

## **BARBARA S. ROMZEK**

Professor of Public Administration and Policy  
School of Public Affairs  
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### **PROFESSIONAL POSITIONS**

#### American University

Professor of Public Administration and Policy, 2012 - present  
Dean, School of Public Affairs, 2012-2017

#### Previous appointments: The University of Kansas

##### Administrative appointments

Interim Senior Vice Provost for Academic Affairs 2009-2011  
College of Liberal Arts and Sciences: 2002 -2009 Interim Dean; Associate Dean, Social and Behavioral Sciences; Associate Dean, Edwards Campus; 1988-1993 Chairperson, Dept. of Public Administration

##### Faculty appointments

Professor of Public Affairs and Administration, 1995-2012; Associate Professor, 1985-1995;  
Research Associate, Center for Public Affairs, 1981-1984; Assistant Professor, Department of Political Science, 1979-1985

#### Visiting appointments

Visiting Professor, University of Hong Kong, Spring 2012  
Guest Scholar, Brookings Institution, 1995  
Visiting Research Associate, Mathematica Policy Research, Inc., Princeton, NJ, summer 1980

### **ACADEMIC DEGREES**

Ph.D. Political Science, Department of Government, The University of Texas at Austin, 1979  
M.A. Political Science, Western Michigan University, Kalamazoo, 1972  
B.A. Political Science, Oakland University, Rochester, Michigan, 1970

### **PROFESSIONAL AWARDS AND HONORS**

John Gaus Award, for Lifetime Achievement in joint tradition of political science and public administration, American Political Science Association, 2014  
Alumni Achievement Award, Western Michigan University, 2013  
Arnold Award, The University of Kansas, for best research proposal in the social sciences, 2010  
Kaufman Award, American Political Science Association, for best public administration paper presented at 2001 annual conference (with Jocelyn Johnston). 2002  
Fellow (elected), National Academy of Public Administration. 1999

Listed in Marquis *Who's Who in America*, 2004. *Who's Who in the Media and Communications*, 1998.  
*Who's Who of American Women*, 1992.  
Mosher Award, American Society for Public Administration, for the best article in 1987 *Public Administration Review* (with Melvin Dubnick). 1988  
Dissertation fellowship, The American Association of University Women. 1978

## **PROFESSIONAL AFFILIATIONS**

American Political Science Association  
American Society for Public Administration  
Association for Public Policy Analysis and Management  
International Research Society for Public Management  
Midwest Political Science Association  
National Academy of Public Administration  
Public Management Research Association

## **PROFESSIONAL SERVICE**

### **Professional Associations**

*Academy of Management*: 1989-95 Executive Committee, Public Sector Division; 1989 Levine Best Paper Award Committee, Public Sector Division

*American Political Science Association*: 2017-18 Hubert H. Humphrey Award Committee; 2007-08 Gaus Award Committee; 2002-03 Kaufman Award Committee; 2000-01 Leonard White Award Committee; 1993-97 Chair, Committee on Organized Sections; 1992-94 National Council; 1989-90 John Gaus Award Committee; 1988-89 Chair, Public Administration Section; 1987-88 Program Chair, Public Administration Section of the American Political Science Association; 1986-91 Executive Committee, Public Administration Section

*American Society for Public Administration*: 2004-05 Search Committee, for Editor of the *Public Administration Review*; 2001-03 Dwight Waldo Award Committee; 1996-97 James E. Webb Award Committee; 1994-95 Vice Chair, Task Force on Conferences; 1994-95 Chair, Conference Program Work Group; 1993-95 Chair, Charles Levine Award Committee; 1989-91 National Program Committee; 1989-90 Mosher Award Committee; 1987-88 Chair, Brownlow Award Committee; 1983-84 Governing Board, Kansas Chapter; 1982-84 Program Committee, Kansas Chapter; Program Chair, 1983-84; 1982-83 Awards Committee, Kansas Chapter

*Comptroller General's Educators Advisory Panel*, U.S. Office of Government Accountability, 2013-2017

*Council of Colleges of Arts and Sciences*: 2006-2008 Research Universities Committee, Committee Chair 2007-08.

*International City Management Association*: 1999-03 Best Practices Conference Program Committee; 1996-99 Board of Regents, ICMA University; 1991-93 ICMA Task Force on Continuing Education and Professional Development; 1989-90 Chair, ICMA E.O. Stene Scholarship Committee

*Midwest Political Science Association*: 2000-01 Herbert Simon Award Committee; 1999-2000 President, Midwest Public Administration Caucus.

*National Academy of Public Administration*: Elected fellow 1999. 2000 Brownlow Book Award Committee, 2016 Expert Advisory Group Member for review of NASA program on Foreign National Access Management. 2018 Membership Nomination Committee.

*National Academy of Sciences and National Academy of Public Administration*: Expert Advisory Group Member: Review of NASA Response to the Academy's Report on Foreign National Access Management, Report for U.S. National Aeronautics and Space Administration. 2016.

Panel Member, Project on Tracking and Assessing Governance and Management Reform of the Nuclear Security Enterprise. 2016-present.

*Network of Schools of Public Affairs and Administration* (formerly known as *National Association of Schools of Public Affairs and Administration*): 2013-16 Executive Council; 2013 Conference Planning Committee; 2012-13 Nominating Committee; 2012-13 NASPAA/ASPA Distinguished Research Award Committee; 2012-13 Zuck Public Courage Award Committee; 1999-2002 Standards Committee; 2001, 1996 Nominating Committee; 2001, 1997-99 Site Visitor, Commission on Peer Review and Accreditation; 1996-97 Committee on the Constitution; 1993-95 Elmer Staats Award Committee, Chair 1994-95; 1991-93 Task Force on Education for the State and Local Public Service; 1990-93 Executive Council; 1989-92 Commission on Peer Review and Accreditation; 1988-90 Dissertation Award Committee, Chair of committee, 1989-90; 1988-93 Univ. of Kansas Principal Representative to NASPAA; 1987-92 NASPAA/ICMA Task Force on Local Government Education; 1987-90 Research Committee.

*Public Management Research Association*: 2009-2013 Governing Board, 2011-2013 Selection Committee for Editor in Chief of *Journal of Public Administration Research and Theory*,

*Public Policy and International Affairs Program*, Board of Directors, 2013-15.

