

Robert Dietrich Behn

John F. Kennedy School of Government
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education HARVARD UNIVERSITY, Cambridge, Mass. 02138. S.M. in Engineering, February 1965. Ph.D. in Decision and Control, March 1969. Dissertation Title: "Linear Stochastic Differential Games."

WORCESTER POLYTECHNIC INSTITUTE, Worcester, Mass. 01609. B.S. in Physics, June 1963.

employment HARVARD UNIVERSITY, John F. Kennedy School of Government, Cambridge, Mass. 02138. Lecturer; September 2002 to present. Visiting professor; September to December 1993, September 2000 to August 2002.

DUKE UNIVERSITY, Terry Sanford Institute of Public Policy, Durham, N.C. 27708. Professor; July 1988 to August 2002. Associate professor; September 1973 to June 1988. Director of The Governors Center; June 1984 to August 2000. Director of the Institute; September 1982 to June 1985.

COUNCIL FOR EXCELLENCE IN GOVERNMENT, Washington, D.C. 20006. Adjunct scholar; July 1986 to June 1995. Scholar in residence; September 1985 to June 1986.

HARVARD UNIVERSITY, Graduate School of Business Administration, Boston, Mass. 02163. Lecturer in business administration; July 1972 to June 1973.

THE RIPON SOCIETY, Cambridge, Mass. 02138. Executive director; August 1970 to June 1972.

THE COMMONWEALTH OF MASSACHUSETTS, Boston, Mass. 02133. Assistant for urban affairs to Governor Francis W. Sargent; November 1969 to August 1970.

THE RIPON SOCIETY, Cambridge, Mass. 02138. Research director; June 1968 to November 1969.

HARVARD UNIVERSITY, Cambridge, Mass. 02138. Research assistant to Professor Yu Chi Ho; September 1966 to May 1968.

THE RAND CORPORATION, Santa Monica, Calif. 90406. Consultant; June to September 1966.

HARVARD UNIVERSITY, Cambridge, Mass. 02138. Teaching fellow; academic years of 1963-64, 1964-65, & 1965-66.

employment (continued) LINCOLN LABORATORY, M.I.T., Lexington, Mass. 02178. Engineer; June to September 1964 & 1965.

professional & service activities THE ASSOCIATION FOR PUBLIC POLICY ANALYSIS AND MANAGEMENT. Vice president (1987-88). Treasurer (1983-87). Research conference program committee: chairman (1983, 1994); member (1986, 1987, 1988, 1989, 1990, 1991, 1992, 1993, 1997, 1999, 2000, 2010, 2011). Nominating committee, member (2000, 2001).

NATIONAL ACADEMY OF PUBLIC ADMINISTRATION. Fellow (1993-). Program chair, 1997 spring meeting.

INTERNATIONAL PUBLIC MANAGEMENT JOURNAL. Editorial Board (1998-).

JOURNAL OF PUBLIC ADMINISTRATION RESEARCH AND THEORY. Editorial Board (1996-1999, 2007-2009).

INTERNATIONAL PUBLIC MANAGEMENT REVIEW. Editorial Board (2007- 0.

PUBLIC ADMINISTRATION REVIEW. Board of Editors (2000-2003).

JOURNAL OF PUBLIC AFFAIRS EDUCATION. Board of Editors (1998-2000).

STATE AND LOCAL GOVERNMENT REVIEW. Editorial Board (1993-1996).

GOVERNING. Columnist (1993-2002).

SUZANNE BUMP MASSACHUSETTS STATE AUDITOR-ELECT TRANSITION TEAM. Member (2010).

PUBLIC SERVICE CURRICULUM EXCHANGE (The Electronic Hallway™ for Policy and Leadership Education, based at the University of Washington). Consortium Board Member (1992-2002).

NATIONAL GOVERNORS' ASSOCIATION, Selection Committee for the Annual NGA Awards Program for Distinguished Service to State Government. Member (2000, 2001, 2002, 2003).

PUBLIC POLICY AND MANAGEMENT PROGRAM FOR CASE/COURSE DEVELOPMENT. Quantitative Methods Workshop, chairman (1982-85). Council on Public Policy and Management, member (1984-85).

