

**WILLIAM B. EIMICKE**  
**(212) 854-5593 wbe1@columbia.edu**

**PROFESSIONAL EXPERIENCE**

- 1989-Present      **Professor of Professional Practice in International & Public Affairs (2011-Present)**  
**Founding Director Picker Center (1999-Present)**  
**Director of Instruction (1990-1999)**  
**Adjunct Professor (1989-1990)**  
Columbia University in the City of New York
- 2007-2010      **Deputy Fire Commissioner**  
FDNY (Mayor Michael Bloomberg)
- 1993              **Management & Housing Consultant**  
National Performance Review (VP Al Gore)
- 1985-88         **Commissioner of Housing (Housing Czar)**  
New York State (Gov. Mario M. Cuomo)
- 1983-85         **Deputy Secretary for Policy & Programs**  
New York State Governor's Office (Gov. M. Cuomo)
- 1979-82         **Deputy Commissioner for Property Management**  
New York City Department of Housing Preservation & Development  
(Mayor Edward Koch)
- 1978-79         **Assistant Budget Director**  
New York City Office of Management and Budget (Mayor Koch)
- 1975-78         **Director of Fiscal Studies**  
New York State Senate Finance Committee
- 1974-75         **Director of Studies & Acting Executive Director**  
New York State Temporary Commission on State & Local Finances
- 1973-74         **Assistant Professor of Public Administration**  
Indiana University, School of Public & Environmental Affairs

**EDUCATION**

1977	National Endowment on the Humanities Fellowship University of California, Santa Barbara (Economics)
1973 Ph.D.	Maxwell School, Syracuse University (Public Administration)
1971 MPA	Syracuse University (Management/Statistics)
1971	University of Bristol (Social Administration)
1970 BA	Syracuse University (Political Science)

### **TEACHING EXPERIENCE**

1988-Present	Columbia University
1995-2019	Universidad Externado de Colombia
2006-2011	National University of Singapore
2006-2015	Peking University, Beijing, China
2005-2006	Fudan University, Shanghai, China
2006	Nova University, Lisbon, Portugal
2004	Shanghai Jiaotong University, China
1989-1990	Baruch College, City University of New York
1977	State University of New York at Albany
1976-78	Russell Sage College
1973-74	Indiana University
1970-72	Syracuse University

### **EXECUTIVE EDUCATION PROGRAM DEVELOPMENT**

FDNY Officers Management Institute 2002-2022

Singapore Istari Cyber Academy, 2021-2022

Open Society University Network Digital Programming, 2020-2022

ENAP Management Institute, 2021

Leading with Impact, 2019, online 2020, 2021

Taipei City Government Program, 2018

Brazil Comunitas/Juntos Mayors Program, 2018

Brazil Leadership in a Challenging Century, 2017

Wuhan Province PRC, 2016

Minsheng Bank/Everbright Bank, 2016

92<sup>nd</sup> Street Y International Fellows Program 2002-2016

City of Rio de Janeiro Mayor's Leadership Program, 2014-2015

Malaysian Government Senior Executive Leadership Program 2013-2015

South African Public Broadcast Corporation Program 2013

Saudi Arabia Security Council Executive Studies Program 2012

India Senior Civil Service Leadership Program 2011

Chile Senior Executive Program 2010

Hong Kong Civil Service Leadership Program 2009-2018

NUS Singapore Civil Service Leadership Program, 2008-2012

U.S. F.A.A. Senior Executive Leadership Program 2007-2008

UJA Emerging Leaders Program 2007-2008  
Guangdong Province Executive Management 2005-2009  
CCTV Executive Management Programs 2005-2009  
Northern Ireland Community Builders 2002-2009  
UNDP Emerging Leaders Programs 2003-2006  
Algeria ENA Civil Service Training Initiative 1999-2002

### **MAJOR RESEARCH CONSULTANT ASSIGNMENTS**

USAID (Egypt, Republic of Georgia, Algeria)  
Multi-Green Affordable Housing  
Manhattan Institute  
UNDP  
U.S. EPA  
Federal Express  
Governor, State of Cundinamarca, Colombia  
San Francisco Giants  
City of Indianapolis Workforce Development  
New York City Department of Parks and Recreation  
New York Racing Association, Inc.