*Other Professional Service*: 1998-2000 Governing Board, Jayhawk Area Agency on Aging, Chair, Personnel Committee, 1999-2000; 1998 Advisory Council to Wyandotte County (KS) Administrator; 1997 Blue Ribbon Review Committee, Department of Government and International Studies, University of South Carolina; 1990-93 National Council of Pi Alpha Alpha, the National Honorary Society for Public Affairs and Administration; 1989 Special Committee on the Future, League of Kansas Municipalities; 1989-90 Selection Committee for State of Kansas Governor's Fellowships; Summer 1986 Board of Public Utilities, Kansas City, KS, personnel staff consultant.

### **Editorial Boards**

*Administration and Society*, 1990-2017; *American Journal of Political Science*, 1994-1997; *Journal of Public Administration Education*, 1994-1997; *Journal of Politics*, 2001-2005; *Journal of Public Administration Research and Theory*, 1990-1993; *Public Administration Review*, 1987-1990.

Occasional Manuscript Reviewer: Prentice-Hall, Inc., John Wiley & Sons, D.C. Heath, Sage Publications, Congressional Quarterly, Brookings Institution, International City Management Association, Johns Hopkins University Press, National Science Foundation, Netherlands Organisation for Scientific Research, and the following journals: *Academy of Management Journal*, *American Journal of Political Science*, *American Political Science Review*, *American Review of Public Administration*, *International Review of Administrative Sciences*, *Journal of Organizational Behavior*, *Journal of Politics*, *Journal of Public Administration Research and Theory*, *Journal of Public Policy*, *Law and Society Review*, *Nonprofit and Voluntary Sector Quarterly*, *Policy Studies Review*, *Legislative Studies*, *Public Administration Review*, *Social Science Quarterly*, *State and Local Government Review*

## PUBLICATIONS

### Books

*New Governance for Rural America: Creating Intergovernmental Partnerships*, coauthored with Beryl Radin, Robert Agranoff, Ann Bowman, C. Gregory Buntz, J. Steven Ott, Barbara S. Romzek and Robert H. Wilson, Lawrence, KS: University Press of Kansas, 1996.

*New Paradigms for Government: Issues for the Changing Public Service*, Patricia W. Ingraham and Barbara S. Romzek, eds., Jossey-Bass Publishers, Inc., 1994.

*American Public Administration: Politics and the Management of Expectations*, Melvin Dubnick and Barbara S. Romzek, Macmillan Publishing Co., 1991.

### Refereed Articles

Managing Goal Conflict in Public Service Delivery Networks: Does Accountability Move Up and Down or Side to Side?" Jaclyn Piatak, Barbara Romzek, Kelly LeRoux and Jocelyn Johnston, *Public Productivity and Management Review*, v, 4 (1):152-176, 2018.

"Informal Accountability in Multisector Service Delivery Collaborations," Barbara Romzek, Kelly LeRoux, Jocelyn Johnston, Robin Kempf, and Jaclyn Schede Piatak, *Journal of Public Administration Research and Theory*, 24(4):813-842, October 2014.

"A Preliminary Theory of Informal Accountability among Network Organizational Actors," Barbara S. Romzek, Kelly LeRoux and Jeannette M. Blackmar, *Public Administration Review*, v. 72 (3):442-453, May/June 2012.

"Social Welfare Contracts as Networks: The Impact of Network Stability on Management and Performance," Jocelyn M. Johnston and Barbara S. Romzek, *Administration and Society*, v. 40(2):115-146, April 2008.

"State Social Services Contracting: Exploring Determinants of Effective Contract Accountability," Barbara S. Romzek and Jocelyn M. Johnston, *Public Administration Review*, v. 65(4):436-449, July/August, 2005.

"The Challenges of Contracting and Accountability Across the Federal System: From Ambulances to Space Shuttles," Jocelyn Johnston, Barbara S. Romzek, and Curtis Wood, *Publius: The Journal of Federalism*, v. 34(3):155-182, (Summer) 2004.

"Contract Implementation and Management Effectiveness: A Preliminary Model" Barbara S. Romzek and Jocelyn M. Johnston, *Journal of Public Administration Research and Theory*, v. 12 (3):423-453, (July) 2002.

Above article also published in a 20 year retrospective collection of 30 exemplary articles representing the range of high quality research published in the *Journal of Public Administration Research and Theory: Origins and Early Development*, H. George Frederickson, editor, 2010, [http://www.oxfordjournals.org/our\\_journals/jopart/collectionspage.html](http://www.oxfordjournals.org/our_journals/jopart/collectionspage.html)

“Politics, Administration and Markets: Conflicting Expectations and Accountability” Donald Klingner, John Nalbandian, and Barbara S. Romzek, *American Review of Public Administration*, v. 32 (2):117-144 (June) 2002.

Above article also published by the Latin American Center for Development Administration, entitled “La Política, la Administración y el Mercado: Expectativas de ámbitos de responsabilidad en conflicto,” in *Reforme y Democracia*, no. 24:71-113, Octubre, 2002. This journal is published in English, Spanish and Portuguese.

“Cross Pressures of Accountability: Initiative, Command and Failure in the Ron Brown Plane Crash,” Barbara S. Romzek and Patricia W. Ingraham, *Public Administration Review*, v. 60(3):240-253, May/June 2000.

"Accountability of Congressional Staff," Barbara S. Romzek, *Journal of Public Administration Research and Theory*, 10 (3):413-446, April 2000.

“Dynamics of Public Sector Accountability in an Era of Reform,” Barbara S. Romzek, *International Review of Administrative Sciences*, 66:19-42, March 2000 (published in Arabic, French and English).

Above article identified as the second most frequently cited article in the IRAS (as of April 2009).

"Contracting and Accountability Issues in a State Medicaid Reform: Rhetoric, Theories, and Reality," Jocelyn M. Johnston and Barbara S. Romzek, *Public Administration Review*, 59 (5):383-399, (September/October) 1999.

“Reforming Medicaid through Contracting: The Nexus of Implementation and Organizational Culture,” Barbara S. Romzek and Jocelyn M. Johnston, *Journal of Public Administration Research and Theory*, 9(1999): 1:107-139.

"Congressional Legislative Staff: Political Professionals or Clerks?" Barbara S. Romzek and Jennifer Utter, *American Journal of Political Science*, 41(4): 1251-1279, October 1997.

"Career Dynamics of Congressional Legislative Staff: Preliminary Profile and Research Questions," Barbara S. Romzek and Jennifer Utter, *Journal of Public Administration Research and Theory*, Vol. 6(3): 415-442, July 1996.

"Accountability Expectations in an Intergovernmental Arena: The National Rural Development Partnership," Beryl Radin and Barbara S. Romzek, *Publius: The Journal of Federalism*, 26(2): 59-81, Spring 1996.

"Employee Investment and Commitment: The Ties That Bind," Barbara S. Romzek, *Public Administration Review*, 50: 374:382, May/June 1990.