INDEPENDENT STUDY COMMISSION ON THE REORGANIZATION OF THE NORTH CAROLINA DEPARTMENT OF HUMAN RESOURCES. Member (1996-1997).

ROCKEFELLER COLLEGE, STATE UNIVERSITY OF NEW YORK AT ALBANY. Organization and Work Force Study for the New York State Department of Social Services. Team Leader (1991-92).

COMMITTEE TO STUDY THE NEED OF INPATIENT SERVICES FOR CHILDREN WITH CHRONIC PHYSICAL DISABILITIES, North Carolina Department of Human Resources. Member (1978).

professional & service activities
(continued) MASSACHUSETTS ADVISORY COMMITTEE TO THE U.S. CIVIL RIGHTS COMMISSION. Member (1971-1973).

GOVERNOR SARGENT'S TASK FORCE ON INTERCITY TRANSPORTATION. Chairman (1970-1971).

SPECIAL COMMISSION ON HUNGER AND MALNUTRITION FOR THE COMMONWEALTH OF MASSACHUSETTS. Member (1969-1970).

BOY SCOUTS OF AMERICA. Assistant scoutmaster; Troop 492, Durham, N.C. (1986-92) and Troop 33, Takoma Park, Maryland (1985-86). Philmont crew advisor (1988 and 1991).

CARRBORO RECREATION DEPARTMENT. Baseball coach with Judith H. Behn (Spring and Fall 1989, and Spring 1993).

ST. MARY'S SCHOOL. Junior high baseball coach (1988).

HOLT ATHLETIC ASSOCIATION. Baseball coach with Judith H. Behn (1985, 1987).

WHIPPOORWILL YOUTH ATHLETIC ASSOCIATION. Baseball coach with Judith H. Behn (1982, 1983, 1984).

NATIONAL CHILD WELFARE LEADERSHIP CENTER. Member of the Technical Advisory Committee (1983-84).

W.P.I. ALUMNI ASSOCIATION. Class agent (1981, 1983). Co-chairman of the Trustee Search Committee (1972-1973). Delegate to the Alumni Council (1969-1973).

THE URBAN ACADEMY, New York City. Consultant (1978-1980).

THE FORD FOUNDATION. Consultant (1977).

THE RIPON SOCIETY. National Governing Board (1966-1979).

FRANCIS W. HATCH, Massachusetts Gubernatorial Candidate. Campaign advisor (1977-1978).

MASSACHUSETTS REPUBLICAN STATE COMMITTEE. Member (1973).

REPUBLICAN NATIONAL CONVENTION. Alternate delegate from the Eighth Congressional District in Massachusetts (1972).

personal Born, September 5, 1941, in Washington, D.C. . . . Raised and attended public high school in Glen Rock, N.J. . . . Eagle Scout. . . . Worked summers during high school and college at a Boy Scout Camp in various capacities including program director. . . . Enjoy canoeing, hiking, camping, and backpacking. . . . Married to Judith R. Howe of Belmont, Mass., May 4, 1968. . . . Son, Mark Dietrich Behn, born October 23, 1974. . . . Listed in *Who's Who in American Politics* and *Who's Who in America*. . . . Professional grandfather to Alex and Clare.

