

KAREN MARIE HULT
Department of Political Science
Virginia Polytechnic Institute & State University
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Education

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

Graduate work in government, Harvard University, 1978-79

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

Employment

Virginia Polytechnic Institute & State University

- Department of Political Science: Chair, August 2016-June 2019; Professor, May 1998-present; Director of Graduate Studies, August 2010-August 2013; Associate Professor with tenure, August 1990-May 1998.
- Center for Public Administration and Policy (Core Faculty Member): Chair, December 2019 – August 2020; Co-chair, August 2019-December 2019; Chair, July 2014-August 2016; Professor, May 1998-present; Associate Professor, August 1994-May 1998.
- School of Public and International Affairs (Affiliated Faculty): 2004–present.

Pomona College

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

Claremont Graduate School

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

Selected Other

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

Books

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

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

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

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

Refereed Journal Articles

"The Office of the Chief of Staff in the Trump White House, 2017-2019" (with David B. Cohen), *Presidential Studies Quarterly* 49 (March 2020): 1-26.

"White House Evolution and Institutionalization: The Office of the Chief of Staff Since Reagan" (with David Cohen and Charles E. Walcott), *Presidential Studies Quarterly* 45 (March 2016): 4-29.

"The Chicago Clan: The First Chiefs of Staff in the Obama White House" (with David Cohen and Charles Walcott), *Social Science Quarterly* 93 (December 2012): 1101-1126.

"Civic Engagement and Internet Use in Local Governance: Hierarchical Linear Models for Understanding the Role of Local Community Groups" (with B. Joon Kim and Andrea Kavanaugh), *Administration & Society* 43 (October 2011): 807-35.

"Does Where You Stand Depend on Where You Sit? Careerists' Attitudes Toward Political Appointees under Reagan" (with Robert Maranto), *American Review of Politics* 31 (Summer 2010): 91-112.

"Varieties of Organizational Learning: Investigating Learning in Local Level Public Sector Organizations" (with Mohan Pokharel), *Journal of Workplace Learning* 22 (no. 4, 2010): 249-70.

"George Akerson's Legacy: Continuity and Change in White House Press Operations" (with Charles Walcott), *Presidential Studies Quarterly* 38 (December 2008): 593-608.

"Local Community Groups and the Internet" (with B. Joon Kim and Andrea Kavanaugh),

International Journal of Technology, Knowledge, & Society 2 (no. 7, 2007): 207-222.

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

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

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

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

"Separating Rhetoric from Policy: Speechwriting under Gerald Ford and Jimmy Carter" (with Charles Walcott), *White House Studies*, 1 (no. 4, 2001): 463-78. [Reprinted in *Contemporary Presidential Studies: A Reader*, edited by Robert P. Watson, Nova Science Publishing/History Books, 2002.]

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

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

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

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

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

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

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

"Organizational Design as Public Policy" (with Charles Walcott), *Policy Studies Journal* 17 (Spring 1989): 469-94. [Winner of Theodore Lowi Award, Policy Studies Organization, 1990 for best article in 1989 Policy Studies Journal] [Reprinted: "Le modelage de l'organisation: Un problème de politique publique," *Politiques et management public* 9 (January 1991):67-96]

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

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

Book Chapters

"Sex, Gender, and Leadership in the Executive Branch," in Lori Cox Han and Caroline Heldman, editors, *Madam President? Gender and Politics on the Road to the White House* (Boulder: Lynne Rienner Publishers, 2020), pp. 141-165.

"The Chiefs of Staff in the George W. Bush White House" (with David Cohen and Charles Walcott), in *The George W. Bush Presidency: Domestic and Economic Policy*, edited by Meena Bose and Richard Himelfarb (New York: Nova Science Publishers, 2016), pp. 93-107.

"Representation in and by the White House," solicited and peer-reviewed essay, *The Gendered Executive: A Comparative Analysis of Presidents, Prime Ministers, and Chief Executives*, edited by Janet M. Martin and MaryAnne Borrelli (Philadelphia: Temple University Press, 2016), pp. 147-64.

"Environmental Perspectives on Public Institutions," solicited entry in *Handbook of Public Administration*, 2nd edition, edited by Guy Peters and Jon Pierre (London: Sage Publications, 2012), pp. 193-205.

