

**Curriculum Vitae**  
**BARRY M. MITNICK**

Professor of Business Administration  
and of Public and International Affairs  
Katz Graduate School of Business  
University of Pittsburgh  
261 Mervis Hall  
Pittsburgh, PA 15260

September 2018

Office: (412) 648-1555  
E-mail: mitnick@pitt.edu

**EDUCATION**

University of Pennsylvania, Philadelphia, PA  
Ph.D. in Political Science, 1974

Dissertation: *The Theory of Agency: The Concept of Fiduciary Rationality  
and Some Consequences*

(Chair: Prof. Russell Hardin)

Dissertation defense with distinction (April 1974)

M.A. in Political Science, 1973

Fellowships: Foreign Policy Research Institute Fellowship, 1970-71, 1971-72;

National Science Foundation Traineeship, 1971-72

Columbia University, New York, NY

M.A. in Physics, 1970

Fellowships: Faculty Fellowship, 1968-69, 1969-70; Salk Institute - Columbia University  
Urban Ecology Program Summer Fellowship, 1970

Massachusetts Institute of Technology, Cambridge, MA

B.S. in Physics, 1968

**HONORS AND AWARDS**

Sumner Marcus Award, Social Issues in Management Division, Academy of Management,  
August 2014, “in recognition of and appreciation for your outstanding contributions of  
service and scholarship to the field.” Highest award in my field.

Finalist, Aspen Institute Faculty Pioneer Award, October 2014. International award for teaching.  
Given for my MBA course, *Business & Politics*.

Katz Excellence in Teaching Award, 2014-2015, 2015-2016, 2017-2018 in recognition of  
excellence in teaching, CBA, MBA Programs (mean of over 4.5/5.0 over all course  
evaluations (5-6 courses each year)).

Best Article Award of the International Association for Business and Society (IABS) for “a high  
quality empirical or conceptual paper published in a refereed journal during 2000 that

advances thinking and/or research in the business and society field.” Sponsored by the California Management Review. Award of \$500, announced at the 2002 Annual Conference of IABS, Victoria, BC. Highest research award in field.

Paper, “Origin of the Theory of Agency: An Account by One of the Theory’s Originators” [<https://ssrn.com/abstract=1020378>] is listed as #1 on the “All Time Top Papers” downloads list for the SSRN topic PSN: Delegation & Agency. Paper “Fiduciary Rationality and Public Policy: The Theory of Agency and Some Consequences” was #4 and paper “The Theory of Agency: The Policing ‘Paradox’ and Regulatory Behavior” was #25 in downloads on that SSRN list (as of 8.8.18). Three more papers were at #84, #85, and #126 on that list. I am in the upper 1.3% in downloads for all SSRN authors.

Leavey Foundation Award for Excellence in Private Enterprise Education for course materials on Managing Regulation (1982). Award of \$7,500.

Finalist, with Robert W. Backoff, Second Annual International Prize Competition for the Most Original New Contribution to the Field of Organizational Analysis and Design, TIMS College on Organization, TIMS/ORSA Joint National Meeting, April 24-27, 1983. One of nine finalists.

Selected as one of the top 10 of 126 reviewers, Social Issues in Management (SIM) Division, 2002 Annual Meeting of the Academy of Management; one of the top six of 93 reviewers, SIM Division, 2001 Annual Meeting of the Academy of Management; one of the top ten reviewers, 1998 Annual Meeting of the Academy of Management; selected in best reviewer group, 2000.

Identified by one or more students in a survey at the University of Pittsburgh as an individual "on campus who had made a significant and positive impact on their lives," letter of commendation, Interim Vice Chancellor for Student Affairs, October 1998.

Institute Associate, National Regulatory Research Institute (Columbus, Ohio), c. 1976-1980s.

Book, *The Political Economy of Regulation*, selected as one of the best social science books of the month by *Society*, 17, No. 6 (September/October 1980) [*Society* is now published by Springer].

Beta Gamma Sigma

Sigma Xi

*American Men and Women of Science: Social and Behavioral Sciences*, 13th Edition.

*Who's Who in America, 2011; Who's Who in Finance and Industry*, 23rd Edition (1983-84).

Faculty Research Grants, Graduate School of Business, University of Pittsburgh, Winter Terms 1980; 1981, 1982 (half-time); Fall Term 1990; Summer Term 1993 (half-time) [KGSB grant program later replaced by discretionary released-time awards and then by awards based on publication in KGSB A-Journal List].

Dean's Research Fellowship, College of Administrative Science, Ohio State University, Spring

Quarter, 1978.

University Small Research Grant, Ohio State University, 1976-1977; College of Administrative Science "Seed Money" Grants, Ohio State University (with R. Backoff), 1975-1976, 1976-1977.

Paper, "An Agency for Power Plant Siting," shared the second place award of the 1970-71 Ripon Society Public Policy Prize, and appeared in edited form in the *Ripon Forum*, 8, No. 1 (January 1972), 15-20.

Paper, "Environmental Studies and the University" (April 1970), shared the prize of the Earth Day Essay Contest of the Institute for the Study of Science in Human Affairs, Columbia University.

George Lindblom Award, Amateur Astronomer of the Year, awarded in 1998 for 1997, Amateur Astronomers Association of Pittsburgh.

## **POSITIONS**

### *Academic positions:*

Professor of Business Administration, Katz Graduate School of Business, University of Pittsburgh, begin September 1997.

Professor of Public and International Affairs, Graduate School of Public and International Affairs, University of Pittsburgh, begin September 2003. [Secondary appointment]

Associate Professor of Business Administration, Katz Graduate School of Business, University of Pittsburgh, September 1980 to August 1997 (tenured and full member, Graduate Faculty, begin September 1982).

Assistant Professor of Business Administration, Graduate School of Business, University of Pittsburgh, September 1978 to August 1980.

Assistant Professor of Public Administration and Political Science, School of Public Administration and Department of Political Science, The Ohio State University, October 1974 to September 1978 [primary appointment in public administration].

Research Fellow, The Brookings Institution, September 1973 to August 1974.

Teaching Fellow in Urban Politics and in Public Policy Analysis, University of Pennsylvania, September 1972 to May 1973.

Teaching Assistant in physics, Department of Physics, Columbia University, September 1968 to June 1969, September 1969 to June 1970.

Faculty Research Director, Berg Center for Leadership and Ethics, Katz Graduate School of Business, University of Pittsburgh, 2006 to 2007.

Coordinator, Environmental Influences on Management Group, Katz Graduate School of Business, University of Pittsburgh, September 1980 to August 1981, September 1985 to August 1988, April 1989 to August 1991.

Faculty Advisory Board, Center for West European Studies, European Union Center, University Center for International Studies, University of Pittsburgh, begin September 2003.

Director, Business, Government, and Society Research Institute, Katz Graduate School of Business, University of Pittsburgh, September 1980 - 1998.

