Contributors

**Guy B. Adams** is Professor of Public Affairs in the Harry S. Truman School of Public Affairs at the University of Missouri-Columbia. He is co-editor-in-chief of the *American Review of Public Administration*. His research interests are in the areas of public administration history and theory, public service ethics and organization studies.

**Danny L. Balfour** is Professor of Public Administration in the School of Public and Nonprofit Administration at Grand Valley State University in Grand Rapids, Michigan. His research and teaching interests are in the areas of organizational theory and behavior, social policy, public service ethics and the Holocaust. He served as managing editor of the *Journal of Public Affairs Education* from 1995–2000.

**Richard H. Beinecke** is Associate Professor, Suffolk University Department of Public Management, teaching courses on US and global health policy, leadership and public administration organizations. He is currently focusing his research on implementation of evidence-based practices and other programs, comparative mental health and health systems, and global leadership competencies and workforce concerns.

**Frances Stokes Berry** is the Frank Sherwood Professor of Public Administration, and Director of the Askew School of Public Administration and Policy at Florida State University. She has written some fifty articles and chapters published in leading public administration and political science journals. Her research areas are strategic and performance management, policy innovation and diffusion, technology utilization, and policy evaluation and implementation.

**G. Brian Burke** is a Senior Program Associate with the Center for Technology in Government located at the University at Albany. He manages projects funded by and involving academic, public and private sector partners focused on improving government operations and services. Prior to CTG, he worked for AT&T Government Solutions in the Office of the US Secretary of Defense’s Program Analysis and Evaluation division and served as an officer in the United States Air Force.
Robert B. Denhardt is Lattie and Elva Coor Presidential Chair, Lincoln Professor of Leadership and Ethics, Director of the School of Public Affairs at Arizona State University, and Distinguished Visiting Scholar at the University of Delaware. Dr Denhardt is a past president of the American Society for Public Administration and a member of the National Academy of Public Administration. He has published 21 books, including The Dance of Leadership, The New Public Service and The Pursuit of Significance.

J. Ramon Gil-Garcia is an Assistant Professor in the Department of Public Administration and the Director of the Data Center for Applied Research in Social Sciences at Centro de Investigación y Docencia Económicas (CIDE) in Mexico City. His research interests include collaborative electronic government, interorganizational information integration, information technologies in organizations, digital divide policies, new public management and multi-method research approaches.

Siegfried Gudergan is a Professor and the Executive Director of CMOS, Research Centre for Management & Organisation Studies, University of Technology, Sydney, Australia. His research focuses on managerial and strategic decision-making within organizations. This work is applied to strategic management issues with a focus on the dynamic capabilities view to examine issues of strategic performance, innovation and governance. His research is distinctive in that it integrates the microeconomic and behavioral research paradigms in explaining the intricacies of managerial decision-making and strategic management.

Mary E. Guy is Professor of Public Administration at the School of Public Affairs, University of Colorado Denver. She has published widely on the subject of human capital, public productivity and human resource management. She is a Fellow of the National Academy of Public Administration and past president of the American Society for Public Administration.

Marc Holzer is Dean of the School of Public Affairs and Administration at Rutgers University’s Newark Campus, and a Board of Governors Professor. Since 1975, he has directed the National Center for Public Performance (NCPP). His research addresses issues of public performance, e-governance, comparative public administration and the influence of culture on management. He is a member of the National Academy of Public Administration.

Annie Hondeghem is Professor at the Public Management Institute of the Catholic University of Leuven (K.U.Leuven). Her research deals with
Contributors

Sylvia Horton is a teacher and researcher at the University of Portsmouth, England. She has published widely on British and comparative public management. She is a member of the steering committee of EGPA (the European Group of Public Administration) and co-convener of their study group on personnel policies. She is also a fellow of the UK Public Administration Committee (PAC) and the Chartered Institute of Personnel and Development (CIPD) and on the editorial board of the British journal *Public Policy and Administration*.

Iryna Illiash is the Managing Editor of *Public Voices*, a journal of historical, artistic and reflective expression on public administration, and a doctoral student at the School of Public Affairs and Administration at Rutgers University's Newark Campus.

Patricia Wallace Ingraham is the Founding Dean of the College of Community and Public Affairs, Binghamton University. Previously she was Distinguished Professor of Public Administration, Director of the Alan K. Campbell Center, and Principal Investigator of the Government Performance Project at the Maxwell School, Syracuse University.

Judy Johnston is an Associate Professor in the School of Management, University of Technology, Sydney (UTS) and a member of the Centre for Management and Organisation Studies. She conducts research across many areas of strategic management, ethics and governance in the public sector and has recently been undertaking research (with Siegfried Gudergan) on public-private partnerships, which was initially funded by a Discovery Grant from the Australian Research Council. For twenty years she held senior executive management positions in the Department of Corrective Services and the Premier’s Department.

Jonathan B. Justice is an Assistant Professor in the School of Urban Affairs & Public Policy, College of Human Services, Education and Public Policy, University of Delaware, USA. His recent work has focused on local economic development, including business improvement districts; fiscal transparency and participatory public budgeting; accountability and ethics; and organizational diagnosis and management improvement.
Robyn Keast is a Senior Lecturer in the Faculty of Business and Director of Research for the Airport Metropolis Project with the Queensland University of Technology. Her primary research interest is in networks and collaborations and in particular gaining insights into how they evolve, operate and are measured. She has been widely published in a number of prestigious international journals and texts and has been the recipient of several research and publication awards in this area.