"The Imperiled Presidency: Informal Constraints on Executive Power," in *Executive Power in Theory and Practice*, edited by Hugh Liebert, Gary L. McDowell, and Terry L. L. Price (New York: Palgrave Macmillan, 2012), pp. 169-81. [Extended essay based on conference remarks on "Executive Advice and Constitutional Boundaries," at "Taming the Prince: The Ambivalence of Modern Executive Power," University of Richmond, October 16-17, 2009]

"The Administrative Presidency," solicited chapter for *A Companion to Richard M. Nixon*, edited by Melvin Small (Chichester, West Sussex: Wiley-Blackwell, 2011), pp. 185-201.

"Domestic Policy Development in the White House" (with Charles Walcott), solicited book chapter based on symposium on White House domestic policy operations, Presidential Oral History Program, Miller Center for Public Affairs, University of Virginia, June 12-13, 2009; *Governing at Home: The White House and Domestic Policymaking*, edited by Michael Nelson and Russell L. Riley (Lawrence, KS: University Press of Kansas, 2011), pp. 84-107.

“Presidential Decision Making: The Impact of Organization and Style” (with Charles Walcott), invited essay for *Oxford Handbook of the American Presidency*, edited by George C. Edwards III and William G. Howell (New York: Oxford University Press, 2009), pp. 528-49.

“Not Always According to Plan: Theory and Practice in the Bush White House” (with Charles E. Walcott & David B. Cohen), invited chapter in *Judging Bush*, edited by Robert A. Maranto, Thomas Lanford, and Jeremy Johnson (Stanford: Stanford University Press, 2009).

“The Bush Staff and Cabinet System” (with Charles E. Walcott), invited chapter in *Testing the limits: George W. Bush and the Imperial Presidency*, edited by Mark J. Rozell and Gleaves Whitney (Lanham, MD: Rowman & Littlefield Publishers, 2009), pp. 23-43.

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

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

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

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

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

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

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

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

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

University Press, 1985).

Other Publications

“Development of an Evaluative Framework and Assessment Tools to Assess the Foot and Mouth Disease Control Policies and their Implementation in the Proposed FMD-Free Zone in Thailand” (with N. Ketsusing, S. Premashthira, J. Hodgson, and V. Ragan), *Scientific and Technical Review* (of World Organization for Animal Health), forthcoming December 2020.

<https://www.oie.int/en/publications-and-documentation/scientific-and-technical-review-free-access/peer-reviewed-papers-for-the-plurithematic-review-2020/>.

Report No. 23, "Office of the Staff Secretary" (with Kathryn Dunn Tenpas), White House Transition Project, Institutional Memory Series, 2000, 2008, 2012, 2017
<http://WhiteHouseTransitionProject.org>

Report No. 29, "The White House Counsel's Office" (with MaryAnne Borrelli, Nancy Kassop, and Kathryn Dunn Tenpas [2017]), White House Transition Project, Institutional Memory Series, 2000, 2008, 2012, 2017 <http://WhiteHouseTransitionProject.org>

“Revolution in Presidency Studies: Reflections on Edwards,” *PS: Political Science and Politics* 50 (January 2017): 67-68.

“Reflections on Edwards,” “*Symposium: Reflecting on 40 Years after George Edwards’ Presidential Influence in the House,*” invited comments, *PEP Report* (Spring/Summer 2016): 20-23.

“A (Fiery, Smoky) Night to Remember” (with Charles Walcott), *PEP Report* 37 (no. 1, 2014): 14-15

“In memoriam: Craig Leonard Brians,” *PS: Political Science and Politics* 47 (April 2014): 528-29.

“Executive Politics Methodology: Issues and Challenges Forum Response,” *PEP Report* 35 (no. 2, 2013): 17-18.

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

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

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

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

Minnesota, December 1984).

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

Book Reviews

Review of Steven E. Schier and Todd E. Eberly, *The Trump Presidency: Outsider in the Oval Office*, in *Congress & the Presidency* 45 (September-December 2018): 341-43.