*Professional positions:*

Elected (2007) to five-year leadership stream of Social Issues in Management Division of the Academy of Management, serving as Professional Development Workshop Chair/Program Chair-elect (2008 annual meeting), Program Chair (2009 annual meeting), Division Chair (August 2010-August 2011), and Past Division Chair (August 2011-August 2012); the highest elected academic positions in my field.

Treasurer, International Association for Business and Society, April 18, 2005-October 18, 2006.

Associate Editor, *Business & Society*, begin January 2008.

Associate Editor, Social Issues in Management Division 2012, 2013, 2014, 2015, 2017, 2018 Programs.

Editorial Board, *Research in Ethical Issues in Organizations*, begin 2013 (Emerald Publishing; edited in Australia; in Australian Business Deans Council rating list).

Editorial Board, *Encyclopedia of Business Ethics and Society* (Thousand Oaks, CA: Sage Publications, 2008), Robert Kolb (Editor-in-Chief).

Editorial Board, *Academy of Management Review*, August 1984 to October 1987 (through volume 12). [reappointed; served under 3 editors]

Editorial Board, *American Journal of Political Science*, July 1980 (vol. 24) through 1985 (vol. 29).

Editorial Board, *Encyclopedia of Telecommunications* (Marcel Dekker).

Book Review Editor, *Down Syndrome Quarterly*, 1995 - 2002.

Book Review Editor, *Down Syndrome: Papers and Abstracts for Professionals*, 1986 - 1994.

Review Board, *Business Forum*, February 1983 to Fall 1987.

Editorial Research Staff, *Orbis*, September 1972 to January 1974.

Research Assistant and Consultant, Foreign Policy Research Institute, 3508 Market Street, Suite 350, Philadelphia, PA 19104, September 1970 to January 1973.

Historical consultant, "The Current War," film in production (release date not set). [pro bono]  
 Film about the contest between Westinghouse and Edison over AC vs. DC current in the late 19<sup>th</sup> century.

## **PUBLICATIONS**

### **Books:**

*Corporate Political Agency: The Construction of Competition in Public Affairs*, editor (Newbury Park, CA: Sage Publications, 1993). (Author of five of the eleven chapters)

*The Political Economy of Regulation: Creating, Designing, and Removing Regulatory Forms* (New York: Columbia University Press, 1980). Paperback edition, 1982. Spanish language edition, 1989 (Fondo de Cultura Economica, Mexico).

*The Theory of Agency*, book in progress (under contract to Cambridge University Press).

*Good Names: The Theory and Practice of Reputation Management*, with John F. Mahon, book in progress.

### **Papers under review:**

"Narratives of Origin: The Theory of Agency."

"What Is a Wicked Problem?" with Caitlin Corrigan, Claire Kaplan, Robert Ryan, and Katherine Yoon.

"The Public Charge: Normative Referencing in the Public Sector."

"The Theory of Testaments," presented at the *AMR* conference on the Implications of Uncertainty for Management and Organization Theories Conference, University of Pittsburgh, May 17-19, 2018.

### **Articles in Reviewed Publications:**

"Fences Outside Fences: The Uses of Heroic Marginality in Ethical Behavior," with Martin Lewison, *Research in Ethical Issues in Organizations*, forthcoming.

"Agency, Theory of;" "Fiduciary Norm;" "Interstate Commerce Commission;" "Iron Triangles;" "Market Bubbles;" "Market Failure;" "Public Interest;" "Regulation and Regulatory Agencies;" in Robert Kolb, ed., *Encyclopedia of Business Ethics and Society* (Thousand Oaks, CA: Sage Publications), Second Edition. 2018 (published April 2018). Articles are reviewed and were revised for second edition. First Edition [see below] published 2008.

Editor, Special Topic Forum (Symposium), "Social Issues in Management: Focusing on Fields," *Business & Society*. "Online-first," 2017, i.e., published online ahead of placement in a journal issue. Contains dedication/introduction and paper on concept of academic fields

by me, three papers on candidate fields in SIM, three comments, and two additional papers, one by me.

Dedication and Introduction, Special Topic Forum "Social Issues in Management: Focusing on Fields," *Business & Society*. "Online-first," 2017, i.e., published online ahead of placement in a journal issue.

"The Distinction of Fields," *Business & Society*. "Online-first," 2017, i.e., published online ahead of placement in a journal issue.

"SIM as a Generator of Systematics and Theory Logics, and a Science of Design and Repair," *Business & Society*. "Online-first," 2017, i.e., published online ahead of placement in a journal issue.

"On Making Meanings: Curators, Social Assembly, and Mashups," with Robert C. Ryan, *Strategic Organization*, 13, No. 2 (May 2015), 141-152.

"Capturing 'Capture': Definition and Mechanisms," in David Levi-Faur, ed., *Handbook on the Politics of Regulation*, 34-49. Cheltenham, UK and Northampton, MA: Edward Elgar, 2011.

"Reputation Shifting," with John F. Mahon, *Journal of Public Affairs*, 10, No. 4 (November 2010), 280-299.

"Assurance and Reassurance: The Role of the Board," in Robert W. Kolb and Donald Schwartz, eds., *Corporate Boards: Managers of Risk, Sources of Risk*, 294-315. Wiley-Blackwell, 2009. (Papers competitively reviewed; conference of same name as book.)

"Agency, Theory of," "Fiduciary Norm," "Interstate Commerce Commission," "Iron Triangles," "Market Bubbles," "Market Failure," "Public Interest," and, with Kathleen Getz: "Regulation and Regulatory Agencies," in Robert Kolb, ed., *Encyclopedia of Business Ethics and Society* (Thousand Oaks, CA: Sage Publications, 2008). (34,370 words; each article double-reviewed)

"The Concept of Reputational Bliss," with John F. Mahon, *Journal of Business Ethics*, 72, No. 4 (June 2007), 323-333; published online November 2006.

"Commitment, Revelation, and the Testaments of Belief: The Metrics of Measurement of Corporate Social Performance," *Business & Society*, 39, No. 4 (December 2000), 419-465. This paper was presented at the "'Conversazione' on Business, Issues, and Society in the 21<sup>st</sup> Century," University of Northern Iowa, Cedar Falls, Iowa, June 3-4, 2000.

"Making Incentive Systems Work: Incentive Regulation in the Nuclear Power Industry," with Kiran Verma and Alfred A. Marcus, *Journal of Public Administration Research and Theory*, 9, No. 3 (July 1999), 395-436.