Publications

December 2015

Robert Dietrich Behn

- books
- The PerformanceStat Potential: A Leadership Strategy for Producing Results* (Washington, D.C.: Brookings Institution Press, 2014).
- Rethinking Democratic Accountability* (Washington, D.C.: Brookings Institution, 2001).
- Innovation in American Government: Opportunities, Challenges, and Dilemmas* (Washington, D.C.: Brookings Institution, 1997), editor with Alan A. Altshuler.
- Leadership Counts: Lessons for Public Managers from the Massachusetts welfare, training, and employment program* (Cambridge, Mass.: Harvard University Press, 1991).
- Governors on Governing* (Lanham, Md.: University Press of America, 1990), editor.
- Quick Analysis for Busy Decision Makers* (New York: Basic Books, 1982), with James W. Vaupel.
- The Lessons of Victory*, by the Ripon Society (New York: The Dial Press, 1969), editor.
- scholarly journal articles
- “Motivating and Steering With Comparative Data: How the Bar Chart and ‘The List’ Might Help to Steer Social Integration,” *International Public Management Review*, vol. 13, no. 1 (2012), pp. 1-17.
- “Collaborating for Performance: Or Can There Exist Such a Thing as CollaborationStat?” *International Public Management Journal*, vol. 13, no. 4 (December 2010), pp. 429-470.
- “The Consistency Conundrum: From Requirements and Templates to Expectations and Adaptations,” *Public Administration Review*, vol. 70, supplement 1 (December 2010), pp. S218-S219.
- “Designing PerformanceStat: Or What Are the Key Strategic Choices that a Jurisdiction or Agency Must Make When Adapting the CompStat/CitiStat Class of Performance Strategies?” *Public Performance and Management Review*, Vol. 32, No. 2 (December 2008), pp. 203-232.
- “The Varieties of CitiStat,” *Public Administration Review*, Vol. 66, No. 3 (May-June 2006), pp. 332-340.
- “The Core Drivers of CitiStat: It’s Not Just About the Meetings and the Maps,” *International Public Management Journal*, Vol. 8, No. 3 (2005), pp. 1-25.
- “Facing the Fiscal Crises in State Governments: National Problem, National Responsibilities,” *State Tax Notes*, Vol. 33, No. 12 (September 2004), pp. 833-847, with Elizabeth K. Keating.
- “Why Measure Performance? Different Purposes Require Different Measures,” *Public Administration Review*, Vol. 63, No. 5 (September-October 2003), pp. 586-606.
(Selected as one of the 75 “most influential articles” published during the first 75 years of *Public Administration Review*.)

- scholarly
journal
articles
(continued)
- “Rethinking Accountability in Education,” *International Public Management Journal*, Vol. 6, No. 1 (2003), pp. 43-73.
- “The Psychological Barriers to Performance Management: Or Why Isn't Everyone Jumping on the Performance-Management Bandwagon?” *Public Performance & Management Review*, Vol. 26, No. 1 (September 2002), pp. 5-25.
- “Strategies for Avoiding the Pitfalls of Performance Contracting,” *Public Productivity and Management Review*, Vol. 22, No. 4 (June 1999), pp. 470-489, with Peter A. Kant.
- “The New Public-Management Paradigm and the Search for Democratic Accountability,” *International Public Management Journal*, Vol. 1, No. 2 (1998), pp. 131-164.
- “What Right Do Public Managers Have To Lead?” *Public Administration Review*, Vol. 58, No. 3 (May/June 1998), pp. 209-224.
- “Linking Measurement and Motivation: A Challenge for Education,” *Advances in Educational Administration*, Vol. 5 (1997), pp. 15-58.
- “Branch Rickey as a Public Manager: Fulfilling the Eight Responsibilities of Public Management,” *Journal of Public Administration Research and Theory*, Vol. 7, No. 1 (January 1997), pp. 1-33.
- “Public Management: Should It Strive to be Art, Science, or Engineering?” *Journal of Public Administration Research and Theory*, Vol. 56, No. 1 (January 1996), pp. 91-123.
- “Creating an Innovative Organization: Ten Hints for Involving Front-Line Workers,” *State and Local Government Review*, Vol. 27, No. 3 (Fall 1995), pp. 221-234.
- “The Big Questions of Public Management,” *Public Administration Review*, Vol. 55, No. 4 (July/August 1995), pp. 313-324.
(Selected as one of the 75 “most influential articles” published during the first 75 years of *Public Administration Review*.)
- “Management and the Neutrino: The Search for Meaningful Metaphors,” *Public Administration Review*, Vol. 52, No. 5 (September/October 1992), pp. 409-419.
(Recipient of the Marshall E. Dimock Award for the best lead article in *PAR* in 1992.)
- “Baseball Management and Public Management: The Testable vs. the Important,” *The Journal of Policy Analysis and Management*, Vol. 11, No. 2 (Spring 1992), pp. 315-321.
- “Four Keys to a Successful Executive Education Program: Curriculum, Logistics, Marketing, and Faculty,” (with Regina K. Brough) *The Journal of Policy Analysis and Management*, Vol. 9, No. 1 (Winter 1990), pp. 138-143.
- “Leadership Counts,” *The Journal of Policy Analysis and Management*, Vol. 8, No. 3 (Summer 1989), pp. 494-500.
- “Management by Groping Along” *The Journal of Policy Analysis and Management*, Vol. 7, No. 4 (Fall 1988), pp. 643-663.
- “The Nature of Knowledge about Public Management: Lessons for Research and Teaching from our Knowledge about Chess and Warfare,” *The Journal of Policy Analysis and Management*, Vol. 7, No. 1 (Fall 1987), pp. 200-212.