"The Personal Consequences of Employee Commitment," Barbara S. Romzek, *Academy of Management Journal*, 32: 649-661, September 1989.

"Accountability in the Public Sector: Lessons from the Challenger Tragedy" Barbara S. Romzek and Melvin Dubnick, *Public Administration Review*, 47:227-238, May/June 1987. *Received the William E. and Frederick C. Mosher Award for the best academic article of the year.*

Above article reprinted in Flyvbjerg, Bent, ed., *Megaproject Planning and Management: Essential Readings*, vols. 1-2 (Cheltenham, UK and Northampton, MA: Edward Elgar), 2014; Frederick S. Lane, ed., *Current Issues in Public Administration*, 3rd, 4th and 5th editions, 1989, 1991, 1994; in David H. Rosenbloom, Deborah D. Goldman, and Patricia W. Ingraham, eds., *Contemporary Public Administration*, McGraw-Hill, Inc., 1994; in Camilla Stivers, ed., *Democracy, Bureaucracy, and Administration*. Boulder, Westview Press, 2001; and in J Steven Ott and E.W. Russell, eds., *Introduction to Public Administration: A Book of Readings*, Longman, 2001.

"Perceptions of Agency Effectiveness as the Basis for Differences in Organizational Involvement," Barbara S. Romzek, *Review of Public Personnel Administration*, 6:76-85, Fall, 1985.

"Work and Nonwork Psychological Involvements: The Search For Linkage," Barbara S. Romzek, *Administration and Society*, 17:257-281, November, 1985.

"The Effects of Public Service Recognition, Job Security and Staff Reductions on Organizational Involvement," Barbara S. Romzek, *Public Administration Review*, 45:282-291, March/April, 1985.

Above article reprinted in John L. Bryam, (ed.) *Personnel Management for the Fire Service*, Lexington, MA: Ginn Press, 1986; also in Mark Holzer, ed., *Public Service: Callings, Commitments, and Constraints*, Westview Press, 2000.

"The Human Factor in the Federal Workforce: Work Experiences, Self-Esteem and Organizational Involvement," Barbara S. Romzek, *Review of Public Personnel Administration*, 5:43-56, Fall, 1984.

"Organizational Involvement and Representative Bureaucracy: Can We Have It Both Ways?" Barbara S. Romzek and J. Stephen Hendricks, *American Political Science Review*, 76:75-82, March 1982.

Above article reprinted in Gary L. Jones and Jerry L. Simich (eds.), *America the Beautiful: Readings in American Politics*, 2nd ed., Burgess Publishing Company, 1987.

## Chapters in Books

"Accountable Public Services," by Barbara S. Romzek, ch. 19 in *Oxford Handbook of Public Accountability*, edited by Mark Bovens, Robert E. Goodin and Thomas Schillemans, Oxford University Press, 2014.

"The Tangled Web of Accountability in Contracting Networks" Barbara S. Romzek, in *Accountable Governance: Problems and Promises*, Melvin Dubnick and H. George Frederickson, editors, Armonk, NY: M.E. Sharpe, 2011.

"The Promises, Performance, and Pitfalls of Government Contracting," Jocelyn M. Johnston and Barbara S. Romzek, in *Oxford Handbook of American Bureaucracy*, Robert Durant, editor, New York: Oxford University Press, 2010.

"Business and Government," Barbara S. Romzek, chapter 9 in *The Administrative State Revisited*, David Rosenbloom and Howard McCurdy, eds., Washington, D.C.: Georgetown University Press, 2006.

"Traditional Contracts as Partnerships: Effective Accountability in Social Services Contracts in the American States," Jocelyn M. Johnston and Barbara S. Romzek, in Graeme Hodge and Carsten Greve,

eds., *The Challenge of Public-Private Partnerships- Learning from International Experience*, Northampton, MA: Edward Elgar Publishing, 2005.

“Contracting and accountability: A model of effective contracting drawn from the U.S. experience,” with Jocelyn M. Johnston and Barbara S. Romzek, in *Unbundled Government: A Critical Analysis of the Global Trend to Agencies, Quangos and Contractualisation*, Christopher Pollitt and Colin Talbot, eds., New York: Routledge, 2004.

“Implementing State Contracts for Social Services: An Assessment of the Kansas Experience,” Jocelyn M. Johnston and Barbara S. Romzek, ch. 5 in *New Ways of Doing Business*, Mark A. Abramson and Ann M. Kieffaber, eds., New York: Rowan and Littlefield, 2003.

“Accountability Implications of Civil Service Reform,” Barbara S. Romzek, ch. 7 in *The Future of Merit*, edited by James Pfiffner and Douglas Brook, Washington, D.C.: Woodrow Wilson Press and Johns Hopkins University Press, 2000.

“Reforming State Social Services Through Contracting: Linking Implementation and Organizational Culture,” Barbara S. Romzek and Jocelyn Johnston, ch. 10 in *Advancing Public Management: New Developments in Theory, Methods, and Practice*, Jeffrey Brudney, Laurence O’Toole, Jr., and Hal G. Rainey, eds., Washington, Georgetown University Press, 2000.

“Where the Buck Stops: Accountability in Reformed Public Organizations” Barbara S. Romzek, in *Transforming Government: Lessons from the Reinvention Laboratories*, Patricia W. Ingraham, James R. Thompson and Ronald P. Sanders, editors, San Francisco: Jossey-Bass, 1998.

“From Turbulence to Tragedy: The Crash of Ron Brown’s Flight in Croatia,” A Case Study of Leadership and Accountability, CS 0398-07, Patricia W. Ingraham and Barbara S. Romzek, National Security Studies Program, Syracuse University, 1998.

Above case study reprinted in *Security in a Changing World: Case Studies in U.S. National Security Management*, Volker Franke, ed., Westport, CN: Praeger, 2002.

"Accountability Challenges in an Era of Deregulation," Barbara S. Romzek, in *Public Personnel Management: Current Concerns -- Future Challenges*, 2nd., Carolyn Ban and Norma Riccucci, eds., Longman Publishing, 1997.

"Enhancing Accountability," Barbara S. Romzek, in the *Handbook in Public Administration*, 2nd ed., James L. Perry, editor, San Francisco: Jossey-Bass, 1996.

"Issues of Accountability in Flexible Personnel Systems" Barbara S. Romzek and Melvin Dubnick, in *New Paradigms for Government: Issues for the Changing Public Service*, Patricia W. Ingraham and Barbara S. Romzek eds., San Francisco: Jossey Bass Publishers, Inc., 1994.