Review of David Orentlicher, *Two Presidencies Are Better than One: The Case for a Bipartisan Executive Branch*, in *Law & Politics Book Review*, 23 (July 2013)
<http://www.lpbr.net/2013/07/two-presidents-are-better-than-one-case.html>

"Staffing Up: Why It Matters Whom the President Hires," review of David E. Lewis, *The Politics of Presidential Appointments: Political Control and Bureaucratic Performance*, in *Democracy: A Journal of Ideas*, 10 (Fall 2008): 93-99.

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

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

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

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

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

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

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

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

Review of Mark J. Rozell and Clyde Wilcox, *Second Coming: The New Christian Right*

in *Virginia Politics*, in *Journal of Church and State* 40 (Summer 1998): 701-702.

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

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

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

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

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

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

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

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

Work in Progress

- "White House Chief of Staff: Evolution of a Presidential Institution" (with David Cohen and Charles Walcott), book under contract with University Press of Kansas
- "Staffing and Organizing the White House and Executive Branch: A Presidential Briefing Book" (with Charles E. Walcott), book under contract with Transaction Publishers
- "Structuring and Governance in Public Organizations" [working title], proposal for book revisiting themes in *Governing Public Organizations*
- "Implications of the Trump Management Style," in *The Trump Effect*, edited by Todd E. Eberle and Steven Schier, book under contract with Rowman & Littlefield, due August 2021

Conference Participation

- "Whither or Wither the Chief: The Office of Chief of Staff in the Trump White House" (with David Cohen), APSA paper, August 2019
- Discussant, "Presidential Control Over the Policy Process," APSA annual meeting, August

2019

- Discussant, Theme Panel: “Democratic Discontent, Administrative Instability and the Capacity to Govern,” APSA annual meeting, September 1, 2018
- Discussant, “The White House Is No Place for Amateurs: The First Trump Year in Perspective,” MPSA annual meeting, April 6, 2018
- Panelist, “Beyond Disciplinary Boundaries in Policy Research and Teaching,” NASPAA annual meeting, Washington, D.C., October 12, 2017.
- Panelist, “Public Administration in the New Presidential Administration,” annual conference, American Society for Public Administration, Atlanta, March 19, 2017.
- “Chiefs of Staff in the George W. Bush White House” (with David Cohen and Charles Walcott), 2015 Hofstra University Conference on the Bush Presidency, March 26, 2015; publication in edited volume on conference.
- Chaired panels at the annual meetings of the Academy of Management, American Political Science Association, American Society for Public Administration, the Midwest Political Science Association, the Southern Political Science Association, Policy History Association, and conference on "Hume and 18th Century America."
- Delivered more than 40 papers at the annual meetings of the Academy of Management, American Political Science Association, Association for Public Policy Analysis and Management, Institute for Management Science, International Studies Association, Midwest Political Science Association, Southern Political Science Association, Urban Affairs Association, Western Political Science Association.
- Served as discussant at the annual meetings of the Academy of Management, American Association for Public Administration, American History Association, American Political Science Association, Midwest Political Science Association, Southern Political Science Association, Virginia Political Scientists, and Western Political Science Association, and at the annual Leadership Conferences of the Center for the Study of the Presidency.
- Participant, “Roundtable on Elite Oral Histories in Presidential Research,” annual meeting of the American Political Science Association, September 1, 2005.

Selected Symposium Participation

Comments on Jon Michaels, “Neoliberal Socialism,” “Private and Public Executive Power,” University of Chicago Law School, October 12-13, 2018

“Processes for Making Executive Branch and Judicial Nominations: Parallel Influences?” Political Appointments Roundtable Conference, University of California Berkeley School of Law, June 8, 2018

Invited speaker, “Trump at 100 Days,” Drury University, April 27-28, 2017

Invited presidency scholar, Clemson University, February 25-27, 2013.

“Workshop on Appointee Politics and the Implications for Government Effectiveness,” School of Public and Environmental Affairs, Indiana University and Center for Public Administration and Policy, Virginia Tech; Alexandria, Virginia May 4-5, 2012.

“Nixon and the Administrative Presidency,” “Understanding Richard Nixon and His Era: A Symposium,” Richard Nixon Presidential Library, July 22-23, 2011.