Peter Leisink is Professor of Public Administration and Organizational Science in the Utrecht University School of Governance, the Netherlands. His research interests are in the areas of strategic human resource management, public service motivation and the study of public issues from a governance and corporate social responsibility perspective. He is co-chairing the study group of the European Group of Public Administration on public personnel policies.

Myrna P. Mandell is Professor Emeritus at California State University, Northridge and an Adjunct Faculty at the School of Management at Queensland University of Technology in Brisbane, Australia. Her work includes articles and chapters on how to organize and manage networks, performance measures for networks and leadership in networks, and a booklet specifically for practitioners in the nonprofit sector on best practices for networks. She is currently involved in research on networks in the international arena.

Martin Marcussen is an Associate Professor, Department of Political Science, Copenhagen University, Denmark. He specializes in global governance, social network analysis, European integration and the role of ideas in public policy.

Sharon H. Mastracci is an Associate Professor of Public Administration at the University of Illinois at Chicago. Her research addresses issues in employment and training policy, gender and labor markets, and human resource management and public management. She is the author of Breaking Out of the Pink Collar Ghetto: Policy Solutions for Non-college Educated Women (2004).

Tim A. Mau is an Assistant Professor in the Department of Political Science at the University of Guelph. He teaches public management and administration in the collaborative MA (Leadership) program. He has published on topics such as public sector leadership, leadership in the Canadian military, Quebec and Scottish nationalism and French-English relations in business interest associations. He has twice been named as one of the University of Guelph’s Popular Professors by the annual Maclean’s Guide to Canadian Universities.
Anthony E. Middlebrooks is Assistant Professor in the Leadership Program in the School of Urban Affairs and Public Policy at the University of Delaware. He helped develop the doctoral program in leadership as a professor at Cardinal Stritch University and spent ten years prior in nonprofit leadership positions, culminating in writing, consulting and presenting on a variety of leadership topics. Currently, Dr Middlebrooks teaches courses in leadership theory, decision-making, organizational leadership and research methodology.

Meredith A. Newman is Professor and Chair of the Department of Public Administration, Florida International University. Her research focuses on public management, gender and work life issues, administrative theory and human resource management. She serves as Associate Editor for Special Features and International Outreach of the Review of Public Personnel Administration, and is President-Elect of the American Society for Public Administration. Prior to joining academia, Newman served with the Australian Foreign Service, the US Department of State and the World Bank.

Theresa A. Pardo is Deputy Director of the Center for Technology in Government located at the University at Albany. She is also a faculty member in Public Administration and Policy and Informatics. She has written on a range of topics related to information technology innovation in government. Her research has been funded by the US National Science Foundation, the US Department of Justice and the Library of Congress, among others.

Jeffrey A. Raffel is the Charles P. Messick Professor of Public Administration in the School of Urban Affairs and Public Policy at the University of Delaware. He served as director of the school for 10 years, was the co-founder and first director of the Delaware Academy for School Leadership, and led the integration of the undergraduate leadership program into the school. He has conducted research on state and local management as well as educational policy issues and has served as chair of COPRA, the US accrediting agency for masters programs in public affairs.

Harald Sætren is a Professor at the Institute of Administration and Organization Theory, University of Bergen, Norway. His current academic interests and previous international publications involve efforts to synthesize the voluminous research literature on public policy implementation.

Chris K. Skelcher is Professor of Public Governance, School of Government and Society, and Director of Research and Knowledge
Transfer, College of Social Sciences, at the University of Birmingham, UK. His research develops the democratic analysis of institutions of governance (such as PPPs, quangos and hybrids) that are engaged in shaping, making and delivering public policy, in collaboration with colleagues in Europe, the US and Australia. He won the 2006 UK Public Administration Prize for his article on ‘The Public Governance of Collaborative Spaces: Discourse, Design and Democracy’ in Public Administration.

Justin Spencer is a Clinical Research Coordinator at the Center for Patient Safety at Dana-Farber Cancer Institute. He holds a masters degree in public administration from Suffolk University, where he co-authored articles on climate change and mental health leadership competencies. At the Center for Patient Safety, he is involved in advancing team training, electronic prescribing, medication reconciliation and oral chemotherapy safety initiatives.

Trui Steen is Assistant Professor of Public Administration at Leiden University, the Netherlands. She has a special interest in comparative studies of civil service reform and personnel management within the public sector. Her recent research deals with senior civil services and motivation of public servants. Another focus of research is local government and central–local government relations.

James H. Svara is a Professor in the School of Public Affairs at Arizona State University and Director of the Center for Urban Innovation. He is a fellow of the National Academy of Public Administration and a board member of the Alliance for Innovation. He recently published The Ethics Primer for Public Administrators in Government and Nonprofit Organizations. He is editor and contributor to the new book, The Facilitative Leader in City Hall.

Frits M. Van der Meer is Associate Professor in Comparative Public Sector and Public Sector Reform at the Leiden Department of Public Administration. His main interests are public and civil service reforms and administrative history.

Kathleen Vanmullem was, at the time of writing this chapter, a Researcher at the Public Management Institute of the Catholic University of Leuven (K.U. Leuven). She worked on a project on the ageing of the public workforce in the framework of the Policy Research Centre, ‘Governmental Organisation in Flanders.’ She is currently a public servant in the Belgian federal government.

Anchrit Wille is Senior Researcher and Lecturer at Leiden University’s Department of Public Administration. She works on public leadership,
executive politics, practices of accountability in public organizations, reform and institutional change, political behavior and public opinion. Currently she is finalizing a project on the relations between political and bureaucratic officials in the European Commission and a book, *The Normalization of the European Commission.*