"Accountability and the Centrality of Expectations for Public Administration" Melvin Dubnick and Barbara S. Romzek, in *Research in Public Administration*, Vol. 2:37-78, James Perry, ed. Greenwich, CT: JAI Press, 1993.

"Dynamics of Employee Commitment" Barbara S. Romzek, in *Agenda for Excellence: Public Service in America*, Patricia Ingraham and Donald Kettl, eds., Chatham House, 1992.

"Balancing Work and Nonwork Obligations," Barbara S. Romzek, in *Public Personnel Management*, Carolyn Ban and Norma Riccucci eds., Longman Publishing, 1991.

## Research Monographs and Other Publications

"Report 2 on Tracking and Assessing Governance and Management Reform in the Nuclear Security Enterprise," Report of *Panel to Track and Assess Governance and Management Reform in the Nuclear Security Enterprise*, Panel members include Donald Levy, co-chair, Robert Shea co-chair, Jonathan Breul, Keith Coleman, Dona Crawford, Martin Faga, Paul Fleury, David Graham, Robert Hale, Kathleen Peroff, Barbara Romzek, Tammy Taylor, and Merri Wood-Schultz, Joan Woodard, National Academies of Sciences, Engineering, and Medicine, National Academies Press, March 2018.

"To serve a free society, social media must evolve beyond data mining, Aram Sinnreich and Barbara Romzek, *The Conversation*, April 11, 2018, <https://theconversation.com/to-serve-a-free-society-social-media-must-evolve-beyond-data-mining-94704>.

"Social media companies should ditch clickbait and compete over trustworthiness, Barbara Romzek and Aram Sinnreich, *The Conversation*, January 1, 2018. <https://theconversation.com/social-media-companies-should-ditch-clickbait-and-compete-over-trustworthiness-88827>

Above article was translated into Indonesian and published by the Indonesian affiliate of *The Conversation*, <https://theconversation.com> on January 23, 2018.

"Report2 on Tracking and Assessing Governance and Management Reform in the Nuclear Security Enterprise, Panel members include Donald Levy, cochair, Robert Shea co-chair, Jonathan Breul, Keith Coleman, Dona L Crawford, Martin C Faga, Paul A Fleury, David Graham, Robert Hale, Kathleen A Peroff, Barbara S. Romzek, Tammy P. Taylor, Merri Wood-Schultz, Joan Woodard; National Academies of Science, Engineering, and Medicine and the National Academy of Public Administration, National Academies Press, Washington, DC 2018.

"Report 1 on Tracking and Assessing Governance and Management Reform in the Nuclear Security Enterprise," Report of *Panel to Track and Assess Governance and Management Reform in the Nuclear Security Enterprise*, Panel members include Jill Dahlburg co-chair, Robert Shea co-chair, Elizabeth Cantwell, Keith Coleman, Dona Crawford, Martin Faga, Paul Fleury, David Graham, William Madia, Kathleen Peroff, Barbara Romzek, Tammy Taylor, and Merri Wood-Schultz; National Academies of Sciences, Engineering, and Medicine and the National Academy of Public Administration; National Academies Press, Washington, DC 2017.

"Collaboration Across Boundaries," *Report of Panel of Transition 2016 Equipping the Government for Success in 2016 and Beyond*, Donald Kettl, Thad Allen, Earl Devaney, Diane Disney, Parris Glendening, Jocelyn Johnston, Rosemary O'Leary, Robert O'Neill, Barry Rabe, Barbara Romzek and Joseph Wholey. November 2016

"On Food Safety, Collaboration Can Be hard to Swallow: Anticipating the 'pinch points' of complex regulatory relationships," Blog posting by Barbara Romzek, Jocelyn Johnston, and Rebecca Yurman. National Academy of Public Administration, Transition 2016.

"Living Accountability: Hot Rhetoric, Cool theory, and Uneven Practice," the 2014 John Gaus Award Lecture, *PS: Political Science & Politics*, January 2015, V. 48, no. 1, pp.27-34.



"Implementing State Contracts for Social Services: An Assessment of the Kansas Experience" Report to the PricewaterhouseCoopers Endowment for the Business of Government, Jocelyn M. Johnston and Barbara S. Romzek, May 2000.

"From Turbulence to Tragedy: The Crash of Ron Brown's Flight in Croatia," A Case Study of Leadership and Accountability, CS 0398-07, Patricia W. Ingraham and Barbara S. Romzek, National Security Studies Program, Syracuse University, 1998.

Above article reprinted in *Security in a Changing World: Case Studies in U.S. National Security Management*, Volker Franke, ed., Westport, CN: Praeger, 2002.

"Accountability," Barbara S. Romzek and Melvin Dubnick in *International Encyclopedia of Public Policy and Administration*, Vol. 1: A-C, pp. 6-11, Jay Shafritz, editor in chief, Boulder, CO: Westview Press, 1998.

Above article reprinted in *Defining Public Administration: Selections from the International Encyclopedia of Public Policy and Administration*, Jay Shafritz, ed., Westview Press, 2000.

"Employee Commitment," Barbara S. Romzek, in *International Encyclopedia of Public Policy and Administration*, Vol. 1: A-C, pp. 426-431, Jay Shafritz, editor in chief, Boulder, CO: Westview Press, 1998.

"Management Constraints Come to Capitol Hill: The Times They Are A Changin'" Barbara S. Romzek, in *Extension of Remarks*, Newsletter, Legislative Studies Section of American Political Science Association, July, 1996.

*Intergovernmental Partnerships and Rural Development: State Rural Development Councils in Sixteen States*, Beryl Radin, Robert Agranoff, Ann Bowman, C. Gregory Buntz, J. Steven Ott, Barbara S. Romzek, and Robert H. Wilson, National Rural Development Partnership, Washington, D.C., 1995.

"Intergovernmental Partnerships and Rural Development," with Beryl Radin, Robert Agranoff, Ann Bowman, C. Gregory Buntz, J. Steven Ott, Barbara S. Romzek, and Robert H. Wilson, Occasional paper published by the National Rural Development Institute, University of Wisconsin, Madison, WI, August 1995.

*Intergovernmental Partnerships and Rural Development: An Overview Assessment of the National Rural Development Partnership*, with Beryl Radin, Robert Agranoff, Ann Bowman, C. Gregory Buntz, J. Steven Ott, Barbara S. Romzek, and Robert H. Wilson, ERS Staff Paper No. 9508, U.S. Department of Agriculture, Economic Research Service, Washington, D.C., 1995.

*Kansas Rural Development Council*, Barbara S. Romzek, A report to the U.S. Department of Agriculture, Economic Research Service, Washington, D.C., 1994.