Invited participant, Ronald W. Reagan Centennial Academic Symposium, University of Southern California, February 1-2, 2011.

"Executive Advice and Constitutional Boundaries," conference on "*Taming the Prince: The Ambivalence of Modern Executive Power*," John Marshall International Center for the Study of Statesmanship, Jepson School of Leadership Studies, University of Richmond, October 16-17, 2009.

“The Bush White House and Bureaucracy,” conference on “Judging Bush,” Villanova University, November 22, 2008 (sponsored by the University of Arkansas, the University of Southern Mississippi, and Villanova University).

“The Bush Staff and Cabinet System,” conference on “The Bush Legacy,” Washington, D.C., December 12, 2008 (sponsored by the Hauenstein Center for Presidential Studies and George Mason University).

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Other Professional Activities

- Chair, Neustadt Award Committee (to select the best book on executive politics published in 2019), APSA Presidency and Executive Politics section, 2019-20
- Member, Frank J. Goodnow Award committee, American Political Science Association, 2017-18
- Member, Editorial Board, *Congress & the Presidency*, 2007-present
- Member, Editorial Board, *Rhetoric & Public Affairs*, March 2006-present
- Member, Editorial Board, *Presidential Studies Quarterly*, January 2010-present
- Member, Editorial Board, *Administration & Society*, March 2011-present
- Member, Advisory Board, White House Transition Project
- Member, steering committee, Presidency and Executive Politics section, September 2011-September 2017
- Chair, Legacy Award, Presidency and Executive Politics section, 2016-17
- Member, selection committee, Craig L. Brians Award for Excellence in Teaching and Mentorship, APSA section on Political Science Education, 2016-17
- Member, Edwards Best Dissertation Award Committee, APSA Presidency and Executive Politics Section, 2014-15

- Member, Neustadt Award Committee (to select the best book on the U.S. presidency published in 2013), APSA Presidency and Executive Politics section, 2014
- Chair, Edwards Best Dissertation Award Committee, APSA Presidency Research Group, 2010-11, 2009-11
- Book review editor, Presidential Studies Quarterly, January 1999-December 2009
- Member, Founders Award Committee (to select the best graduate student paper on the U.S. presidency delivered in 2007-08), APSA Presidency Research Group, 2007-08
- Member, Pi Sigma Alpha Award Committee, Southern Political Science Association, 2007-08
- Section chair, "Executive Politics and Presidency," January 2007 meeting of the Southern Political Science Association Member, Neustadt Award Committee (to select the best book on the U.S. presidency published in 2006), APSA Presidency Research Group, 2006-07
- Member, committee on investments, Women's Caucus for Political Science, 2005-07 Member, editorial search committee, Journal of Politics, Southern Political Science Association, 2003-04
- Chair, President's Ad Hoc Committee on Diversity, Presidency Research Group, 2003-04, 2004-05
- Chair, PRG/APSA nominating committee for Paul Peck Presidential Awards, National Portrait Gallery, 2002, 2003; member, 2004
- Member, Westview Press Award Committee, Midwest Political Science Association, 2003-04
- Chair, Pi Sigma Alpha Award Committee, Southern Political Science Association, 2001-02
- Member, E.E. Schattschneider Award Committee (APSA), October 2001- September 2002
- Member, Patrick Fett Award Committee, Midwest Political Science Association, 2001-02
- APSA Presidency Research Group: President, 1999-2001; Vice-President, 1997-1999;
- Secretary-Treasurer, 1995-1997; Member, Executive Council, 1987-90, 1993-96, 2001-03. Section Chair, "Public Administration," 2000 meeting of the Southern Political Science Association
- Section chair, "Presidency and Executive Politics," 2000 meeting of the Midwest Political Science Association
- Member, Executive Council, Southern Political Science Association, 1997-1999; Member, Membership Committee, 1997-98
- Member, Editorial Board, Perspectives: American Government and Politics, CourseWise Publishing
- Member, selection committee for Best Dissertation on the Presidency 1995-96, Center for Presidential Studies, Texas A&M University, 1997
- Chair, Neustadt Award Committee (to select the best book on the U.S. presidency published in 1996), APSA Presidency Research Group, 1997
- Section chair, "Executive Politics," 1996 meeting of the Southern Political Science Association
- Member, Editorial Board, American Journal of Political Science, January 1994-December 1997
- Member, Nominating Committee, APSA Public Policy Section, 1994
- Grant reviewer, Eisenhower Leadership Grants, U.S. Department of Education, August 1993
- Member, State Politics Section, committee to select best paper delivered at the 1992 American Political Science Association meeting, 1992-93
- Member, Committee on the Status of Women in the Profession, Midwest Political Science Association, 1991-92