### **PUBLIC AND COMMUNITY AFFAIRS**

Central Park Conservancy Institute for Urban Parks Management Advisory Board, member, 2016-2022

Columbia University Provost's Faculty Committee on Educational Innovation (CEI), member, 2016-2022

Peking University Institute of State Governance Studies, Research Fellow and Academic Committee Member, 2018-2022

Republic of Uzbekistan Central Election Commission, International Observer of Presidential, Parliamentary and local elections, 2021, 2019

i(X) Investments, Board member, 2017-2021

SparkLabs Group, Advisor, 2019-2021

Columbia University Earth Institute Research Program Advisory Board, 2018-19

Centre for Public Impact (A BCG Foundation), Advisory Board, member, 2016-2017

Columbia University Earth Institute Management Advisory Board, chair 2014-2016, member, 2017

Fuller Road Management Corporation, board member, 2013-2014

NYISO Consumer Advisory Council, member, 2011-2012

Economic Development Transition Committee for Governor-elect Cuomo, 2010-2011

Transition Committee for NYS Attorney General Andrew Cuomo, 2006-2007

August Aichhorn Center for Adolescent Residential Care Board, member, 1997-2006

Indianapolis Mayor Stephen Goldsmith, workforce training & housing advisor, 1994-99

Transition Committee for NYC Mayor-elect Giuliani, 1993

## **PUBLIC SERVICE AWARDS AND RECOGNITION**

Columbia University Provost Interdisciplinary Teaching Awards (ITA), Blended Learning/Panopto Lecture Support, 2021

Columbia University Provost Massive Open Online Courses awardee, 2018

“Top Five” SIPA Course Award, Innovation in Public Management, Fall 2014

Scientific Board, Opera Journal of Politics and Public Administration, Universidad Externado de Colombia, 2013-2017

Columbia University President’s Global Innovation Fund Award for Global Public Management, 2013

Top 100 Irish American Educators, 2009 & 2010, Irish Voice Newspaper

Top 50 Innovations in American Government Award, Harvard Kennedy School of Government for FDNY Officers Management Institute, 2008 & 2009

Site Evaluator, Innovations in American Government Awards, 2006 & 2007

Evaluator, Premio Nacional de Alta Gerencia, Republic of Colombia, 2005

Best Ethics Paper, American Society for Public Administration, 2005

Honorary Battalion Chief, FDNY, 2005-2021

Conference Program Committee, American Society for Public Administration, 2002-03

Editorial Board, Journal of Public Administration Research and Theory, 1997-1999

Northeastern Volunteer Award, United Way, 1988

Special Recognition Award, US Departments of State & HUD, 1987

Centennial Award & Statewide Achievement Award, United Way, 1987

National Award, National Council of State Housing Agencies, 1987

Chair, NYS Employees Federated Appeal, 1986 & 1987

Youth Services Award, B'nai B'rith & Israel Cancer Research Fund, 1986

Editorial Board, Public Administration Review, 1977-78

## **PUBLICATIONS**

## **Books**

Beyond Zoom—Managing the Connected University (New York: Columbia University Press, forthcoming 2022), with Soulaymane Kachani, and Adam Stepan.

Management Fundamentals (New York: Columbia University Press, 2020), with Steven Cohen.

Social Value Investing: A Management Framework for Effective Partnerships (New York: Columbia University Press, 2018; paperback 2020), with Howard W. Buffett. Bill Gates Top Books of 2018. Silver award, 2019 Axiom Business Book Award for Philanthropy / Nonprofit / Sustainability; Portuguese edition, Investindo Em Valor Social (Rio de Janeiro, Brazil: FGV Editora, 2020); Chinese edition, (Beijing, PRC: China Machine Press, 2021).

Sustainability Policy: Hastening the Transition to a Cleaner Economy (San Francisco: Jossey-Bass, 2015), with Steven Cohen and Alison Miller.

The Effective Public Manager, Fifth Edition (San Francisco: Jossey-Bass, 2013), with Steven Cohen and Tanya Heikkila.

The Responsible Contract Manager (Washington, DC: Georgetown University Press, 2008), with Steven Cohen.

The Effective Public Manager, Fourth Edition (San Francisco: Jossey-Bass, 2008), with Steven Cohen and Tanya Heikkila.