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journal
articles
(continued)

"A Curmudgeon's View of Public Administration: Routine Tasks, Performance, and Innovation," *State and Local Government Review*, Vol. 19, No. 2 (Spring 1987), pp. 47, 54-61.

"Policy Analysts, Clients, and Social Scientists," *The Journal of Policy Analysis and Management*, Vol. 4, No. 3 (Spring 1985), pp. 428-432.

"Cutback Budgeting," *The Journal of Policy Analysis and Management*, Vol. 4, No. 2 (Winter 1985), pp. 155-177. (Recipient of the Raymond Vernon Prize for the article in Vol. 4 of *JPAM* that "makes the greatest contribution to intellectual discourse on public policy and management.")

"The Wasted Vote Fallacy," (with James W. Vaupel) *The Journal of Policy Analysis and Management*, Vol. 3, No. 4 (Summer 1984), pp. 607-612.

"The Managerial Opportunity of Enrollment Decline," *Peabody Journal of Education*, Vol. 60, No. 2 (Winter 1983), pp. 108-119.

"The Receding Mirage of the Balanced Budget," *The Public Interest*, No. 67 (Spring 1982), pp. 118-130.

"Policy Analysis and Policy Politics," *Policy Analysis*, Vol. 7, No. 2 (Spring 1981), pp. 199-226.

"Leadership in an Era of Retrenchment," *Public Administration Review*, Vol. 40, No. 6 (November/December 1980), pp. 603-604.

"Leadership for Cut-Back Management: The Use of Corporate Strategy," *Public Administration Review*, Vol. 40, No. 6 (November/December 1980), pp. 613-620.

"Why Murphy Was Right," *Policy Analysis*, Vol. 6, No. 3 (Summer 1980), pp. 361-363.

"Medical Schools and the 'Entitlement Ethic,'" (with Kim Sperduto) *The Public Interest*, No. 57 (Fall 1979), pp. 48-68.

"The Termination of Beach Erosion Control at Cape Hatteras," (with Martha A. Clark) *Public Policy*, Vol. 27, No. 1 (Winter 1979), pp. 99-127.

"How to Terminate a Public Policy: A Dozen Hints for the Would-Be Policy Terminator," *Policy Analysis*, Vol. 4, No. 3 (Summer 1978), pp. 393-413.

"Closing a Government Facility," *Public Administration Review*, Vol. 38, No. 4 (July/August 1978), pp. 330-338.

"Quick Analysis," (with James W. Vaupel) *Policy Studies Journal*, Vol. 6, No. 3 (Spring 1978), pp. 325-333.

"The False Dawn of the Sunset Laws," *The Public Interest*, No. 49 (Fall 1977), pp. 103-118.

"Teaching Analytical Thinking," (with James W. Vaupel) *Policy Analysis*, Vol. 2, No. 4 (Fall 1976), pp. 663-692.

"Decision Making for Sophomores," (with James W. Vaupel) *Urban Analysis*, Vol. 3 (1976), pp. 265-277.