"The Legend of the Land of SBAI," *Business & Society*, 37, No. 1 (March 1998), 81-83. [Part of "Essay Forum: Voices from the Scholarly Generations of Business and Society"]

- "Systematics and CSR: The Concept of Normative Referencing," *Business & Society*, 34, No. 1 (April 1995), 5-33.
- "Public vs. Private Settings: An Inclusive Typology Via Systematics," in James L. Perry, ed., *Research in Public Administration*, volume 3 (Greenwich, CT: JAI Press, 1994), 105-136. Also, *Proceedings of the National Public Management Research Conference* (The Maxwell School, Syracuse University, September 20-21, 1991) and BGSRI Research Papers Series RP 91-11RE (January 1992).
- "Chasing Elephants Among Chickens on a Tilted Field: Pluralism and Political Contestability in the Work of Edwin Epstein," in James E. Post, ed., *Research in Corporate Social Performance and Policy*, volume 12 (Greenwich, CT: JAI Press, 1991), 181-206. [Note: This research annual began blind reviewing of manuscripts with this volume.] Revision published (see above) in Mitnick, *Corporate Political Agency*.
- Book Review: James Q. Wilson, ed., *The Politics of Regulation* (New York: Basic Books, 1980). In: *Academy of Management Review*, 9, No. 2 (April 1984), 361-364.
- "Regulation and the Theory of Agency," *Review of Policy Research* [formerly, *Policy Studies Review*], 1, No. 3 (February 1982), 442-453.
- "The Strategic Uses of Regulation -- And Deregulation," *Business Horizons*, 24, No. 2 (March/April 1981), 71-83. Also, Graduate School of Business Working Paper Series, WP-391 (University of Pittsburgh, April 1980). Shorter version appeared in *Managing*, No. 2 (1980). Revision published (see above) in Mitnick, *Corporate Political Agency*.
- "Incentive Systems in Environmental Regulation," *Policy Studies Journal*, 9, No. 3 (Winter-December 1980), 379-394; Graduate School of Business Working Paper Series, WP-387 (University of Pittsburgh, February 1980); slightly edited version published in Dean E. Mann, ed., *Environmental Policy Implementation: Planning and Management Options and Their Consequences* (Lexington, MA: Lexington Books, 1982).
- "Myths of Creation and Fables of Administration: Explanation and the Strategic Use of Regulation," *Public Administration Review*, 40, No. 3 (May/June 1980), 275-286.
- "Deregulation as a Process of Organizational Reduction," *Public Administration Review*, 38, No. 4 (July/August 1978), 350-357. Extended version appeared in *Bulletin of Business Research*, 52, No. 10 (October 1977). Material included in chapter 9 of Mitnick, *Political Economy of Regulation*.
- "A Typology of Conceptions of the Public Interest," *Administration and Society*, 8, No. 1 (May 1976), 5-28. Material included in chapter 4 of Mitnick, *Political Economy of Regulation*.
- "The Theory of Agency: The Policing 'Paradox' and Regulatory Behavior," *Public Choice*, 24 (Winter 1975), 27-42. **[Probably the first non-proceedings article ever published on the theory of agency per se.]**
- "The Siting Impasse and a Rational Choice Model of Regulatory Behavior: An Agency for Power Plant Siting," senior author with Charles Weiss, Jr., *Journal of Environmental Economics and Management*, 1 (1974), 150-171. An earlier version of part of this

research appeared in edited form as "An Agency for Power Plant Siting," *Ripon Forum*, 8, No. 1 (January 1972), 15-20. Contains what may be the first application of agency theory published in a journal article anywhere in social science (extension of Noll's regulator incentives model using agency theory arguments).

"The Limits to Prediction," *Orbis*, 16, No. 4 (Winter 1973), 1073-1079. [Review article that introduced the concept of *prescriptive explanation*].

### **Articles in Annuals or Collections:**

"Agency Theory," *Wiley Encyclopedia of Management (3<sup>rd</sup> Ed.)*, 2, 1-6. (Oxford, UK and Hoboken, NJ: Wiley, 2015). Previous editions: In *The Blackwell Encyclopedic Dictionary of Business Ethics*, P. Werhane and R.E. Freeman, eds. (Oxford, UK: Blackwell Publishers, 1997), 12-15. Revised for second edition, 2005, but version from first edition included due to publisher's error. [Review article on theory of agency]

"Positive Agency," in Robert A. Giacalone, Carole L. Jurkiewicz, and Craig Dunn, eds., *Positive Psychology in Business Ethics and Corporate Responsibility* (Greenwich, CT: Information Age Publishing, 2005), 165-189.

"Credible Testaments, Property, and the Role of Government," in Warren J. Samuels and Nicholas Mercuro, eds., *The Fundamental Interrelationships between Government and Property*, vol. 4 of *The Economics of Legal Relationships* (Stamford, CT: JAI Press, 1999), 165-176.

"The Theory of Agency and Organizational Analysis," in N. Bowie and R.E. Freeman, eds., *Ethics and Agency Theory* (New York: Oxford University Press, 1992), 75-96. Also, KGSB Working Paper Series, WP-639 RE2 (University of Pittsburgh, May 1987).

"An Incentive Systems Model of the Regulatory Environment," in Melvin J. Dubnick and Alan R. Gitelson, eds., *Public Policy and Economic Institutions*, volume 10 in *Public Policy Studies: A Multi-Volume Treatise*, ed. by Stuart S. Nagel (Greenwich, CT: JAI Press, 1991), 147-204.

"Reappraising the Promise of the General Systems Approach for Public Policy and Management Science," with Robert W. Backoff, in William N. Dunn, ed., *Policy Analysis: Perspectives, Concepts, and Methods*, volume 6 in *Public Policy Studies: A Multi-Volume Treatise*, ed. by Stuart S. Nagel (Greenwich, CT: JAI Press, 1986), 23-40.

"The Incentive Relation in Implementation," with Robert W. Backoff, in George C. Edwards, III, ed., *Public Policy Implementation*, vol. 3 in *Public Policy Studies: A Multi-Volume Treatise*, ed. by Stuart S. Nagel (Greenwich, CT: JAI Press, 1984), 59-122.

"The Two-Part Problem of Regulatory Compliance: The Case of Compliance Reform and Strip Mining," in Lee E. Preston, ed., *Research in Corporate Social Performance and Policy: A Research Annual*, volume 4 (Greenwich, CT: JAI Press, 1982), 215-242.

"The Systems Approach, Incentives, and University Management," with Robert W. Backoff, in James A. Wilson, ed., *New Directions for Higher Education: Management Science*

*Applications to Academic Administration*, no. 35 (San Francisco, CA: Jossey-Bass, September 1981), 73-92.

### **Other Articles:**

"Making Holidays, Celebrating Life," *Pittsburgh Post-Gazette* (July 29, 2018), on "The Next Page" in the Sunday *Forum* section, essay on labeling and disabilities.

"What If Corporations Really Were Persons...The View Back from 2021," *Washington Monthly, Ten Miles Square Blog* (September 2, 2014) [[http://www.washingtonmonthly.com/ten-miles-square/2014/09/what\\_if\\_corporations\\_really\\_we051928.php](http://www.washingtonmonthly.com/ten-miles-square/2014/09/what_if_corporations_really_we051928.php)].

"Capturing 'Capture': Developing a Normative Theory of Fiducial Regulation," *Jerusalem Papers in Regulation & Governance*, Working Paper No. 68 (Jerusalem Forum on Regulation & Governance, Hebrew University, Jerusalem, Israel, accepted January 2011; published May 2015). [monograph-length working paper]

"The Case Against the Case Method," *Harvard Business Review* online debate, "The HBR Debate: How to Fix Business Schools," invited contribution (in four parts) and featured author (May 2009). Published in the HBR book, *The HBR Debate: How to Fix Business Schools* (Pub. 10.27.2009; Prod. # 12573-PDF-ENG), pp. 62-67.