The Effective Public Manager, Third Edition (San Francisco: Jossey-Bass, 2002), with Steven Cohen.

Tools for Innovators (San Francisco: Jossey-Bass, 1998), with Steven Cohen.

The New Effective Public Manager (San Francisco: Jossey-Bass, 1995), with Steven Cohen.

Public Administration in a Democratic Context (Beverly Hills, CA: Sage, 1974).

## **Articles and Book Chapters**

“The Benefits and Challenges of Cross-sector Collaborations,” in The Future of Intersector Collaboration, Daniel Gitterman and Neil Britto, editors, (Washington, DC: Brookings Institution, 2021).

“Re-opening America with a Four Day Work Week,” PUBLIC Esade gov e-bulletin, July 2020, access at <http://esadepublic.esade.edu/posts>

“Social Value Investing: A Framework for Effective and Efficient Partnerships,” PUBLIC Esade gov e-bulletin, July 23, 2019, with Howard W. Buffett, access at <http://esadepublic.esade.edu/posts/post/social-value-investing-a-framework-for-effective-and-efficient-partnerships>

“How Companies, Governments, and Nonprofits Can Create Social Change Together,” Harvard Business Review, May 31, 2018, with Howard W. Buffett, access at <https://hbr.org/2018/05/how-companies-governments-and-nonprofits-can-create-social-change-together>

“Contracting Out,” in The Sage Handbook of Governance, M. Bevir, editor, Sage, London, 2011, with Steven Cohen.

“Eliot Spitzer—The People’s Lawyer”—Disgraced,” Public Integrity, Fall 2008, 10, 4, with Daniel Shacknai.

“Moving Men into the Mainstream: Best Practices in Prisoner Reentry Assistance,” Manhattan Institute Civic Bulletin, No. 51, March 2008, with Stephen Goldsmith.

“Faith-Based Organizations Versus Their Secular Counterparts: A Primer for Local Officials,” Ash Institute for Democratic Governance and Innovation, John F. Kennedy School of Government, Harvard University, Spring 2006, with Stephen Goldsmith and Chris Pineda.

“Eliot Spitzer—The People’s Lawyer,” Public Integrity, 7, (4), Fall 2005. Winner, ASPA Best Ethics Paper of 2005.

“How City Hall Can Invigorate the Faith Community Around A Citywide Housing Agenda,” Ash Institute for Democratic Governance and Innovation, John F. Kennedy School of Government, Harvard University, Fall 2005, with Stephen Goldsmith and Chris Pineda.

“The Need for Strategic Information Systems Planning When Contracting-Out and Privatizing Public Sector Functions,” in Handbook of Public Information Systems, Second Edition, David Garson, editor (Boca Raton, Florida: Taylor and Francis, 2005), with Steven Cohen.

“America Works’ Criminal Justice Program: Providing Second Chances Through Work” Manhattan Institute Civic Bulletin, November 2002, with Steven Cohen.

"Catastrophe and the Public Service: A Case Study of the Government Response to the Destruction of the World Trade Center," Public Administration Review, September 2002, with Steven Cohen and Jessica Horan.

"Ética y la descentralización de la administración pública: el caso de la política de educación pública en Colombia," in Gerenciando las relaciones gubernamentales: experiencias en América Latina, Sonia Ospina y Michael Penfold, eds., NASPAA-Nueva Sociedad, Caracas, 2002, with Steven Cohen and Mauricio Perez Salazar.

"Understanding and Applying Innovation Strategies in the Public Sector," in Introduction to Public Administration: A Book of Readings, J.S. Ott & E.W. Russell, eds. (NJ: Longman, 2001), with Steven Cohen.

"Ethical Public Entrepreneurship: Common Dilemmas from North and South America" Public Integrity, Summer 2000, with Steven Cohen and Mauricio Perez Salazar.

"Trends in 20<sup>th</sup> Century United States Government Ethics," International Journal of Organizational Theory and Behavior, Summer 2000, 3 (3&4), with Steven Cohen.

"The Need for Strategic Information Systems Planning when Contracting-out and Privatizing Public Sector Functions," in Handbook of Public Information Systems, David Garson, editor, Marcel Dekker: New York, 2000, with Steven Cohen.