- scholarly journal articles (concluded) "Closing the Massachusetts Public Training Schools," *Policy Sciences*, Vol. 7, No. 2 (June 1976), pp. 151-171.
- "On a Class of Stochastic Differential Games," (with Y. C. Ho), *I.E.E.E. Transactions on Automatic Control*, Vol. AC-13, No. 3 (June 1968), pp. 227-240.
- book chapters
- "PerformanceStat: Accounting for Targeted Performance," in Mark Bovens, Robert E. Goodin, and Thomas Schillemans, *Oxford Handbook of Public Accountability* (Oxford, U.K.: Oxford University Press, 2014), pp. 456-471.
- "PortStat: Or How the United States Coast Guard Could Use the PerformanceStat Leadership Strategy to Improve Port Security," in John D. Donahue and Mark H. Moore (eds.), *Ports in a Storm: Public Management in a Turbulent World* (Washington, D.C.: Brookings Institution Press, 2012), pp. 55-83.
- "The Adoption of Innovation: The Challenge of Learning to Adapt Tacit Knowledge," in Sanford Borins (ed.) *Innovations in Government: Research, Recognition, and Replication* (Washington, D.C.: Brookings Institution Press, 2008), pp. 138-158.
- "The Challenge of Evaluating M-Government, E-Government, and P-Government: What Should Be Compared with What?" in Viktor Mayer-Schoenberger and David M. Lazer (eds.) *Governance and Information Technology; From Electronic Government to Information Government* (Cambridge, Mass.: MIT Press, 2007), pp. 215-238.
- "Creating Leadership Capacity for the Twenty-First Century: Not Another Technical Fix," in John D. Donahue and Joseph S. Nye, Jr. (eds.) *For the People: Can We Fix Public Service?* (Washington, D.C.: The Brookings Institution, 2003), pp. 191-224.
- "Government Performance and the Conundrum of Public Trust," in John D. Donahue and Joseph S. Nye, Jr. (eds.) *Market Based Governance: Supply Side, Demand Side, Upside, and Downside* (Washington, D.C.: The Brookings Institution, 2002), pp. 323-348.
- "Do Goals Help Create Innovative Organizations?" in H. George Frederickson and Jocelyn M. Johnston (eds.) *Public Management Reform and Innovation: Research, Theory, and Application* (Tuscaloosa, Ala.: The University of Alabama Press, 1999), pp. 70-88.
- "The Dilemmas of Innovation in American Government," in Alan A. Altshuler and Robert D. Behn (eds.) *Innovation in American Government: Challenges, Opportunities, and Dilemmas* (Washington, D.C.: The Brookings Institution, 1997), pp. 3-37.
- "Here Comes Performance Assessment — and It Might Even Be Good for You," in Albert H. Teich, Stephen D. Nelson, and Celia McEnaney (eds.) *Science and Technology Policy Yearbook* (Washington, D.C.: American Association for the Advancement of Science, 1994), pp. 257-264.
- "Case-Analysis Research and Managerial Effectiveness: Learning How to Lead Organizations Up Sand Dunes," in Barry Bozeman (ed.) *Public Management: The State of the Art* (San Francisco: Jossey-Bass, 1993), pp. 40-54.
- "The Fundamentals of Cutback Management," in Richard Zeckhauser and Derek Leebaert (eds.) *What Role for Government? Lessons from Policy Research* (Durham, N.C.: Duke University Press, 1983), pp. 310-322.

book chapters (concluded) “Policy Analysis and Public Management: What Should Jones Do?” in Gutherie S. Birkhead and James D. Carroll (eds.) *Education for Public Service 1980* (Syracuse, New York: Maxwell School of Citizenship and Public Affairs, 1981), pp. 17-25.

“Can Public Policy Termination Be Increased by Making Government More Business-Like?” in Charles H. Levine and Irene Rubin (eds.) *Fiscal Stress and Public Policy* (Beverly Hills, Calif.: Sage Publications, 1980), pp. 249-280.

unpublished papers presented at scholarly & professional meetings “How Scientific Is ‘The Science of Delivery’? (Or Should It Be ‘The Tacit Knowledge of Delivery?’),” Presented at the Thirty-Seventh Annual Research Conference of The Association for Public Policy Analysis and Management, Miami, Florida, November 13, 2015.

“Identifying, Learning, and Adapting the Tacit Knowledge of Performance Leadership.” Presented at the Thirty-sixth Annual Research Conference of The Association for Public Policy Analysis and Management, Albuquerque, AZ. November 7, 2014.

“Making the GPRAMA Data-Driven Performance Reviews Work: Or How Can Federal Agencies Produce Better Results When They Don’t Arrest Muggers or Fill Potholes?” Presented at the Thirty-Fifth Annual Research Conference of The Association for Public Policy Analysis and Management, Baltimore, Md. November 8, 2013.