Comment on Rakesh Khurana and Scott Snook, "A Manifesto for B-Schools," *Harvard Business Review* online debate, "The HBR Debate: How to Fix Business Schools" (May 2009).

"Commentary: Business Schools Need Ethics 101," *Pittsburgh Post-Gazette* (March 17, 2009).

Column on "Recommended Reading: Business Ethics Resources" [online title], *Wall Street Journal* (October 17, 2005), in "The Journal Report: Corporate Governance," p. R2; full version in *Wall Street Journal Online*.

"Regulatory Reform Past and Present," *Western Pennsylvania International Business* (Fall 2001), 2-3.

"Astronomical History in Pittsburgh," *Sky & Telescope*, 94, No. 1 (July 1997), 12, 14; letter.

"Commemorate the Shiny Dome," *Astronomy*, 25, No. 7 (July 1997), 16-17; letter.

"Government-Sponsored Enterprises and Loan Guarantees," under "Banks and Banking," *Encyclopedia Americana*, vol. 3 (Danbury, CT: Grolier, 1992), 188-189.

"Fleet Managers and Their Environment," with Donna Wood, *Automotive Fleet*, 23, No. 3 (January 1984), 64-75.

"The Concept of Regulation," *Bulletin of Business Research*, 53, No. 5 (May 1978), 1-8.

"Understanding Regulation," *Columbus Dispatch* (August 3, 1977), p. B-3.

"An Agency for Power Plant Siting," *Ripon Forum*, 8, No. 1 (January 1972), 15-20. [Shared the second place award of the 1970-71 Ripon Society Public Policy Prize; paper appeared in edited form.]

Syllabus and lecture discussion outline for Public Affairs and Social Policy (Spring 1992; 23 pp), published in Jack Nusan Porter, *The Sociology of Business: A Curriculum Guide* (Washington, DC: ASA Teaching Resources Center, 1992).

Column on astronomy (monthly, rotating authorship with two others): *Valley Magazine* (*Valley News Dispatch*, daily newspaper, Tarentum, PA; column appeared in selected other papers in area chain, through early 1993); column then solely in Sunday section, *Valley News Dispatch* (beginning April 1993 through 1997).

### **Articles on Down Syndrome:**

"Making Holidays, Celebrating Life," *Pittsburgh Post-Gazette* (July 29, 2018), essay published as the "Next Page" full page essay, Forum Section, p. D-7.

Review: Review of Janet Elizabeth Rickert, *Russ and the Almost Perfect Day*. Bethesda, MD: Woodbine House, 2000. In *Down Syndrome Quarterly*, 6, No. 4 (December 2001), 13.  
**Note: Unlike *DS: Papers and Abstracts*, *DSQ* is a refereed journal. Like other academic journals, book reviews are not generally reviewed.**

Review Article: "Explaining Down Syndrome to School-Age Children." (Review of Salvatore Tocci, *Down Syndrome*. New York, NY: Franklin Watts, div. of Grolier Publishing, 2000.) In *Down Syndrome Quarterly*, 6, No. 2 (June 2001).

Review Article: "Three More Books for Young Children," *Down Syndrome Quarterly*, 5, No. 3 (September 2000), 8-9.

Review Article: "Images of Down Syndrome: Books for Young Children," *Down Syndrome Quarterly*, 5, No. 2 (June 2000), 7-13.

Review Article: "Adolescence and Down Syndrome." (Review of Siegfried M. Pueschel and Maria Sustrova, eds. *Adolescents with Down Syndrome: Toward a More Fulfilling Life*. Baltimore: Paul H. Brookes Publishing Co., 1997.) In *Down Syndrome Quarterly*, 4, No. 3 (September 1999), 16-19.

Review Article: "Complexity in Systems of Care for Down Syndrome." (Review of Terry J. Hassold and David Patterson, eds., *Down Syndrome: A Promising Future, Together*. New York: Wiley-Liss, 1998.) In *Down Syndrome Quarterly*, 3, No. 4 (December 1998), 11-14.

Review Article: "Deconstructing 'Disability Science' in School." (Review of Christopher Kliever, *Schooling Children with Down Syndrome: Toward an Understanding of Possibility*. New York: Teachers College Press, 1998.) In *Down Syndrome Quarterly*, 3, No. 3 (September 1998), 12-14.

- Review Article: "'It's Different Now': A Journey of Difference in Down Syndrome." (Review of Valentine Dmitriev, *Tears & Triumphs: A Look into the World of Children with Down Syndrome or Other Developmental Delays*. Seattle, WA: Peanut Butter Publishing, 1997.) In *Down Syndrome Quarterly*, 3, No. 2 (June 1998), 5-6.
- Review Article: "'High Expectations of Myself.'" (Review of Jason Kingsley and Mitchell Levitz, *Count Us In: Growing Up with Down Syndrome*. New York: Harcourt Brace and Company, 1994.) In: *Down Syndrome Quarterly*, 2, No. 3 (September 1997), 3-5.
- Review Article: "Language as We Know It: The Social Construction of Disability." (Review of Michael Bèrubè, *Life as We Know It: A Father, a Family, and an Exceptional Child*. New York: Pantheon Books, a division of Random House, 1996.) In *Down Syndrome Quarterly*, 1, No. 4 (December 1996), 10-13.
- Review Article: Patricia Logan Oelwein, *Teaching Reading to Children with Down Syndrome: A Guide for Parents and Teachers*. Bethesda, MD: Woodbine House, 1995. In *Down Syndrome Quarterly*, 1, No. 3 (September 1996), 7-8.
- Review Article: "The Dialectics of Disability." (Review of Marilyn Trainer, *Differences in Common: Straight Talk about Mental Retardation*. Bethesda, MD: Woodbine House, 1991.) In *Down Syndrome Quarterly*, 1, No. 1 (March 1996), 11-14.
- Review Article: "Down Syndrome and the Suspension of Disbelief." (Review of Valentine Dmitriev and Patricia L. Oelwein, eds., *Advances in Down Syndrome*. Seattle, WA: Special Child Publications, 1988.) In *Down Syndrome: Papers and Abstracts for Professionals*, 12, No. 2 (April 1989), 9-14.
- Review Article: "Asking Questions About Down Syndrome." (Review of Carol Tingey, ed., *Down Syndrome: A Resource Handbook*. Boston: College-Hill Press, div. of Little, Brown and Co., 1988.) In *Down Syndrome: Papers and Abstracts for Professionals*, 12, No. 1 (January 1989), 5-7.
- Review Article: "Growing Up in the Social Cocoon: The Case for Maturation Intervention." (Review of Sue Buckley and Ben Sacks, *The Adolescent with Down's Syndrome: Life for the Teenager and for the Family*. Portsmouth Down's Syndrome Trust, Portsmouth Polytechnic, Portsmouth, Great Britain, 1987.) In *Down Syndrome: Papers and Abstracts for Professionals*, 11, No. 4 (October 1988), 1-3.
- Review Article: "Agents Who Care: Designing Systems of Social Agency." (Review of Siegfried M. Pueschel, ed., *The Young Person with Down Syndrome: Transition from Adolescence to Adulthood*. Baltimore, MD: Paul H. Brookes Publishing, 1988.) In *Down's Syndrome: Papers and Abstracts for Professionals*, 11, No. 3 (July 1988), 5-8.
- Review Article: "The State of the Art: What We Don't Know About Down Syndrome." (Review of Siegfried M. Pueschel, et al., eds., *New Perspectives in Down Syndrome*. Baltimore, MD: Paul H. Brookes Publishing, 1987.) In *Down's Syndrome: Papers and Abstracts for Professionals*, 11, No. 2 (April 1988), 4-8.
- Review Article: "Cumulation in the Study of Down's Syndrome." (Review of D. Lane and B. Stratford, eds., *Current Approaches to Down's Syndrome*. New York: Praeger, 1985,