"Is Public Entrepreneurship Ethical? A Second Look at Theory and Practice," Public Integrity, Winter 1999, with Steven Cohen.

"The Information Resource Management Program: A Case Study in Distance Education," Journal of Public Affairs Education, Volume 4, no. 3, July, 1998, with Steven Cohen, Mark Kamlet and Robert Pearson.

"When Government is Reinvented, Ethics and Entrepreneurship Can Peacefully Coexist," The Chronicle of Higher Education, January 30, 1998, with Steven Cohen.

"What's Working? Lessons from the Front Lines of Welfare Reform," Civic Review, No. 1, July 1997, with Steven Cohen.

"Is Public Entrepreneurship Ethical?" Public Integrity, April 1996, with Steven Cohen.

"Assessing the Cost Effectiveness of Welfare to Work Programs," Columbia University Graduate Program in Public Policy/Administration, April 1996, with Steven Cohen.

"Teaching the Craft of Policy Analysis and Management," Journal of Policy Analysis and Management, Vol. 14, No. 4, Fall 1995, with Steven Cohen and Jacob Ukeles.

"Ethics and the Public Administrator," THE ANNALS of the American Academy of Political and Social Science, January 1995, with Steven Cohen.

"Project-Focused Total Quality Management in the New York City Department of Parks and Recreation," Public Administration Review, September/October 1994, with Steven Cohen; also published in Quality Management Today: What Local Governments Need to Know Jonathan West, editor (Washington, D.C.: ICMA, 1995).

"The Overregulated Civil Service: The Case of New York City's Public Personnel System," Review of Public Personnel Administration, Spring, 1994, with Steven Cohen.  
"Privatizing HHC," The City Journal, Spring 1993, with Anne Reisinger.

"Battery Park City Authority and Housing the City of New York," in Public Authorities and Public Policy, Jerry Mitchell, editor (New York: Greenwood Press, 1992).

"The State Role: New York State's Approach to Homeless," in The Homeless in Contemporary Society, Bingham, Green and White, editors (Beverly Hills, CA: Sage Publishers, 1987), with Governor Mario Cuomo and Kim Hopper.

"The Project Match Building Superintendent Training Program: A Strategy for Housing Preservation in the 1980's," The Journal of Urban Analysis and Public Management, Vol. 8, No. 2, 1985, with Daniel Furst and Stan Altman.

"The Bronx Hospital Controversy: Who is Responsible for Health Care in New York City?" Health Administration Quarterly, December 1976, with Barbara Cleveland.

"The Financial Collapse of a City," Midwest Review of Public Administration, Spring, 1976, with Jeffrey Apfel.

"The H.H.C. and the Financial Crisis of New York City," AAHA Newsletter, Dec. 1975.

"Professionalism and Participation: Compatible Means to Welfare Reform?" Public Administration Review, Summer 1974.

"Debate Over Welfare in Britain," Social Work, September 1973.

## **Reports, case studies, editorials and book reviews**

“India leads the World in Telemedicine Cross Sector Partnership,” **TeleHealth Newsletter**, October 2020, with Adam Stepan, accessible at <https://tsitn.org/e-news-oct-2020/>

“Foreword,” Peter McAteer, **Sustainability is the New Advantage**, New York: Anthem Press, 2019.

“Book Review: Stephen Goldsmith and Neil Kleiman, A New City O/S,” **Public Administration Review**, Vol. 79, Iss. 3, April 2019, pp. 450-452.

“Affordable Housing for All—Working Together We Can Solve the Bay Area Housing Crisis,” **Medium**, October 9, 2017.

Juntos: Mentoring Cities in Brazil, SIPA Case Consortium @ Columbia, SIPA-17-0013.1, faculty sponsor with Thomas Trebat, 2017

The Ticket to Work Program: Helping the Disabled to Achieve Self-Sufficiency, Manhattan Institute Report, with Steven Cohen and Alison Miller, March 2017.

“Helping the disabled to find work is the next step to growing employment rate,” The Hill, March 23, 2017, with Alison Miller, accessible at <http://thehill.com/blogs/pundits-blog/labor/325362-helping-the-disabled-to-find-work-is-next-step-to-growing-employment>

From Compstat to Gov 2.0: Big Data in New York City Management, SIPA Case Consortium @ Columbia SIPA-14-0004.0, Faculty sponsor with Dennis Smith, 2014.