- Chair, Pi Sigma Alpha Award Committee, Western Political Science Association, 1987-88
- Manuscript reviewer for *Administration and Society*, *American Journal of Political Science*, *American Political Science Review*, *American Politics Quarterly*, *Congress and the Presidency*, *Governance*, *Journal of Policy History*, *Journal of Politics*, *Journal of Public Administration Research & Theory*, *Journal of School Choice: International Research and Reform*, *Political Communication*, *Political Research Quarterly*, *Polity*, *Presidential Studies Quarterly*, *Public Administration Review*, *Rhetoric & Public Affairs*, *Social Science Quarterly*, *Southeastern Political Review*, *State & Local Government Review*, *Virginia Social Science Journal*, Brookings Institution Press, Columbia University Press, Congressional Quarterly Press, Lynne Rienner Publishers, MacMillan Publishers, McGraw-Hill Publishers, Oxford University Press, Rowman & Littlefield Publishers, Roxbury Publishing, Sage Publications, Stanford University Press, Texas A&M University Press, University of Michigan Press, University of Pittsburgh Press, University of Toronto Press, University Press of Kansas, Westview Press
- Grant reviewer for American Association of University Women Educational Foundation, National Science Foundation

Grants and Fellowships

- Participant, “Design and Development of an Online Virginia State and Local Government Civic Education Module” (grant from Virginia Department of Education), 2011-12.
- Faculty research grant, College of Liberal Arts and Human Sciences, Virginia Tech, 2006-07.
- "Workways of Governance," Governance Institute, 2000-2004 (funded by Pew Charitable Trusts)
- American Political Science Association, research grant, 1997-98, 1987-88
- Gerald R. Ford Foundation, research grant, 1997
- Travel to collections grant, College of Arts and Sciences, Virginia Tech, 1995-96
- Supplemental Grant, Virginia Tech, Spring 1993
- Avery Fellow, Claremont Graduate School, 1989-90
- American Association of University Women, American Fellowship, 1987-88
- National Endowment for the Humanities, Travel to Collections Grant, 1987
- Co-recipient, Mellon Foundation Fresh Combinations Grant, to aid in the design of the course "Computers in the Humanities," Summer 1986
- Haynes Foundation Summer Fellowship, 1984

Professional Honors and Awards

- “Excellence in Mentoring” award ("to recognize sustained efforts by senior scholars to encourage and facilitate the career of emerging political scientists in the field of public policy"), Policy section, American Political Science Association, September 2015
- “Top Reviewer Award,” Public-Nonprofit Section, Academy of Management, 2015
- Excellence in Graduate Student Advising Award, College of Liberal Arts and Human Sciences, Virginia Tech, 2014-15
- Career Service Award, APSA Presidency and Executive Politics, 2012, “given every fourth (presidential election) year to recognize the body of significant research produced by a

scholar of the Presidency and Executive Politics who has been active in promoting the field by contributing to the Presidency and Executive Politics section and to APSA"