"Accountability and the Rural Development Initiative," Beryl Radin and Barbara S. Romzek, Occasional paper published by the National Rural Development Institute, University of Wisconsin, Madison, WI, August 1994.

*Kansas Rural Development Council*, Barbara S. Romzek, A report to the State Rural Policy Program of the Aspen Institute, October, 1991

Book review, of *Controlling the Federal Bureaucracy* by Dennis Riley for *American Political Science Review*, 82:301-302, March, 1988.

*The Multidimensional Bureaucrat: Identities, Loyalties and Conflicts of Professional Level Federal Employees*, Barbara S. Romzek, Ph.D. dissertation, Department of Government, The University of Texas at Austin, 1979.

## **PROFESSIONAL PRESENTATIONS**

“Issues Facing Higher Education in the United States – Roundtable on Affordability and Campus Climate” for Education Advisory Panel Annual Meeting, Government Accountability Office, Washington, DC. June 2017.

“Collaboration Across Boundaries: Transition 16 Panel” National Academy of Public Administration, November 2016, Washington, D.C.

“The State and Public Management: Have Our Techniques Outrun Our Government?” Participant on Plenary Panel, Public Management Research Association, June 11-13, 2015, University of Minnesota, Minneapolis.

“A Closer Look into Multi-Sector Networks: Can Informal Accountability Overcome Goal Conflict?” by Jaclyn Schede Piatak, Barbara Romzek, Kelly LeRoux and Jocelyn Johnston, presented at the 10<sup>th</sup> Transatlantic Dialogue, International Institute of Administrative Sciences, the University of Switzerland Italiano, Lugano, Switzerland, June 2014.

“Public Service Options in the Career Civil Service” Women in Public Service Institute: Peacebuilding and Development, co-sponsored by the U.S. State Department and the Wilson Center, Bryn Mawr College, July 15, 2013.

“Hierarchical Differences within Collaborative Service Delivery Networks: The Role of Street-Level Workers in Shaping Informal Accountability” by Barbara Romzek, Kelly LeRoux, Jocelyn Johnston, Robin Kempf, and Jaclyn Schede Piatak, Symposium on “Neither Public nor Private: Mixed Forms of Service Delivery around the Globe” at the School of Economics, Universitat de Barcelona, Spain, May 2012. An earlier version of this paper was presented at the annual meeting of the Midwest Political Science Assn., Chicago, April 2011.

“From Contracting to Collaboration: Forming Partnerships for Multiple Services, Barbara S. Romzek and Marilu Goodyear, Kansas University CH2M HILL Conference on Collaboration, Kansas City, April 2012.

“Holding Nonprofits Accountable in Multi-Sector Networks: Cross-Case Analysis,” Barbara Romzek, Kelly LeRoux, Jocelyn Johnston, Jeannette Blackmar, Robin Kempf and Jaclyn Schede, at the Association for Research on Nonprofit Organization and Voluntary Action, Toronto, Canada, November, 2011.

“Toward a Model of Informal Accountability within Multi-Sector Networks: A Cross-Case Analysis of Children’s Service Networks, Barbara Romzek, Kelly LeRoux, Jocelyn Johnston, Jeannette Blackmar, Robin Kempf and Jaclyn Schede, presented at the Association for Public Policy Analysis and Management, Washington, D.C., November 2011.

“Informal Accountability Dynamics within Service Delivery Networks,” Barbara Romzek, Kelly LeRoux, Jocelyn Johnston, Jeannette Blackmar, Robin Kempf and Jaclyn Schede, Public Management Research Conference, Syracuse University, June 2011. Revised version of paper presented at the annual meeting of the American Political Science Assn., Seattle, August 2011.

“Beyond Structure: Informal Accountability in Networks,” Barbara Romzek, Kelly LeRoux, Jocelyn Johnston, Jeannette Blackmar, Robin Kempf and Jaclyn Schede, presented at the American Society for Public Administration, Baltimore, MD, March, 2011. Revised version of paper presented at 15<sup>th</sup> International Research Symposium on Public Management, Trinity College, Dublin, IR April 2011 and at the American Political Science Association, Seattle, WA, September 2011.

“Informal Accountability within Multi-Sector Networks,” Barbara Romzek, Kelly LeRoux, Jocelyn Johnston, Jeannette Blackmar, Robin Kempf and Jaclyn Schede, presented at Midwest Political Science Association meeting, Chicago, April, 2011.

“The Dynamics of Informal Accountability in Networks of Social Service Providers,” Barbara Romzek, Kelly LeRoux and Jeannette M. Blackmar, presented at the 13<sup>th</sup> International Research Symposium on Public Management Research, hosted by the Copenhagen Business School, Copenhagen, Denmark, April 2009. Revised version of paper presented at 10<sup>th</sup> National Public Management Research Conference, hosted by the John Glenn School of Public Management, Ohio State University, October 2009.

“Accountability and Contracting in a Networked Policy Arena: The Case of Welfare Reform,” Barbara Romzek, presented at Kettering Symposium on Accountability, sponsored by the Kettering Foundation, Dayton, OH, May 2008.

“Reframing Accountability,” Panelist, Annual Conference of the American Society for Public Administration, Dallas, April 2008.

“Organizational Change,” Panel Chair, 9th Biennial Conference of the Public Management Research Association, University of Arizona, Tucson, October 2007.

“Community-Based Collaborative Networks: How Managers Make Them Work,” with Jocelyn Johnston, at the annual meeting of the American Society for Public Administration, Washington, D.C. March 2007.

“Managerial Challenges in the Implementation of an Evolving Intergovernmental Policy: Contracting for Social Welfare Services,” with Jocelyn Johnston, at the annual meeting of the American Political Science Association, Philadelphia, PA, August 2006.

“Advancing through the Faculty Ranks: Professional Development for Administrative Roles” at Kansas state meeting of Office of Women in Higher Education, American Council on Education, Wichita State University, April 2006.

“Managerial Challenges in the implementation of an evolving intergovernmental policy: Contracting for Social Welfare Services,” with Jocelyn Johnston, at the 3<sup>rd</sup> Sino-US International Conference for Public Administration, Beijing, P.R. China, June 2006.

“Changes and Challenges in Relationships between State Government and Nonprofit Agencies under Contracting,” with Jocelyn Johnston, at the annual meeting of the Association for Research on Nonprofit and Voluntary Associations, Washington, D.C., November 2005.

“Social Welfare Contracts as Networks: The Impact of Network Stability on Management and Performance,” with Jocelyn Johnston, at the annual meeting of the Association for Public Policy Analysis and Management, Washington, D.C., November 2005.