“Cutbacks vs. PerformanceStat: What’s the Conflict? Financial Deficits and Attention Deficits.” Presented at the 2013 Conference of the International Public Management Network, University of Siena (Italy), September 5, 2013.

“The Challenge of Adapting CompStat and CitiStat to Create a FedStat: Focusing on the Internal Performance Deficits.” Presented at the 2013 Conference of the Public Management Research Association, Madison, Wisconsin, June 20, 2013.

“The Multiple Dimensions of Pay for Performance: Twenty-Seven Design Questions and Some Implications.” Presented at the Thirty-Fourth Annual Research Conference of The Association for Public Policy Analysis and Management, Baltimore, Md. November 10, 2012.

“PerformanceStat is a Leadership Strategy Not a Model or a System: Or Why MimicStat Doesn’t Quite Work.” Presented at the Thirty-Third Annual Research Conference of The Association for Public Policy Analysis and Management, Washington, D.C., November 5, 2011.

“Attempting to Answer the ‘How?’ Question: What Causal Behaviors Could Connect the Behaviors of Public Executives to Improvements in Organizational Performance.” Presented at the Eleventh Public Management Research Conference, Maxwell School of Syracuse University, June 3, 2011.

“Creating PerformanceStat’s Organizational Competence and Commitment.” Presented at the Thirty-Second Annual Research Conference of the Association for Public Policy Analysis and Management, Boston, Mass., November 3, 2010.

“PerformanceStat as a Search for Strategic Evidence.” Presented at the Thirty-First Annual Research Conference of the Association for Public Policy Analysis and Management, Washington, D.C., November 6, 2009.

- unpublished papers presented at scholarly & professional meetings (continued)
- “PerformanceStat as a Search for Strategic Evidence.” Presented at the Tenth National Public Management Research Conference, Columbus, Ohio, October 1-3, 2009.
- “Collaborating for Performance: Or Can There Exist Such A Thing As CollaborationStat?” Presented at the Thirtieth Annual Research Conference of the Association for Public Policy Analysis and Management, Los Angeles, Calif., November 6-8, 2008.
- “PerformanceStat as a Leadership Strategy: It Don't Mean a Thing if it Ain't Got that Follow-Up.” Presented at the Twelfth Annual Conference of the International Research Society for Public Management, Brisbane, Australia, March 26, 2008.
- “The Theory Behind Baltimore’s CitiStat.” Presented at the Twenty-Eighth Annual Research Conference of the Association for Public Policy Analysis and Management, Madison, Wisconsin, November 4, 2006.
- “Do Performance Targets Foster Innovative Public Agencies? Innovation Strategies at the Washington Department of Labor and Industries.” Presented at the Twenty-Fourth Annual Research Conference of the Association for Public Policy Analysis and Management, Dallas, Texas, November 9, 2002.
- “Can Public Managers Usefully Exploit the Principles of Complex Adaptive Systems? No; Yes; Maybe; But Is It Worth It?” Presented at the Twenty-First Annual Research Conference of the Association for Public Policy Analysis and Management, Washington, D.C., November 5, 1999, and at the Fifth National Public Management Conference, College Station, Texas, December 3, 1999.
- “Standards, Assessments, and Accountability: *How Should Who Hold Whom Accountable for What?*” Presented at the Second Business and Education Symposium, Kennedy School of Government, Harvard University, Cambridge, Mass., April 14, 1999.
- “Creating Innovative Public Agencies: The Importance of Building Trust.” Presented at the Twentieth Annual Research Conference of the Association for Public Policy Analysis and Management, New York, October 29, 1998.
- “What Do We Mean By Accountability, Anyway?” Presented at the Annual Spring Conference of the National Academy of Public Administration, Durham, N.C., June 7, 1997.
- “Performance, Managerial Competence, and Democratic Accountability: The Three Challenges of Public Administration,” the First Donald C. Stone Lecture, the annual research conference of the American Society for Public Administration, Atlanta, July 2, 1996.
- “To Fix Public Management, Fix the Managers,” Presented at the Seventeenth Annual Research Conference of the Association for Public Policy Analysis and Management, Washington, D.C., November 3, 1995.
- “Bottom-Line Government.” Presented at the Fourteenth Annual Research Conference of the Association for Public Policy Analysis and Management, Denver, October 30, 1992.

unpublished papers presented at scholarly & professional meetings (concluded) “Innovations and Public Values: Mistakes, Flexibility, Purpose, Equity, Cost Control, and Trust.” Presented at a conference on “The Fundamental Questions of Innovation,” Duke University, May 4, 1991.