- Virginia Social Science Association Scholar Award in Political Science, 2008 [with Charles E. Walcott]
- Sturm Award for Faculty Excellence in Research, 2008, Phi Beta Kappa Mu of Virginia, Virginia Tech [with Charles Walcott, for *Empowering the White House: Governance under Nixon, Ford, and Carter*]
- Alumni/ae of the Year Award, College of Arts and Sciences, Creighton University, May 2005.
- "An Outstanding Academic Title, 2004," *Choice*, for *Empowering the White House: Governance under Nixon, Ford, and Carter* (with Charles E. Walcott).
- Excellence in Research and Creative Scholarship Award, College of Liberal Arts and Human Sciences, Virginia Tech, 2003-04
- Richard E. Neustadt Award for Best Book on the U.S. Presidency published in 1995, for *Governing the White House: From Hoover through LBJ* (with Charles Walcott), American Political Science Association Presidency Research Group, August 1996
- "An Outstanding Academic Book, 1996," *Choice*, for *Governing the White House: From Hoover through LBJ* (with Charles Walcott)
- Distinguished Ph.D. Graduate Award, Department of Political Science, University of Minnesota, 1995
- *Who's Who*, 2001, 2004, 2007
- Theodore Lowi Award, Policy Studies Organization, 1990 (co-recipient with Charles Walcott for best article in 1989 *Policy Studies Journal*)
- Pi Sigma Alpha Award, best paper presented at the 1985 meeting of the Midwest Political Science Association (for "Organizing the White House: Structure, Environment and Organizational Governance," with Charles Walcott)
- Finalist, Third International Prize Competition for Most Original New Contribution to the Field of Organizational Analysis and Design, April 1985 (for "Organizations as Politics: A Governance Approach to Complex Organizations," with Charles Walcott), The Institute of Management Science

Teaching Awards

- Certificate of Teaching Excellence, College of Arts and Sciences, Virginia Tech, 1999-2000
- Department of Political Science Teaching Award, 2006-2007, 1999-2000, 1998-1999
- Honorary Member, Golden Key National Honor Society, one of four Virginia Tech faculty selected by student members, Spring 1992
- Wig Distinguished Professor Award, Pomona College, 1986-87 [only year eligible]
- "Professor of the Month," Mortar Board, Pomona College, April 1987

Membership in Professional Associations

American Academy of Management

- Organized section member:
- Organization and Management Theory
- Public/Nonprofit Sectors

American Political Science Association

➤ Organized section member:

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

American Society for Public Administration

Center for the Study of the Presidency and Congress

Midwest Political Science Association

Southern Political Science Association

Western Political Science Association

Women's Caucus for Political Science

Teaching Experience

- *Undergraduate*

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

- *Graduate* (M.A. political science, MPA, Ph.D. public affairs and policy):

Policy Dynamics and Executive Branches, The Executive Branch, Public Organization Theory, Policy Process and Analysis, Policy Strategies and Institutional Design, Research Methods, doctoral and MPA portfolio capstone courses; reading courses in judicial process, organization theory, public policy processes, qualitative methods, Congress and the presidency, U.S. presidency, state constitutions

Chaired or co-chaired 46 political science MA committees, served as member of 37 committees; chaired/co-chaired 31 CPAP Ph.D. committees; served as member of 38 committees; co-chaired 1 ASPECT Ph.D. committee; served as member of one committee; served as member of 15 MPA, 8 MPIA, 1 MA Geography, 4 PGG Ph.D., 1 sociology, 1 veterinary medicine Ph.D. committees

College and University Service

Virginia Tech

University:

Policy Destination Area/Strategic Growth Area: stakeholders committee, 2016-present, co-chair, 2019-present; curriculum subcommittee, 2017-present; facilities subcommittee, 2016-17; strategy subcommittee, 2018-19; University Library Dean's Advisory Committee, 2014-18; Chair, Graduate Curriculum Committee, 2012-13; Commission on Graduate Studies and Policies (elected CLAHS representative, vice-chair 2012-13), 2010-2013; Degree Requirements, Standards, Criteria and Academic Policies Committee (DRSCAP) 2011-12, 2010-11; member, Sturm award committee, 2010-11, 2009-10; University Pre-Law Advisor, August 1991-August 2003, Fall 2006; Advisory Board, Organization of Women Faculty, 2001-2010; Pamplin Scholar Award Preliminary Selection Committee, spring 2001, spring 2002; Academic Support Committee, 1998-2001; MPIA Curriculum Committee, School for Public and International Affairs, 1997-98; Graduate curriculum advisory group, proposed School for Public and International Affairs, 1995-96; Curriculum Committee, proposed School for Public and International Affairs, 1994-95 (chair); Graduate Curriculum Subcommittee, Commission on Graduate Standards and Policies, 1994-95; Faculty Senate, 1991-94; Advisory Council on Human Rights and Social Responsibility, 1992-93; Ad Hoc Committee on Admissions, 1993, 1994; Selection Committee for 1994 President's Award of Excellence, 1993-94; Marshall Scholarship Committee, 1994-95; Truman Scholarship Committee, 1993-94, 2016-17, 2017-18, 2018-19