“Governance: The New Paradigm,” presented at the annual conference of the Public Management Research Association, September 2005, University of Southern California, Los Angeles, CA.

“Networks, Stability, Management, and Performance: Learning from Social Welfare Contracts,” with Jocelyn Johnston, presented at the annual conference of the Public Management Research Association, September 2005, University of Southern California, Los Angeles, CA.

“State Social Welfare Contracts with Nonprofit Organizations: Examining Network Dynamics and the Impact of Stability,” with Jocelyn Johnston, prepared for the 9<sup>th</sup> International Symposium on Public Management, Bocconi University, Milan, IT April 2005. Also presented at the Midwest Political Science Association, Chicago, IL, April 2005.

“Working Outside the Government Box: Nongovernmental Entities and the Business of Government,” Invited presentation at Symposium on Administrative State Reconsidered, American University, Washington, D.C., October 2003.

“The Challenges of Contracting and Accountability Across the Federal System: From Ambulances to Space Shuttles,” presented at the 7<sup>th</sup> National Public Management Research Conference, Georgetown University, Washington, D.C., October, 2003

“Effective Contract Management and Accountability: Key Variables” invited presentation at the Van Riper Symposium, American Society of Public Administration, Phoenix, March 2002.

“Growing New Scholars,” Discussant, Van Riper Symposium, American Society of Public Administration, Phoenix, March 2002.

“Examining the Stability Hypothesis: Comparing Stable and Dynamic Systems in Social Service Contracts,” with Jocelyn Johnston, 6<sup>th</sup> National Public Management Research Conference, Bloomington, IN, October 2001.

“State Contracting, Social Service Networks, and Effective Accountability,” with Jocelyn Johnston, American Political Science Association, annual meeting, San Francisco, August 2001.

“State Contract with Nongovernmental Organizations: An Explanatory Model of Accountability Effectiveness” with Jocelyn Johnston, presented at the Fifth International Research Symposium on Public Management: Building Public-Private Partnerships, Barcelona, April 2001.

“Contract Implementation and Management Effectiveness: A Preliminary Model” with Jocelyn Johnston, Association for Public Policy Analysis and Management, Seattle, November 2000.

“Contract Implementation and Management Effectiveness” with Jocelyn Johnston, Association for Budgeting and Financial Management, Kansas City, October 2000.

“Studying Governance: Logic, Methods, Literatures” Organized and Chaired Presidential Panel for Midwest Public Administration Caucus, Midwest Political Science Association, Chicago, 2000.

“Social Service Contracting without Market Competition: Decision Processes and Institutional Changes,” with Jocelyn Johnston, 5<sup>th</sup> National Public Management Research Conference, Texas A&M University College Station, Texas, December 1999.

“Democracy, Bureaucracy, and Accountability in the Next Millennium: Easier Said Than Done,” presented at the annual meeting of the American Political Science Association, Atlanta, 1999.

“Dynamics of Public Sector Accountability in an Era of Reform,” paper presented at Specialized Conference on Public Accountability, International Institute of Administrative Sciences, London, UK, 1999.

“Accountability of Congressional Staff: Rhetoric and Reality,” presented at the annual meeting of the Midwest Political Science Association, 1999.

“Accountability Implications of Civil Service Reform,” presented at *Symposium on The Future of Merit: CSRA at 20*, sponsored by George Mason University and the Woodrow Wilson International Center for Scholars, 1998.

“Cross Pressures of Accountability: Initiative, Command and Failure in the Ron Brown Plane Crash,” with Patricia W. Ingraham, at the annual meeting of the American Political Science Association, 1998.

“Reforming and Privatizing Medicaid: The Nexus of Policy Implementation and Organizational Culture,” with Jocelyn Johnston, at 4<sup>th</sup> National Public Management Research Conference, University of Georgia, 1997.

“Accountability and Commitments of City and County Managers in a Time of Reform,” with Chad Kniss, at annual meeting of the American Political Science Assn., 1997.

“Privatizing a Bureaucracy: Theories, Complications and Conflicts,” with Jocelyn Johnston, at the annual meeting of the Midwest Political Science Association, 1997.

"Commitments and Loyalties of Congressional Staff: A Juggler's Art," at the annual meeting of the American Political Science Assn., 1996.

"Congressional Staff as Public Employees: Professionals in Pursuit of Political Outcomes," with Jennifer Utter, at 3rd National Public Management Research Conference, University of Kansas, Lawrence, 1995.

Symposium on Implementing Reinvention within the Federal Government, Participant, sponsored by Washington Public Affairs Center of Syracuse University, 1995.

"Accountability Issues in Education" for Faculty Symposium on "Reconsidering Graduate Education: Pressures, Practices, Prospects," sponsored by the University of Kansas, 1995.

"Career Dynamics of Congressional Legislative Staff: Preliminary Profile and Research Questions," with Jennifer Utter, at the Trinity Symposium in conjunction with annual meeting of the American Society for Public Administration, 1995.

"The National Rural Development Partnership: An Intergovernmental Experiment," Interdisciplinary Seminar on Rural Policy and Rural Development, University of Kansas, 1994.

"Accountability in an Intergovernmental Arena: New Governance and the National Rural Development Partnership" with Beryl Radin, American Political Science Assn., 1994.

"Public Administrative Behavior and Complexity: A Preliminary Model with Applications," with Melvin Dubnick, 2nd National Public Management Research Conference, University of Wisconsin, Madison, 1993.

"Issues of Accountability in Flexible Personnel Systems" with Melvin Dubnick, at the Personnel and Public Service Conference, sponsored by Syracuse University, March 1993, Washington, D.C.

"An Accountability Theory of Public Administrative Behavior: Definitions and Propositions in the Middle Range," with Melvin Dubnick, American Political Science Assn., 1992.

"Accountability, Professionalism and Leadership: The Los Angeles Police Department and the Rodney King Beating" with Melvin Dubnick, at the 1st National Public Management Research Conference, Syracuse University, 1991.

"Accountability and the Centrality of Expectations for Public Administration" with Melvin Dubnick, American Political Science Assn., 1991.

"Strategies for Faculty Recruitment and Retention," Panel Convener, National Association of Schools of Public Affairs and Administration, 1990.

"Politics and Executive Leadership," Panel Chair, American Political Science Assn., 1990.

"The Changing Workforce: Balancing Work and Personal Commitments," Invited Presentation, Central Region Training Conference on Public Personnel Administration, International Personnel Management Association, 1990.