“Managing Innovation in Welfare, Training, and Work: Some Lessons from ET CHOICES in Massachusetts.” Presented at the American Political Science Association Annual Meeting, Chicago, Ill., September 4, 1987.

“The Five Basic Structural Models of Decision Analysis.” Presented at the Joint National Meeting of The Operations Research Society of America and The Institute of Management Sciences, Atlanta, November 6, 1985.

“President Reagan Cuts the 1982 Budget: How Big a Victory?” Presented at the American Society for Public Administration, National Conference, Honolulu, March 22, 1982.

“Voodoo Budgeting: How to Balance the Federal Budget in Three Years Without Cutting Any Programs.” Presented at the Third Annual Research Conference of the Association for Public Policy Analysis and Management, Washington, D.C., October 24, 1981.

“Declining Enrollment and Cutback Management: Making Retrenchment Look Easy.” Presented at a meeting of the Committee on Urban Public Economics, Tulane University, November 1, 1981.

“Fighting the *Next* War: Or Preparing to Analyze the *Next* Crisis” (with James W. Vaupel). Presented at the Research Conference on Public Policy and Management, Chicago, October 19, 1979.

“Cutback Management at the Pentagon: The Closing of Military Bases” (with David P. Lambert). Presented at the Research Conference on Public Policy and Management, Chicago, October 19, 1979.

“Teaching Statistics to Public Policy Students.” Presented at the Joint Statistical Meetings, Atlanta, August 28, 1975.

“On a Class of Linear Stochastic Differential Games,” (with Y. C. Ho) *Proceedings of the Fifth Annual Allerton Conference on Circuit and Systems Theory*, University of Illinois, October 4- 6, 1967, pp. 217-326.

“The Influence of a Radar’s Location on Its Effectiveness Against Certain Penetration Aids,” (with W. P. Delaney) *AMRAC Proceedings*, Meeting of November 15, 16, and 17, 1965.

teaching cases & analyses

“The Benchmarking Survey,” case and sequel, November 2003.

“The Civil Servant and the Senator,” case and sequel, September 1999.

“The West Dakota State Cafeteria,” case, sequel, and teaching note, November 1996.

“Homestead Air Force Base,” case, sequel, and teaching note, June 1992.

“Memo to Nancy Hempstead: A Leadership-Measurement Approach to ‘Assignment Collections,’” presented at the Thirteenth Annual Research Conference of the

