall 2003-present)

Member, Faculty Council, 2006-07, 2007-08, 2008-09; Member, College Promotion and Tenure Committee, 2004-05, 2005-06 (co-chair, 2005-06); member, search committee, Department of Communications, 2004-05

College of Arts and Sciences (Fall 1990-Spring 2003):

Secretary, College of Arts and Sciences Faculty Association, 2002-03; search committee, Associate Dean for Diversity and Instruction, 1998; Curriculum Committee, 1992-95 (1993-94, 1994-95: chair, social science subcommittee, and Women's Studies Liaison; 1992-93: social science subcommittee and Women's Studies Liaison)

Department of Political Science:

Curriculum Committee, 1999-2000, 1998-99, 1997-98, 1995-96, ex officio: 1993-94, 1994-95; Graduate Committee, 1991-92, 1992-93, 1993-94, 1994-95, 1995-96, 1997-98, 1999-2000, 2000-01, 2001-02, 2002-03, 2004-05, 2005-06, 2006-07, 2007-08; Executive Committee, 1991-92, 1992-93, 1994-95, 1999-2000, 2000-01, 2002-03, 2004-05, 2005-06, 2008-09; Alumni/ae Committee, 2000-01, 2001-02, 2002-03, 2004-05, 2006-07, 2007-08, 2008-09; Faculty Awards Committee, 2006-07, 2007-08 (chair Spring 2008), chair 2008-09; Political Theory Search Committee, 2004-05; U.S. Politics Search Committee: chair 1997-98; Public Law Search Committee: chair 1993-94, member 1991-92; Computer Committee, 1993-94; Methodology Committee, 1992-93; Ph.D. Committee, 1991-92; Teaching Evaluation Committee, 1990-91

College of Architecture and Urban Affairs:

Center for Public Administration and Policy: search committee: junior and senior positions, 2007-08; search committee, public management processes, 2005-06; Ph.D. mentoring subcommittee, 2003; Ph.D. steering committee, 1997-98, 1998-99, 1999-2000, 2000-01, 2001-02; chair, methodology subcommittee, 1997-98

Claremont Colleges

Pomona College:

Research Committee, 1989-90; Executive Committee, 1986-1987, 1988-89; Advisory Committee for Program in Public Policy Analysis, 1984-90 (chair: 1984-85, 1986-87, 1988-90); Computer Committee, 1984-87; Commission on the Education of Women, 1985-86; Rhodes and Marshall Scholarship Committee, 1985-86, 1986-87; Truman Scholarship Committee, 1984-85, 1985-86, 1986-87

Department of Government:

Committee to review department curriculum, 1986; American politics search committee, 1986-87, 1987-88, 1988-89

Claremont Graduate School:

Center for Politics and Policy: Search committee, 1986-87

Claremont Colleges:

Committee on Religious Activities, 1985-87; Women Studies Curriculum Subcommittee, 1985-86; Faculty Senate, 1987-90