Public-Private Partnerships for Green Space in NYC, SIPA Case Consortium@ Columbia SIPA-14-0005.0, Faculty sponsor, with Steven Cohen, 2014.

Independent Contracting: Policy and Management Analysis (New York, New York, 2013), With Steven Cohen, and others.

“Gov. Cuomo’s Tax-Free New York Initiative Makes Economic Sense,” June 20, 2013, accessed at [www.gothamgazette.com/index.php/opinions/4291-gov-cuomos-tax-free-new-york-initiative-makes-economic-sense](http://www.gothamgazette.com/index.php/opinions/4291-gov-cuomos-tax-free-new-york-initiative-makes-economic-sense), with Steven Cohen.

“How safe is nuclear power?” Global is Asian, October-December, 2011, p. 46.

“Commentary: Cutting health care in Upstate New York creates more pain than gain,” The Syracuse Post-Standard, February 20, 2011, accessed at <http://blog.syracuse.com/opinion//print.html>.

“Options for New York: Consolidating government is the best way to cut costs without reducing services,” The Times Union, January 30, 2011, accessed at

<http://www.timesunion.com/default/article/Options-for-New-York-985540.php>

Enhancing the Effectiveness and Efficiency of Police Services in Schenectady, Albany, New York: NY Department of State, 2011), with Steven Cohen.

“Innovation’s Three Rs,” Journal of Public Administration Research and Theory, Spring 2009.

“Enhancing Information Flow in Public Organizations,” PA Times, November 2008, with Steven Cohen and Tanya Heikkila.

“A second chance for former inmates,” The San Diego Union-Tribune, January 4, 2008, with Stephen Goldsmith.

Placid—Keeping Progress Going (New York: UNDP Case Study, 2006), with Arvid Lukauskas and Charis Varnum.

Kadinstan—Are Oil Resources a Blessing or a Curse? (New York: UNDP Case Study, 2006), with Arvid Lukauskas and Charis Varnum.

“The Price of Government: Getting the Results We Need in an Age of Permanent Fiscal Crisis,” in Journal of Policy Analysis and Management, Winter 2006.

Assessing Welfare to Work Programs: The Case of America Works in Baltimore, Maryland (New York: Picker Center, 2004), with Steven Cohen.

Diversity in the FDNY: Creating a Fire Department that Better Reflects New York City (New York: FDNY, 2004), with Berberich, et. al.

The Use of the Internet in Government Service Delivery (Arlington, VA: The Pricewaterhouse Coopers Endowment, February 2001), with Steven Cohen; also included in New Ways of Doing Business, Mark Abramson and Ann Kieffaber, eds, (Landam, Maryland: Rowman & Littlefield Publishers, Inc., 2003).

San Diego County’s Innovation Program: Using Competition and a Whole Lot More to Improve Public Services (Arlington, VA: PricewaterhouseCoopers Endowment, 2000).

A Survey of Sanctioned Welfare Clients in Essex County, New Jersey, A Report Prepared for the Newark Business Training Institute, January 2000.

Creating Opportunities Through Work Conference Proceedings Report (New York: The Rockefeller Foundation, February 2000), edited with Steven Cohen.

Improving the Quality of New York City's Parks: Toward an Expanded Park Inspection Program (New York: The Parks Council, September 1999), with Steven Cohen.

The Indianapolis Independence Initiative: Creating Opportunities Through Work (New York: The Rockefeller Foundation, Spring, 1999), with Steven Cohen and Sam Sharp.

Inspecting New York City's Parks (New York: The Parks Council, 1998), with Steven Cohen.

"Benchmarking and Organizational Performance" in The American Review of Public Administration, Vol. 28, No. 1, March 1998, pp. 90-95.

New Yorkers in Their Parks (New York: The Parks Council, 1997), with Steven Cohen.

"Whatever Happened to Reinventing Government?" New York Newsday, May 12, 1994, with Steven Cohen.

"A Dose of Competition," The New York Times, March 30, 1994, with Anne Reisinger.

"Civil Service Serves No One," New York Newsday, April 12, 1993, with Steven Cohen.