"Balancing Work and Nonwork Obligations as a Personnel Matter," American Society for Public Administration, 1990.

"Recruitment and Retention in the Public Sector: Workforce Changes and Managerial Challenges," Invited Presentation, American Society for Public Administration, 1990.

Conference on Dual Career Couples and the Modern American University, Participant, sponsored by the University of Colorado, Boulder, 1989.

"Faculty Recruitment and Retention: The Opportunities and Costs of Dual Career Families," Invited Presentation, National Association of Schools of Public Affairs and Administration, 1989.

"Public Personnel Policy Implications of a Changing Workforce: Attitudes and Demographics," Invited Presentation, Personnel Research Conference, August, 1989, Washington, D.C. Conference cosponsored by: U.S. Office of Personnel Management, National Academy of Public Administration, International Personnel Management Association, American Society for Public Administration and National Association of Schools of Public Affairs and Administration.

"New Perspectives on Public Management: Kansas University's Approach to Professional Management Education," Invited Presentation, 1988 National Association of Schools of Public Affairs and Administration, Atlanta.

Executive summary of above presentation published in Public Enterprise, February, 1989, pp. 6-9.

"Dynamics of Employee Commitment," American Political Science Assn., 1988.

"New Directions in Public Sector Research" Invited Presentation, for Public Sector Doctoral Colloquium, 1988 Academy of Management.

"Negative Consequences of Employee Commitment" American Political Science Assn., 1987.

"Accountability and the Management of Expectations: The Challenger Tragedy and the Costs of Democracy," with Mel Dubnick, American Political Science Assn., 1986.

"Accountability in Public Administration: A Manifestation of the Janus Myth," with Melvin Dubnick, American Political Science Association, 1985.

"Professionalism and City Management Education" with Mel Dubnick and John Nalbandian, American Society for Public Administration, 1985.

Leadership Roundtable, Chairperson, American Society for Public Administration, 1984.

Roundtable on "Research Agendas in Personnel," Regional Human Resources Forum, sponsored by the Human Resources Program, the University of Kansas, Lawrence, 1983.

"Explaining Employees' Patterns of Coping with Work and Family Involvements: Demographics and Attitudes," 1983 American Political Science Assn.

"Public Employee Morale: Some Unexpected Consequences of Budget Cuts, Program Reform and Political Rhetoric," 1983 International Labor Standards Assn.

"Coping with Work and Family Psychological Involvements," 1983 American Society for Public Administration.

"Governmental Practices and Labor Relations," 1983 American Society for Public Administration.

"Parents' Accommodations to Work and Family Responsibilities: Structural and Attitudinal Patterns," with Neil Salkind, 1983 Society for Research in Child Development.

"Employee Attitudes Under Conditions of Agency Turmoil: Organizational Involvement and Agency Effectiveness", 1982 American Political Science Association.

"Roles and Motivation in Public Sector Management," Discussant, 1982 Academy of Management.

"Public Employees as Human Resources" 1982 Annual Conference on Human Resources Management, Human Resources Program, University of Kansas.

Faculty Economics Seminar, Participant, School of Business, University of Kansas, 1982.

"Individuals in Organizations: Self-Esteem and Organizational Involvement," 1982 Midwest Political Science Association.

"Employee Commitment: Multiple Definitions and Multiple Measures of the Concept," 1982 American Society for Public Administration.

"Employees' Psychological Involvements: Influences Beyond the Work Setting," 1982 Southwestern Political Science Association.

"Legal Restrictions on Human Resource Management," Panel Chair, Conference on Public Policy and Regulation of Human Resource Management, sponsored by the Human Resources Program, University of Kansas under a grant from the U.S. Department of Labor, 1981.

"Women as Professional Employees: Attitudes Toward Work and Personal Role Responsibilities," Roundtable on Women and Management, American Society for Public Administration, 1981.

"Organizational Involvement and Representative Bureaucracy: Can We Have It Both Ways?" 1980 Midwest Political Science Association.

"Representative Bureaucracy" Discussant, 1979 American Political Science Association.

## **INVITED PRESENTATIONS (Public Lectures/Workshops/Consultations)**

### **Accountability and General Management**

"Government Accountability and Direct Citizen Participation" Keynote Speaker for State Department International Visitor Leadership Program, Regional Project for the Ukraine, September 2018. Transparency and Accountability Group, World Learning, Washington, D.C.

"Examining Accountability from Different Perspectives," with Debra Eschelmann, Training Officers Consortium, Spring 2018 Annual Institute, April 24, 2018.

"Accountability and Transparency in Government and Social Media" Keynote Speaker for State Department International Visitor Leadership Program, Regional Project for Europe and Eurasia. February 26, 2018. Transparency and Accountability Group, World Learning, Washington, D.C.

"Accountability, Transparency and Responsibilities of Social Media Corporations." Interview with Dr. Matt Townsend on *The Matt Townsend Show*, BYU Radio, Sirius XM, January 30, 2018.

"Accountability, Transparency and Social Media in Government" Keynote Speaker for State Department International Visitor Leadership Program, October 16, 2017. Young Leaders Promoting Transparency and Accountability Group, World Learning, Washington, D.C.

"Accountability and Transparency in Government and Business," Keynote Speaker for State Department International Visitor Leadership Program- Single Regional Project - Africa, July 31, 2017. World Learning, Washington, D.C.

"Accountability in Government" Keynote Speaker for State Department International Visitor Leadership Program, July 10, 2017. Multi-Region Project, World Learning, Washington, D.C.

"Communicating Research" Roundtable, Public Management Research Conference, June 2017, American University, Washington, D.C.

"Introduction to public administration with an emphasis on government accountability." Keynote Speaker, U.S. Department of State International Visitor Leadership Program, Single Regional Project: Bhutan, August 15, 2016. Washington, D.C.



“Presidents Forum: Community Service of Confucius Institutes,” at Fourth Confucius Institute Conference, sponsored by Hanban, Chinese Education Ministry, Beijing, China, December, 2009.

“Management Reform: What’s Next?” Thought Leadership Forum, IBM Center for the Business of Government, Aspen Institute Wye Conference Centers, Queenstown, MD, November 2006.

“New Ways of Looking at Accountability,” Leadership Academy, co-sponsored by the Mid-America Regional Council and the University of Kansas, Department of Public Administration, August 2001, May 2002, June 2003.

“New Ways of Looking at Accountability,” for the Management Team at Olathe, KS, 2001.

“Challenges of Public Management in an Intergovernmental Arena: the Case of the South Lawrence Trafficway” for the Seminar on Innovation in Mexican and U.S. Local Government Relations, University of Kansas, 2001.