distrib. by Greenwood Press.) In *Down's Syndrome: Papers and Abstracts for Professionals*, 10, No. 3 (July 1987), 5-7.

Review Article: K. Stray-Gundersen, ed., *Babies with Down Syndrome: A New Parents Guide*. Kensington, MD: Woodbine House, 1986. In *Down's Syndrome: Papers and Abstracts for Professionals*, 10, No. 2 (April 1987), 8-10.

Book Review: D.J. Meyer, P.F. Vadasy, and R.R. Fewell, *Living with a Brother or Sister with Special Needs: A Book for Sibs*. Seattle: University of Washington Press, 1985. In *Down's Syndrome: Papers and Abstracts for Professionals*, 10, No. 1 (January 1987), 5-6.

Review Article: A.R. Bisno, ed., *The Six Stages of Down's Syndrome*. Proceedings from a conference sponsored by the Down's Syndrome Parents' Group, Inc. of Los Angeles. Los Angeles, CA: Down's Syndrome Parents' Group, Inc., c.1985. In *Down's Syndrome: Papers and Abstracts for Professionals*, 9, No. 4 (October 1986), 6-7.

Letter to the editor (book review concerning Smith and Wilson, *The Child with Down's Syndrome (Mongolism)*). In *Down's Syndrome: Papers and Abstracts for Professionals*, 9, No. 2 (April 1986), 7-8.

"Testimony on Early Intervention Programs," (Pennsylvania House Committee on Education), *The Down's Syndrome News*, 1, No. 6 (1984).

"A Conversational Approach to Language Learning," *Down's Syndrome: Papers and Abstracts for Professionals*, 7, No. 2 (April 1984); originally in *The Down's Syndrome News*, 1, No. 5 (November 1983), published by the Down's Syndrome Group of Western Pennsylvania.

### **Reports:**

Apple Project Report. Report to Apple Computer on multimedia development and other activities using five PowerBook computers loaned to KGSB for approximately one year. Loan resulted in the gift to KGSB of one computer and a quantity of software (June 1994).

"The Control of Fleet Users." Report to the National Association of Fleet Administrators Foundation (September 1986).

"When Agents Use Agents: Factors in Agent Use by Boundary-Spanning Personnel," with Donna Wood. Report to the National Association of Fleet Administrators Foundation (June 1984).

"NAFA Survey Project," with Donna Wood. Report to the National Association of Fleet Administrators Foundation (April 1983).

"A Study of Regulation through Performance Incentives," with D. Czamanski and others. Report to the U.S. Department of Energy under contract to the National Regulatory Research Institute, Columbus, Ohio (January 1980).

"Concepts in State Regulation," in R. Lawton, ed., *Trends in Regulatory Commission Development and Functioning*. Report to the U.S. Department of Energy under contract no. EC-77-01-8683 to the National Regulatory Research Institute, Columbus, Ohio (October 1979).

**Papers in Proceedings:**

(APSA and MPSA were (Xerox) University Microfilms; then UMI; Bell and Howell. APSA *Proceedings*, now called *APSA Program and Papers*, are now online. Paper proposals to IABS are multiply refereed, and the *Proceedings of IABS* is published as a bound volume by IABS; for several years it has had its own ISBN number.)

"*Wicked Wicked Problems, Walks, and the Flint Water Crisis*," with Caitlin Corrigan, Claire Kaplan, Robert Ryan, and Katherine Yoon. Paper presented at the 2016 Annual Meeting of the American Political Science Association, Philadelphia, PA, Sept. 1-4; panel on "Examining Theories about Policymaking," Division 25: Public Policy. Available, *Online Program, 2016 Annual Meeting of the APSA Program and Papers*. [proceedings]

"Reputation Shifting," with John F. Mahon, paper presented at the 2005 Annual Meeting of the International Association for Business and Society, Sonoma Valley, CA (March 31 – April 3). In *Proceedings of IABS, 2005*.

"Reputational Bliss," with John F. Mahon, paper presented at the 2004 Annual Meeting of the International Association for Business and Society, Jackson Hole, Wyoming (March 3-7). In *Proceedings of IABS, 2004*.

"The Uses of Political Markets," paper presented at the 2003 Annual Meeting of the American Political Science Association, Philadelphia, PA, August 28-31. In *Proceedings of the American Political Science Association, 2003*. An earlier version of this paper was presented at the 2001 Annual Meeting of the Academy of Management.

"Aggregating Reputation: The Role and Use of Reputation-Sets," with John F. Mahon, paper presented at the 2003 Annual Meeting of the International Association for Business and Society, Rotterdam, Netherlands (June). In *Proceedings of IABS, 2003*.

"The Credible State," paper presented at the 2000 Annual Meeting of the American Political Science Association, Washington, DC, August 31-September 3. In *Proceedings of the American Political Science Association, 2000*.

"The Theory of Testaments," paper presented at a poster session of the 1998 Annual Meeting of the American Political Science Association, Boston, MA, September 3-6. In *Proceedings of the American Political Science Association, 1998*. A paper with the same name based on earlier research in this area was presented at a showcase session at the 1996 Annual Meeting of the International Society for Business and Society, Santa Fe, NM. In *Proceedings of IABS, 1996*.