Housing Rural New York: The Rural Housing Opportunities Program (Albany, New York: NYS Division of Housing, 1985).

Never Again: Report to the National Governor's Association on the Homeless (Albany, New York: New York State, 1983), with Mario Cuomo and Kim Hopper.

State Revenue Sharing, Report of the Temporary Commission on State and Local Finances, (Albany, New York: New York State Legislature, 1975).

## **Papers Presented**

"Social Value Investing and Impact Investing," Seventh Sino-America Capital Summit (SAVCS 2022), April 29, 2022 online and offline.

"How Globalization, Public-Private Partnerships and Locally Conscious Development Schemes are Driving Economic Growth and Development," 2020 IAED Conference on Peace and Economic Development, February 4, 2020, Seoul, South Korea.

"In the Pursuit of the Balance between Efficiency and Responsiveness: A Case Study on the Innovation of the Administrative Service Organization in Chinese Local Government," with Huijuan Zhang and Junwei Wu, Peking University-Columbia University 2019 Conference on Global Governance: Public Service and Community Improvement, October 24, 2019, New York, New York.

“Social Value Investing and Telehealth in India and the United States,” 9<sup>th</sup> International Conference on Transforming Healthcare with IT, September 13-14, 2019, HICC, Hyderabad, India.

“Teaching Social Value Investing,” Ninth Annual Conference on Teaching and Research in Economic Education, May 30, 2019, St. Louis, Missouri.

“Social Value Investing—The Essentials,” Peking University-Columbia University Annual Conference on Governance: China’s Reform and International Development,” October 19, 2018 in Beijing, China.

“Public-Private Partnerships and Government Innovation, keynote address at the 10<sup>th</sup> Annual Leadership Meeting of Comunitas, November 24<sup>th</sup>, 2017 in Sao Paulo, Brazil.

“Big Data, Sustainability and Public Private Partnerships: How NYC is innovating to provide good government in the 21<sup>st</sup> Century,” presented at the International Symposium on Governance Innovation: Theory and Practice, October 20, 2016 at Peking University, Beijing, China.

“The Importance of Strategic Planning in Public Administration,” presented at Juntos meeting for Sustainable Development, January 14, 2016 at Campinas City Hall, Brazil.

“Enriching the MPA through Global Education: Columbia University’s Hybrid Teaching Model,” A paper prepared for discussion at the Annual Meeting of the National Association of Schools of Public Affairs and Administration, October 14-16, 2015, Brooklyn, NY, with Steven Cohen and Hayley Martinez.

“Public Management Challenges in the 21<sup>st</sup> Century,” presented at the Enap International Seminar on the Role of the State in the 21<sup>st</sup> Century, Brasilia, Brazil, September 2-4, 2015.

“The Magic Words Reshaping the World: Transportation and Communication,” presented at The World Political Forum, Istanbul, Turkey, June 26-27, 2013.

“Making the Public Safe: NYC CompStat, Stop and Frisk, and Cooking the Books,” presented at Razak School of Government, Putrajaya, Malaysia, December 14, 2012.

“Management Innovation in Improving Response Time at New York City’s Fire Department (FDNY),” presented at the Fall Research Conference of the Association of Policy Analysis and Management, Baltimore, Md., November 8-10, 2012, with Steven Cohen.

“Consolidating Services: Lessons from Schenectady County, New York,” 2011 Warren M. Anderson Legislative Breakfast Seminar Series, Albany Law School Government Law Center, April 12, 2011.

“Our Leaders Need to Raise their International IQ” presented at Leaders of Change Summit Istanbul World Political Forum, Istanbul, Turkey, March 14-15, 2011.

“Alumni Perceptions of Program Impact: A Case Study of the Executive MPA Program at Columbia University’s School of International and Public Affairs” presented at the Annual Meeting of the National Schools of Public Affairs and Administration, Minneapolis, Minnesota, October 19-21, 2006.

“Perspectives on Faith Community Involvement in Citywide Housing Agendas” presented at the United States Conference of Mayors, Las Vegas, Nevada, June 4, 2006.

“Public Participation and Shaping Urban Development: The Case of the Atlantic Yard and Nets Area Project in Brooklyn” presented at the Annual Meeting of the American Society for Public Administration, Denver, Colorado, March 31-April 4, 2006, with Steven Cohen.