- teaching cases & analyses (concluded) Association for Public Policy Analysis and Management, Washington, D.C., October 25, 1991.
- "The Massachusetts Department of Revenue," (A), (B), (C), (D), (E), (F), (G), (H), and teaching note, January 1991.
- "A Case Analysis of 'Agency for Child Development,'" 1987.
- "Racial Conflict in South Carolina," (A), (B), (C), (D), and teaching note, with Regina K. Brough, 1987.
- "An Opportunity, Not a Problem" [an abridged case analysis of "Park Plaza"], *Journal of Policy Analysis and Management*, Vol. 5, No. 3 (Spring 1986), pp. 639-645.
- "A Case Analysis of 'Park Plaza,'" presented at the Seventh Annual Research Conference of the Association for Public Policy Analysis and Management, Washington, D.C., October 24, 1985.
- "Selective Service Registration," (A), (B), (C), (D), (E), (F), and teaching note, 1984.
- "A Case Analysis of 'Robert F. Kennedy High School,'" presented at the Sixth Annual Research Conference of the Association for Public Policy Analysis and Management, New Orleans, October 1984.
- "The Shed Load Decision," with teaching note, 1983.
- addresses to professional associations analyses "Government Performance and The Challenges of Budget Cuts: Three Budget Challenges, Four Management Challenges, Five Political Challenges." Remarks prepared for the Governor Matthew H. Mead's Business Forum, Cheyenne, Wyoming, November 18, 2015.
- "The PerformanceState Potential." The Opening Keynote Address for the Eighth Annual Conference of the Public Performance Measurement and Reporting Network, Newark, N.J., September 18, 2015.
- "On Becoming a 'Great Boss': The Challenge of Creating Accountability for Performance." Remarks prepared for the Winter Conference of Women Executives in State Government, Washington, D.C., February 23, 2001.
- "Performance, People, and Pay." Remarks prepared for the Colorado State Government Managers' Annual Business Conference, Breckenridge, Colorado, Friday, May 19, 2000.
- "Performance Measures in State Administrative Agencies: Bureaucratic Hoop Jumping or Management Tool?" An address delivered at the Annual Conference of the National Association of State Chief Administrators, Salt Lake City, August 23, 1999.
- "Beyond the Cliches of Performance Management: From 'What?' to 'How?'" Remarks prepared for The Duke University Conference on Performance Management, Durham, N.C., December 4-6, 1998.
- "Bottom-Line Management in the Tax Business." An address delivered to the Thirty-Eighth Annual Conference of the Midwestern States Association of Tax Administrators, Oklahoma City, August 24, 1998.

addresses to “Bottom-Line Management in the Archive Business.” An address delivered to the professional Annual Meeting of the National Association of Government Archives and Records associations Administrators, Philadelphia, July 10, 1998.
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“Rules vs. Results: The Problem of Trust.” An address delivered to the Central Region Conference of the International Personnel Management Association, Detroit, June 9, 1998.

“The Clash of Paradigms: Rules vs. Results.” An address delivered to the National Association of State Personnel Executives, Boise, August 13, 1996.

government & consulting reports *The Seven Big Errors of PerformanceStat* (Cambridge, Mass.: Rappaport Institute for Greater Boston and the Taubman Center for State and Local Government, Policy Brief, February 2008).

What All Mayors Would Like to Know About Baltimore’s CitiStat Performance Strategy (Washington, D.C.: IBM Center for the Business of Government, 2007).

Performance Leadership: 11 Better Practices That Can Ratchet Up Performance (Washington, D.C.: IBM Center for the Business of Government, 2004).

“Being There: Still More Candid Views on Governing 1994” (A Summary of the 1994 Seminar for New Governors), published by the National Governors’ Association, January 1995.

“Being There: More Candid Views on Governing 1992” (A Summary of the 1992 Seminar for New Governors), published by the National Governors’ Association, January 1993.

“Thinking About Executive Education in State and Local Government,” prepared for The National Commission on State and Local Public Service (The Winter Commission), August 1992.

“Assessment of the Structure and Functioning of the New York State Department of Social Services: Finding Conclusions, and Recommendations,” prepared by the research team convened by Rockefeller College, Robert D. Behn, team leader, May 1992.

“Being There: Candid Views on Governing” (A Summary of the 1990 Seminar for New Governors), published by the National Governors’ Association, December 1990.

“The Many Roles of the Governor’s Chief of Staff,” a “Management Note” published by the National Governors’ Association, April 1990.

“The Management of ET CHOICES in Massachusetts,” a report to the Ford Foundation, 1989.

“The End of the Growth Era in Higher Education,” in *Workplace and Higher Education: Perspective for the Coming Decade, 1979*, Hearings before the Committee on Labor and Human Resources, United States Senate, Ninety-Sixth Congress, Second Session, June 6 and 7, 1979 (Washington, D.C.: U.S. Government Printing Office, 1980), pp. 242-277.

“Policy Termination: A Survey of the Current Literature and an Agenda for Future Research,” a paper prepared for the Ford Foundation, October 1977, 67 pp.

government & consulting reports (concluded) "Policy Termination and the Sunset Law," in *The Sunset Act of 1977*, Hearings before the Subcommittee on Intergovernmental Relations of the Committee on Governmental Affairs, United States Senate, Ninety-Fifth Congress, First Session (Washington, D.C.: U.S. Government Printing Office, 1977), pp. 347-355.

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