College of Architecture & Urban Affairs (Fall 1995-present)

Member, College Curriculum Committee, 2014-16; member, SPIA executive committee, 2014-16; member, SPIA promotion and tenure committee, 2015-16

Center for Public Administration and Policy: member, faculty Ph.D. committee, 2012-13, 2017-18, 2018-19, 2019-20; member, faculty MPA committee, 2014-15, 2015-16, 2016-17; faculty advisor, Pi Alpha Alpha, 2014-15, 2015-16, 2016-17, 2017-18, 2018-19, 2019-20; search committee: junior and senior positions, 2007-08; search committee, public management processes, 2005-06; Ph.D. mentoring subcommittee, 2003; Ph.D. steering committee, 1997-98, 1998-99, 1999-2000, 2000-01, 2001-02; chair, methodology subcommittee, 1997-98

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

Member, ASPECT Stakeholders Committee, 2016-present; member, PPE chairs committee, 2016-present; member, ASPECT director review committee, 2018-19; member, Philosophy department head review committee, 2017-18; member, Graduate Curriculum Committee, 2010-13; member, Faculty Council, 2006-07, 2007-08, 2008-09; Member,

College Promotion and Tenure Committee, 2004-05, 2005-06 (co-chair, 2005-06); member, search committee, Department of Communications, 2004-05

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

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

Department of Political Science: Curriculum Committee, 2018-19, 1999-2000, 1998-99, 1997-98, 1995-96, ex officio: 1993-94, 1994-95; Graduate Committee, 1991-92, 1992-93, 1993-94, 1994-95, 1995-96, 1997-98, 1999-2000, 2000-01, 2001-02, 2002-03, 2004-05, 2005-06, 2006-07, 2007-08, 2008-09, 2009-10, chair, 2010-11, 2011-12, 2012-13, 2016-17; Executive Committee, 1991-92, 1992-93, 1994-95, 1999-2000, 2000-01, 2002-03, 2004-05, 2005-06, 2008-09, 2009-10, 2011-12, 2012-13; Alumni/ae Committee, 2000-01, 2001-02, 2002-03, 2004-05, 2006-07, 2007-08, 2008-09, 2010-11, 2011-12, 2012-13; Faculty Awards Committee, 2006-07, 2007-08 (chair Spring 2008), chair 2008-09, chair 2009-10, 2010-11, 2012-13; co-chair, search committee, ASPECT-political science, global governance and international public policy, fall 2017-18; member, ASPECT-political science, postcolonial theory, 2017-18; member, search committee, assistant/associate professor, integrated security, fall 2016-spring 2017; member, search committee for assistant professor, national and subnational institutions, fall 2016; chair, search committee for assistant professor of political behavior, 2015-16; member, search committee for assistant professor of health politics and policy, 2014-15; member, search committee for assistant professor of environmental politics and policy, 2012-13; chair, search committee for assistant professor of U.S. government (institutions/policy), 2011-12; member, search committee for assistant professor of U.S. government (political behavior/methods), fall 2011; chair, search committee for visiting assistant professor of U.S. government (institutions/policy), spring 2011; member, visiting assistant professor political theory search committee, summer 2010; member, political theory search committee, 2004-05; chair, U.S. politics search committee, 1997-98; chair, public law search committee, 1993-94, member 1991-92; Computer Committee, 1993-94; Methodology Committee, 1992-93; Ph.D. Committee, 1991-92; Teaching Evaluation Committee, 1990-91

Claremont Colleges

Pomona College:

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

Department of Government: committee to review department curriculum, 1986; U.S. politics search committee, 1986-87, 1987-88, 1988-89

Claremont Graduate School:

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

Claremont Colleges:

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

Community Service

Blacksburg Breakfast Lions Club

- President, 2020-21
- Vice president, 2019-20
- Sight Conservation Chair, Fall 2013 to present
- Board member, 2013 to 2019

Montgomery County League of Women Voters

WFXR News

- Political analyst, 2018-present

References

Available upon request