"Fences outside Fences: The Uses of Heroic Marginality," with Martin Lewison, paper presented at the 1996 Annual Meeting of the Academy of Management, Cincinnati, OH. In *Expanded Proceedings of the Academy of Management, 1996*. [upper 9% of submissions;

distributed on disk]

- "The Hazards of Agency," paper presented at the 1994 Annual Meeting of the American Political Science Association, New York Hilton Hotel, New York, NY, September 1-4. In *Proceedings of the American Political Science Association, 1994*.
- "Systematics and CSR: The Concept of Normative Referencing," paper presented at a showcase session at the 1994 Annual Meeting of the International Association for Business and Society, Hilton Head, SC, March 17-20. In *Proceedings of IABS, 1994*. Also, revised version as BGSRI Research Papers Series RP 94-01 (March 1994). Revised version published in *Business & Society* (April 1995).
- "Choosing Principals," paper presented at the 1993 Annual Meeting of the American Political Science Association, Washington Hilton Hotel, Washington, D.C. In *Proceedings of the American Political Science Association, 1993*.
- "Organizing Research in Corporate Social Performance: The CSP System as Core Paradigm," paper presented as a showcase session at the Annual Meeting of the International Association for Business and Society (IABS), San Diego, CA, March 19-21, 1993. In *Proceedings of IABS, 1993*. Also revised version as BGSRI Research Papers Series RP 93-02 (March 1993).
- "Public vs. Private," paper presented at the National Public Management Research Conference, The Maxwell School, Syracuse University, September 20-21, 1991. In *Proceedings of the National Public Management Research Conference*. Also, BGSRI Research Papers Series RP 91-11 RE (January 1992). Published (see above) in *Research in Public Administration* (1994).
- "The Theory of Agency and Organizational Analysis," paper presented at the 1986 Annual Meeting of the American Political Science Association, Washington Hilton Hotel, Washington, DC. In *Proceedings of the American Political Science Association, 1986*. Also presented at the Agency Theory Conference, Center for the Study of Values, University of Delaware, Virden Conference Center, Lewes, DE, June 9-11, 1987. Also, Graduate School of Business Working Paper Series, WP-639 RE2 (University of Pittsburgh, May 1987). Revision published (see above) in Bowie and Freeman, eds., *Ethics and Agency Theory*.
- "An Incentive Systems Model of the Regulatory Environment," paper prepared for presentation at the 1985 Annual Meeting of the American Political Science Association, New Orleans Hilton Hotel, New Orleans, LA. In *Proceedings of the American Political Science Association, 1985*. Revision published (see above) in Dubnick and Gitelson, eds., *Public Policy and Economic Institutions*.
- "The Bureaucrat as Agent," paper presented at the 1984 Annual Meeting of the American Political Science Association, Washington Hilton Hotel, Washington, DC, August 30-September 2. In *Proceedings of the American Political Science Association, 1984*. Also, Graduate School of Business Working Paper Series, WP-597 (University of Pittsburgh, August 1984).
- "The Incentive Relation in Implementation," with Robert W. Backoff, presented at the 1983

Annual Meeting of the American Political Science Association, Chicago, IL. In *Proceedings of the American Political Science Association, 1983*. Also, Graduate School of Business Working Paper Series, WP-559 (University of Pittsburgh, August 1983). Revision published (see above) in Edwards, ed., *Public Policy Implementation*

"Overcoming Barriers to Efficient Implementation of Innovation in Provision of Urban Fire Services," with Robert W. Backoff, presented at the 1982 Annual Meeting of the Midwest Political Science Association, Milwaukee, WI. In *Proceedings of the Midwest Political Science Association, 1982*. Also, Graduate School of Business Working Paper Series, WP-331 (University of Pittsburgh, January 1979).

"Agency, Incentive Relations, and State Regulation of Strip Mining," paper presented at the 41st Annual Meeting of the Academy of Management, San Diego, CA, August 2-5. In *Proceedings of the Academy of Management, 1981*. Also, Graduate School of Business Working Paper Series, WP-415 (University of Pittsburgh, January 1981).

"Strategic Risk Reduction and the Creation of Agents in Regulation," paper presented at the 1981 Annual Meeting of the Midwest Political Science Association, Cincinnati, Ohio. In *Proceedings of the Midwest Political Science Association, 1981*. Also, Graduate School of Business Working Paper Series, WP-434 (University of Pittsburgh, April 1981). Later version presented at the Fourth Annual Sunbelt Social Networks Conference, Phoenix, AZ, February 17-19, 1984. Revised version accepted for publication in *Academy of Management Review*; acceptance withdrawn by a subsequent editor due solely to the passage of time. Revision published (see above) in Mitnick, *Corporate Political Agency*.

"The Dual Control Problem in Regulation: The Case of Compliance Reform and Strip Mining," presented at the 1981 Annual Meeting of the American Political Science Association, New York, NY, September 3-6. In *Proceedings of the American Political Science Association, 1981*. Also presented at the 1981 Annual Conference of the Association for Public Policy Analysis and Management, Washington, DC, October 22-24, 1981. An earlier version was presented at the U.S. Regulatory Council Colloquium on Innovative Techniques in Regulation, Washington, DC, May 21, 1981. Revision published (see above) in Lee E. Preston, ed., *Research in Corporate Social Performance and Policy*.

"Reappraising the Promise of the General Systems Approach for Public Policy and Management Science," with Robert W. Backoff, paper presented at the 1980 Annual Meeting of the American Political Science Association, Washington, DC, August 28-31. In *Proceedings of the American Political Science Association, 1980*. Also, Graduate School of Business Working Paper Series, WP-410 (University of Pittsburgh, September 1980). Revision published (see above) in Dunn, ed., *Policy Analysis: Perspectives, Concepts, and Methods*.

"An Incentive System Model of Organizations and Regulatory Design," paper presented at the 1979 Annual Meeting of the American Political Science Association, Washington, DC. In *Proceedings of the American Political Science Association, 1979*. Also, Graduate School of Business Working Paper Series, WP-359 (University of Pittsburgh, August 1979).

"A Comparison of Regulation by Incentive and by Directive," paper presented at the 1978 Annual Meeting of the American Political Science Association, New York, NY. In *Proceedings of the American Political Science Association, 1978*. Also College of

Administrative Science Working Paper Series, WPA 78-71 (Ohio State University, August 1978). Material later included in Mitnick, *Political Economy of Regulation*.

"The Incentive Systems Approach to the Study of Public Organizations," with Robert W. Backoff and Hal G. Rainey, paper presented at the 1977 Annual Meeting of the American Political Science Association, Washington, DC. In *Proceedings of the American Political Science Association, 1977*. Also, College of Administrative Science Working Paper Series, WPS 77-60 (Ohio State University, October 1977). Revised December 1981. Graduate School of Business Working Paper Series, WP-479 (University of Pittsburgh, December 1981). Some materials included in "The Incentive Relation in Implementation" in *Public Policy Implementation* (1984).

"Fiduciary Rationality and Public Policy: The Theory of Agency and Some Consequences," paper presented at the 1973 Annual Meeting of the American Political Science Association, New Orleans, LA. In *Proceedings of the American Political Science Association, 1973*. **[Note: This was the first paper to appear in the entire social science literature on the institutional theory of agency, which I originated. This paper also independently originated the general theory of agency, which did not originate solely in the economics /finance literature with Stephen Ross's 1973 paper.]**

### CONFERENCE AND WORKING PAPERS

"Starting Out in Academia: Topics, Publishing, Publicizing, and Jobs." Session on Survival in the Doctoral Program, SIM Doctoral Consortium, SIM Division, 2018 Academy of Management Meeting, Chicago, IL (August).

"The Theory of Testaments," presented at the *AMR* conference on the Implications of Uncertainty for Management and Organization Theories Conference, University of Pittsburgh, May 17-19, 2018.