“MPA Capstone Requirements: The Case of the MPA Programs at the School of International and Public Affairs at Columbia University” presented at the Annual Meeting of the National Association of Schools of Public Affairs and Administration, Washington, D.C., October 13-15, 2005, with Steven Cohen.

“The Limits to Contracting: When to Make Instead of Buy” presented at the Annual Research Meeting of the Association for Public Policy Analysis and Management, Atlanta, Georgia, October 28-30, 2004, with Steven Cohen.

“The Executive MPA Program at Columbia University’s School of International and Public Affairs: A Full Time MPA for People Who Can’t Afford to Leave Work” presented at the Annual Meeting of the National Association of Schools of Public Affairs and Administration, Indianapolis, Indiana, October 21-23, 2004, with Steven Cohen.

“Responding to Disaster: Lessons in Emergency Management from the Government Response to the Destruction of the World Trade Center” presented at the Annual Meeting International Business Leaders Advisory Council to the Mayor of Shanghai, Shanghai, China, November 3, 2002.

“What Does the Future Hold for Deregulation and Consolidation?” Saratoga Institute on Racing and Wagering, Saratoga Springs, NY, August 2002.

“Overcoming Operational Obstacles to Privatization: The Art and Craft of Contracting” presented at the 2001 Research Meeting of the Association of Policy Analysis and Management, Washington, D.C., November 1-3, 2001, with Steven Cohen.

“Managing Privatization: The Tools, Skills, Goals and Ethics of Contracting” presented at the 62<sup>nd</sup> Annual Meeting of The American Society for Public Administration, Newark, New Jersey, March 10-13, 2001, with Steven Cohen. Panel chair for Managing Privatization.

"The Information Resource Management Program: A Learning Experience in Distance Education" presented at the 24<sup>th</sup> Annual Conference on Teaching Public Administration, Tempe, Arizona, February 4-5, 2001, with Steven Cohen and Robert Pearson. Also served as panel chair for Experiments with University Partnerships.

"Marketing the MPA Degree" presented at the Annual Conference of the National Association of Professional Schools of Public Affairs and Administration, Richmond, Va., October 19-21, 2000, with Steven Cohen.

"Assuring Public Ethics in Privatized Public Programs" presented at 61<sup>st</sup> Annual Meeting of the American Society for Public Administration, San Diego, California, April 2000. Panel chair for Using Competition to Improve Public Services Practical Strategy or Political Rhetoric.

"A Cross National Comparison of Public Ethics and Public Entrepreneurship" presented at Association for Public Policy Analysis & Management Research Conference, Washington, D.C., November 4-6, 1999, with Steven Cohen and Mauricio Perez Salazar. Also served as panel chair for Ethical Standards for Private Actors in the Public Service.

"Decentralization in the United States: Domestic Policy Innovations at the Municipal Level" presented at Seminario Internacional de Politicas Publicas y Gobierno Municipal en el Marco de la Descentralización, Bogota, Colombia, June 22-24, 1999.

"Managed Competition: Networks and Partnerships to Deliver Welfare to Work Services" presented at the 60<sup>th</sup> Annual Meeting of the American Society for Public Administration, Orlando, Florida, April 10-14, 1999.

"Ethical Public Entrepreneurship: Lessons from North and South America" presented at The International Ethics Symposium, Florida International University, Miami, Fl., April 10, 1999.

"Ethical Public Entrepreneurship: A Necessity for the 21st Century," presented at Terceras Jornadas Internacionales Estado Y Sociedad-"La Reconstrucción de la esfera Publica", Buenos Aires, Argentina, October 1 & 2, 1998.

"The Use of Citizen Surveys in Measuring Agency Performance: The Case of the New York City Department of Parks and Recreation," presented at the Annual Meeting of the American Society For Public Administration, Seattle, Washington, May 9-13, 1998, with Steven Cohen.

"The Information Resource Management Program: A Case Study in Distance Education," presented at the APPAM 19th Annual Research Conference, Washington, D.C., November 6, 1997, with Steven Cohen, Mark Kamlet and Robert Pearson.