“Facing Organizational Change,” Kansas Department of Commerce and Housing, Division of Travel and Tourism, 1999.

“Public Accountability,” for National Security Studies Program, Maxwell School, Syracuse University, 1998.

“Public Accountability,” Executive Leadership and Policy Politics Seminar, Maxwell School, Syracuse University 1998.

“Accountability, Public Management and Government Reform,” Spring Seminar for Kansas City Chapter of the International Public Management Association, 1998.

“Accountability: The Ron Brown Case” for the National Security Leadership Course, National Security Studies Program, Syracuse University and Johns Hopkins University, Baltimore, MD, 1998.

“Accountability and Government Reform: Reconciling a ‘Can Do’ Mindset with a ‘Gotcha’ Culture of Accountability,” Invited research colloquium, Speaker Series on Bureaucratic Responsibility, Department of Political Science, Texas A&M University, College Station, 1998.

“Accountability Challenges facing Public Management” Invited research colloquium, the Public Administration Department, Maxwell School, Syracuse University, 1997.

“Planning for Consolidation: Identifying Decision Premises and Focusing on the Big Picture” for the Wyandotte County/Kansas City, Kansas Consolidation Transition Committee, 1997.

“Accountability as Management Challenge under Government Reform” for the leadership development program of the U.S. Patent and Trademark Office, sponsored by the Maxwell School, Syracuse University, 1997.

“Accountability Dynamics Under Government Reform,” for the Iowa Municipal Management Institute, sponsored by the University of Iowa, 1997.

"Accountability Dynamics for Local Government" for Workshop on Decentralization and Local Government for Venezuelan Mayors, sponsored by the U.S. Agency for International Development and University of Kansas, 1996.

"Public Management Accountability and Constraints" for the International Personnel Officers' Seminar, the International Personnel Management Association, Vail, Colorado, 1996.

"Accountability Implications of Deregulation" for annual Public Administration Awards Banquet, Department of Political Science, University of Georgia, Athens, 1996.

"The Complex Organization" for the Public Executive Institute, cosponsored by the Texas City Management Association and the University of North Texas, Denton, TX, 1996.

"Accountability in the Public Sector," for RAND Corporation, Forum on Developments in Public Sector Human Resource Management for the 8th Quadrennial Review of Military Compensation and the Office of the Deputy Assistant Secretary of Defense for Civilian Personnel Policy, 1995.

"Politics and Accountabilities in Local Government," for Short Course on Local Government for IBM representatives, Department of Public Administration, University of Kansas, 1990; February & October, 1992; 1993; March & May 1994; 1995.

"Local Government Structures and Accountabilities" for Local and Regional Self-Government Training Program for Officials from the Ukraine, Department of Public Administration, the University of Kansas, 1994.

"A Seminar on New Governance Accountability" for the National Rural Development Council, the National Partnership for Rural Development, U.S. Department of Agriculture, 1993.

"Accountability and Personnel Management in the Public Sector" at the Personnel Officers Seminar, the International Personnel Management Association, Vail, Colorado, 1991.

"Accountability in City Management," 41st annual City Management Conference, University of Kansas, 1988.

"Principles of Public Administration: Managing Accountability" for the 11th Annual City Clerk Institute, the University of Kansas, 1985.

"Organizational Dynamics," for Johnson County, Kansas, 1984.

"Principles of Organization and Management: The Roles of Public Managers," for the 9th Annual City Clerk Institute, University of Kansas, 1983.

### **Personnel, Employee Commitments, and Balancing Work/Nonwork Demands**

"Multi-source Assessment Feedback Program" consultant coach for the U.S. Army, MPRI, Leavenworth, KS, 2008.

"Juggling Career, Relationships, and Personal Roles" co-sponsored by the Women's Resource Center and University Career and Employment Center, University of Kansas, 2001.

"Cultural Awareness and Diversity Issues in Police Work," for 17<sup>th</sup> Basic Recruit Academy, Lawrence Police Department, 1998.

"Personnel Challenges of the 90's: Opportunities for Employee Commitment," Spring Seminar, the International Personnel Management Association, Greater Kansas City Chapter, 1993.

"A Changing Workforce: Balancing Work and Personal Commitments," at Personnel Officers Seminar, the International Personnel Management Association, Vail, Colorado, 1989.

"Personnel Administration in Municipalities" 11th Annual City Clerk Institute, University of Kansas, 1989.

"Dynamics of Employee Commitment" Personnel Administrators of Lawrence, 1988.

"Dynamics of Employee Commitment" at the Personnel Officers Seminar, the International Personnel Management Association, Vail, Colorado, 1988.

"Balancing Professional, Family and Personal Needs" at the 41st Annual City Management Conference, the University of Kansas, 1988.

"Balancing Work, Family and Personal Demands" City Clerks Institute, University of Kansas, 1988.

"Challenges of Professional Life: Balancing Work, Family and Personal Demands" at the 40th Annual Conference on City Management, University of Kansas, 1987.

"On Your Own: Balancing Work, Family and Personal Commitments" workshop, professional development program for MPA management interns, University of Kansas, 1987.

"Trade-offs: Balancing Work, Family and Personal Commitments" at 2nd Annual Women's Forum, University of Kansas, 1986.

"Principles of Organization and Management: Power and Politics in Organizational Settings," 10th Annual City Clerk Institute, University of Kansas, 1984.

"Work and Nonwork Commitments as Management Concerns," Management Development Seminar I, Department of Administration, State of Kansas, 1984.

"Motivation and Productivity: Balancing Employee Work and Family Commitments as Motivational Concerns," 8th Annual City Clerk Institute, University of Kansas, 1982.

"The Dynamics of Family-Workplace Interaction," with S.S. Moore, 3rd National Conference on the Adult Life Cycle: From Theory to Practice, University of Kansas, 1982.

"Motivation, Commitment and Performance Appraisal", Kansas City, 1982, sponsored by the U.S. Department of Labor and the University of Kansas.

"Motivation and Productivity" 7th Annual City Clerk Institute, University of Kansas, 1981.

"Personnel Administration: Dealing with External Pressures" for Presidential Management Intern Program, Kansas City, Missouri, 1981.

"Measuring and Utilizing Employee Opinions: Organizational Involvement," 22nd Annual Personnel Managers' Conference, sponsored by The University of Kansas and the U.S. Office of Personnel Management, 1981.

"Organizational Involvement Among Professional Level Public Employees" for Spring 1980 M.P.A. intern program, University of Kansas, 1980.

"Public Personnel Administration" 6th Annual City Clerk Institute, University of Kansas, 1980.

9/2018