"Reputation Sets: Another Layer of Complexity," with John F. Mahon, invited presentation at the Corporate Affairs, Reputation and Accountability Conference sponsored by New York University and Oxford University, New York, December 2016.

"Practical Plagiarism: Seeping, Strolling, Shopping, Stealing, and Supinity in the Academy," Sumner Marcus Award Address, Plenary Session, SIM Division, 2015 Annual Meeting of the Academy of Management, Vancouver, Canada (August).

"Market Manipulations," paper presented at the 2014 Annual Meeting of the Academy of Management, Philadelphia, PA (August).

"The Social Construction of Proof," with Robert C. Ryan, paper presented at the Annual Meeting of the Society for Business Ethics, Boston, MA, August 2012.

"Rolling Back the Boulder: Controlling Things that Can't Be Controlled," SIM Division Chair Address, 2011 Annual Meeting of the Academy of Management, San Antonio, TX (August 15). [planned for publication in *Business & Society* in SIM Chair Address series]

- “A-Journal Lists,” presentation at “SIM Salon” panel on A-journal lists, 2010 Annual Meeting of the Academy of Management, Montreal, Canada (August).
- “Agent Capitalism,” presentation, symposium, “Why Do Firms Exist and Whom Do They Serve?” 2010 Annual Meeting of the Academy of Management, Montreal, Canada (August). Also, proposed, chaired, and co-organized panel.
- “The Distinction of Fields,” paper presented at the 2008 Annual Meeting of the Academy of Management, Anaheim, CA (August). [to be published in *Business & Society*]
- “Assurance and Reassurance: The Role of the Board,” paper presented at the conference on *Corporate Boards: Managers of Risk, Sources of Risk*, Loyola University, Chicago, April 16-17, 2008. (Papers accepted after two-stage competitive review.)
- “Virtual Optima: Reputational Optimality and the Ethics of Systems,” with John F. Mahon, paper presented at the 2004 Annual Meeting of the Academy of Management, New Orleans, LA (August).
- Presentation on “Performance Measurement and the Public Sector,” Theoretical Perspectives on the Practice and Impact of Performance Measurement: Public Administration Roundtable, 2003 Annual Meeting of the Midwest Political Science Association, Chicago, IL, April 5.
- "The Uses of Political Markets," paper presented at the All-Academy Program Session on "Why Governments Matter: Strategies and Tactics in Political Markets," 2001 Annual Meeting of the Academy of Management, Washington, DC, August 5-8.
- "Moral Tethers," paper presented in the Social Issues in Management Division, 2000 Annual Meeting of the Academy of Management, Toronto, Canada, August 6-9.
- "Commitment, Revelation, and the Testaments of Belief: The Metrics of Measurement of Corporate Social Performance," paper presented at the “*Conversazione*’ on *Business, Issues, and Society in the 21<sup>st</sup> Century*,” University of Northern Iowa, Cedar Falls, Iowa, June 3-4, 2000. [Revised version published in *Business & Society*, December 2000.]
- "Regimes of Credibility," paper prepared for presentation at the 2000 Annual Meeting of the International Association for Business and Society, Essex Junction, VT, March 17-19. Due to a family emergency, this paper was not presented by me; the chair of the panel gave a summary of its contents.
- "Credibility and the Theory of Testaments," paper presented in an interactive paper (poster) session of the Social Issues in Management Division, 1999 Annual Meeting of the Academy of Management, Chicago, IL, August 8-11.
- "Making Incentive Systems Work: Incentive Regulation in the Nuclear Power Industry," with Kiran Verma and Alfred A. Marcus, paper presented in the Social Issues in Management Division, 1997 Annual Meeting of the Academy of Management, Boston, MA, August. [Later version published in the *Journal of Public Administration Research and Theory* in 1999].

- "Delegation of Specification: An Agency Theory of Organizations," paper presented in the Organization and Management Theory Division, 1994 Annual Meeting of the Academy of Management, Dallas, TX. Also, BGSRI Research Papers Series RP 94-02.
- "Schilling's Policy Perspectives of Scientists and the 1969 ABM Hearings," *Knowledge*, accepted for publication. Also, College of Administrative Science Working Paper Series, WPS 75-20 (Ohio State University, July 1975). Although this paper was accepted for publication in one of the major places for publishing material in this area, I delayed returning it in order to make changes that I perceived would strengthen the paper. These changes were not, by the way, suggested by the reviewers. The acceptance has never been withdrawn by the journal, but I am listing the paper in this section due to the passage of time.
- "Public vs. Private," paper presented at the 52nd Annual Meeting of the Academy of Management, Bally's Casino Resort - Las Vegas, NV, August 9-12, 1992. Revisions published in *Proceedings of the National Public Management Research Conference* and *Research in Public Administration*.
- "Chasing Elephants Among Chickens on a Tilted Field: Pluralism and Political Contestability in the Work of Edwin Epstein," paper presented at the 49th Annual Meeting of the Academy of Management, The Washington Hilton and Towers, Washington, DC, August 13-16, 1989. Revisions published (see above) in Post, ed., *Research in Corporate Social Performance and Policy* and in Mitnick, *Choosing Agency*.
- "A Typology of Boundary Agent Roles," Katz Graduate School of Business Working Paper Series, WP-653 (University of Pittsburgh, July 1987).
- "Loose Connections," keynote address, Research Workshop of the Social Issues in Management Division, Academy of Management, presented at the 46th Annual Meeting of the Academy of Management, Chicago, IL, August 13-16, 1986.
- "Parent Reactions to the Encounter with Medical Professionals," presented at the Special Needs Conference: Care Issues for the Developmentally Disabled Child and Family, Children's Hospital of Pittsburgh, May 2, 1986.
- "Agency Problems and Organization Theory and Design," paper presented at the 45th Annual Meeting of the Academy of Management, Town and Country Hotel, San Diego, CA, August 11-14, 1985.
- "When Agents Use Agents: Factors in Agent Use by Boundary-Spanning Personnel," with Donna Wood, paper presented at the 45th Annual Meeting of the Academy of Management, Town and Country Hotel, San Diego, CA, August 11-14, 1985.
- "Agents of Legitimacy: Pantheonic Directorates and the Management of Organization Environments," paper presented at the Fifth Annual Sunbelt Social Networks Conference, Palm Beach Hilton Hotel, Palm Beach, FL, February 14-17, 1985. Also, Graduate School of Business Working Paper Series, WP-606 (University of Pittsburgh, February 1985). Revised version presented at the 46th Annual Meeting of the Academy of Management, Chicago, IL, August 13-16, 1986.