"Is Public Entrepreneurship Ethical? A Second Look at Theory and Practice," presented at the Annual Meeting of the American Political Science Association, Washington, D.C., August 28-31, 1997, with Steven Cohen.

"Principio de Reinversion del Gobierno," presented at Centro de Estudios Estrategicos Cartagena de Indias, Cartagena, Colombia SA, August 14-16, 1997.

"Is Public Entrepreneurship Ethical? A Second Look," presented at the Annual Meeting of the American Society for Public Administration, Philadelphia, Pennsylvania, July 26-30, 1997, with Steven Cohen.

"Citizen Surveys and Administrative Decision Making: The Case of the New York City Department of Parks and Recreation," presented at the Annual Meeting of the American Society for Public Administration, Philadelphia, Pennsylvania, July 26-30, 1997, with Steven Cohen.

"Privatization and Public Sector Innovation: Lessons and Warnings from Experience in Indianapolis and Philadelphia," presented at Heinz School Professional Seminar Series, Pittsburgh, Pennsylvania, December 3, 1996.

"Observaciones Sobre El SIGFA Dentro Del Proyecto De Reforma Del Gobierno De Nicaragua," presented at the Nicaragua Ministry of Finance, Managua, Nicaragua, November 29, 1996.

"Democracy, Professionalism, and Balance: Sorting Out Roles and Responsibilities to Effectively Manage Modern Society," presented at the Congreso Nacional de Servidores Publicos, Bucaramanga, Colombia, October 4-5, 1996, with Steven Cohen.

"Understanding and Applying Innovation Strategies in the Public Sector," presented at the 57th Annual National Conference of the American Society for Public Administration, June 29-July 3, 1996, Atlanta, Georgia, with Steven Cohen.

"Brooklyn College Quality Education and Service Through Teamwork (BcQuESTT): Evaluation of Projects," presented to Brooklyn College, June 26, 1996, with Steven Cohen and Neil Amos.

"The Indianapolis Independence Initiative: An Alternative to The Welfare System," presented at The Neighborhood Funders Group National Jobs Conference, San Antonio, Texas, February 22, 1996, with Mayor Stephen Goldsmith and William Stephan.

"Managing Reinvention: Contracting With Non-Profits in NYC's Homeless Program," presented at The Annual Research Meeting of the Association of Policy Analysis and Management, Washington, D.C., November 2, 1995, with Steven Cohen.

"Improving Efficiency of the Public Sector," presented at the Resumed 50th Session to the Twelfth Meeting of Experts on the United Nations Programme in Public Administration and Finance in New York City, New York, July 31-August 11, 1995, with Steven Cohen.

"Reinventing Government: A Critical Analysis from Three Cities," presented at the Trinity Symposium on Public Management, in San Antonio, Texas, July 23, 1995, with Steven Cohen.

"Rethinking Public Hospital Governance: New York and Los Angeles," presented at the Association for Public Policy Analysis and Management Research Conference, in Washington, D.C., October 29, 1993, with Anne Reisinger.

"Teaching the Craft of Policy and Management Analysis," presented at the Association for Public Policy Analysis and Management Research Conference, in Washington, D.C., October 30, 1993, with Steven Cohen and Jacob Ukeles.

"The Gore Report: Problems, Prospects and Opportunities," presented at the University of Kansas Course on Local Government for IBM Executives, in Lawrence, Kansas, October 27, 1993.

"Reinventing Government: Prospects for Implementation of the National Performance Review," presented at the NASPAA Annual Conference, in Orlando, Florida, October 22, 1993.

"Hacia un Gobierno Que Funcione Mejor y Con Menos Recursos: Reinventado el Gobierno en Los Estados Unidos," presented at II Foro Internacional de Gerencia Publica, in Cali, Colombia, October 15, 1993.

"Implementing Total Quality Management in the New York City Department of Parks and Recreation," presented at the ASPA Berkeley Symposium on Public Management Research, in Berkeley, CA, July 19, 1993, with Steven Cohen.

"Overcoming Obstacles to Implementing TQM in Public Organizations," presented at the Association for Public Policy Analysis and Management Research Conference, in Denver, Colorado, October 29, 1992, with Steven Cohen.

"Public or Private Financing for Housing?" the Second Annual Bryce Curry Seminar of the Federal Home Loan Bank, 1988.