- "Agency Problems and Political Institutions," paper presented at the 1984 Annual Meeting of the Midwest Political Science Association, Chicago, IL, April 12-14. Revised version presented at the 1984 Annual Conference of the Association for Public Policy Analysis and Management, New Orleans, LA, October 18-20, 1984. Also, Graduate School of Business Working Paper Series, WP-599 (University of Pittsburgh, October 1984).
- "Fleet Managers and Their Environment," with Donna Wood, presented at the 1984 Annual Conference of the National Association of Fleet Administrators, Los Angeles, CA (March 20, 1984), and at a meeting of the Ontario (Canada) chapter of NAFA (October 18, 1983).
- "Agents in Analysis: The Advisory Role in Public Affairs Management," paper presented at the 43rd Annual Meeting of the Academy of Management, Dallas, TX, August 14-17, 1983; Graduate School of Business Working Paper Series, WP-536 (University of Pittsburgh, January 1983). Revision published (see above) in Mitnick, *Corporate Political Agency*.
- "Incentive System Analysis and Organization Design," with Robert W. Backoff, paper presented in the Second Annual International Prize Competition for the Most Original New Contribution to the Field of Organizational Analysis and Design, TIMS College on Organization, TIMS/ORSA Joint National Meeting, Palmer House, Chicago, IL, April 24-27, 1983; Graduate School of Business Working Paper Series, WP-546 (University of Pittsburgh, March 1983).
- "The Fiduciary Relation in Policy Analysis," presented at the Fourth Annual Research Conference of the Association for Public Policy Analysis and Management, Hyatt Regency Hotel, Minneapolis, MN (October 28-30, 1982); Graduate School of Business Working Paper Series, WP-532RE (University of Pittsburgh, March 1983).
- "Agents in the Environment: Managing in Boundary Spanning Roles," paper presented at the 42nd Annual Meeting of the Academy of Management, New York, NY (August 1982); Graduate School of Business Working Paper Series, WP-490 (University of Pittsburgh, January 1982), revised version WP-490RE (August 1984).
- "Managing at the Boundary: Three Cases in Environmental Management and Boundary Spanning Personnel," cases written under the support of the National Association of Fleet Administrators Foundation (Fall 1981).
- "The Concept of Constituency," paper presented at the 40th Annual Meeting of the Academy of Management, Detroit, MI (August 1980); Graduate School of Business Working Paper Series, WP-376 (University of Pittsburgh, January 1980).
- "Planning Regulation: A Framework for the Analysis of Regulatory Possibilities," paper presented at the 40th Annual Meeting of the Academy of Management, Detroit, MI (August 1980); Graduate School of Business Working Paper Series, WP-342 (University of Pittsburgh, February 1979).
- "The Theory of Agency and the Public Service Ethic," paper presented at the Conference on Fraud, Waste, and Abuse, Graduate School of Public and International Affairs, University of Pittsburgh (October 1980).

- "An Incentive Systems Model of Organizations and the Regulatory Environment," paper presented at the Symposium on Regulatory Policy: The Analysis of Regulatory Policy, Houston, TX, November 19-20, 1979; Graduate School of Business Working Paper Series, WP-368 (University of Pittsburgh, November 1979). Revision published (see above) in Dubnick and Gitelson, eds., *Public Policy and Economic Institutions*.
- "Regulation and the Theory of Agency: Incentives, Control, and Reform in Regulation," paper presented at the Symposium on Regulatory Policy: Strategies for Change in Regulatory Policy, Chicago, IL, December 3-4, 1979; Graduate School of Business Working Paper Series, WP-373 (University of Pittsburgh, November 1979).
- "An Incentive Systems Theory of Regulatory 'Capture': Career Patterns and the Implementation of Regulation," paper presented at the 1979 National Conference of the American Society for Public Administration, Baltimore, MD; Graduate School of Business Working Paper Series, WP-346 (University of Pittsburgh, March 1979). Material included in Mitnick, *Political Economy of Regulation*.
- "The Goals of Advisers in Symbolic Advisory Relations," paper presented at the 38th Annual Meeting of the Academy of Management, San Francisco, CA (August 1978); College of Administrative Science Working Paper Series, WPS 77-58 (Ohio State University, October 1977).
- "A Typology of Advisory Relations," paper presented at the 38th Annual Meeting of the Academy of Management, San Francisco, CA (August 1978); College of Administrative Science Working Paper Series, WPS 77-59 (Ohio State University, October 1977).
- "Government Self-Regulation," paper presented at the 1978 National Conference of the American Society for Public Administration, Phoenix, AZ; College of Administrative Science Working Paper Series, WPS 78-40 (Ohio State University, May 1978).
- "The Incentive Systems Approach to the Study of Innovation Productivity in Organizations," with Robert W. Backoff, paper presented at the 1978 Annual Meeting of the Midwest Political Science Association, Chicago, IL; College of Administrative Science Working Paper Series, WPS 78-38 (Ohio State University, May 1978).
- "A Critique of Life Cycle Theories of Regulation," paper presented at the 1978 Annual Meeting of the Public Choice Society, New Orleans, LA; College of Administrative Science Working Paper Series, WPS 78-16 (Ohio State University, February 1978). Material included in Mitnick, *Political Economy of Regulation*.
- "Organizing Regulation: Considerations in Regulation by Incentive and by Directive," paper presented at the 1977 Annual Meeting of the Public Choice Society, New Orleans, LA; College of Administrative Science Working Paper Series, WPS 77-9 (Ohio State University, March 1977). Material included in Mitnick, *Political Economy of Regulation*.
- "The Theory of Agency: A Framework," paper presented at the 1976 Annual Meeting of the American Sociological Association, New York, NY; College of Administrative Science Working Paper Series, WPS 75-17 (Ohio State University, June 1975).
- "The Theory of Agency: The Fiduciary Norm," paper presented at the 1975 Annual Meeting of

the American Sociological Association, San Francisco, CA; College of Administrative Science Working Paper Series, WPS 75-7 (Ohio State University, March 1975).

"A Typology of Goals for Positive Theories: The Theory of Agency and the Incentive Systems Approach to Organizations," paper presented at Professor Oliver Williamson's Organizations Workshop, Fels Center of Government, University of Pennsylvania (October 24, 1974). College of Administrative Science Working Paper Series, WPS 75-45 (Ohio State University, October 1975).

"Rational Choice Models and Institutional Change in Regulation: The Case of Power Plant Siting," senior author with Charles Weiss, Jr., paper presented at the 1973 Annual Meeting of the Public Choice Society, University of Maryland, College Park, MD. Revision published (see above) in *Journal of Environmental Economics and Management*.

### **OTHER PRESENTATIONS**

"There Aren't Enough Holidays," presentation to a large public meeting on March 27, 2018 at the University of Pittsburgh as part of the "Spread the Word to End the Word" annual campaign (see [www.r-word.org](http://www.r-word.org)) by Special Olympics and Best Buddies. The campaign aims to raise the consciousness of society regarding the harmful effects of using such labels as the "R-word" toward people with intellectual disabilities. I am faculty adviser to Best Buddies - University of Pittsburgh.

Dinner address to the Katz Graduate School of Business Board of Visitors on "Agent Capitalism," October 17, 2002, at the P.A.A., Pittsburgh, PA.

Presented "The Credible State" at the Regulatory Workshop of the European Union Center at the Center for West European Studies, University of Pittsburgh, October 23, 2000.

"QuickCase," presentation at the Fourth Annual Teaching Excellence Conference, University of Pittsburgh, on Active Learning Across the Disciplines, April 3, 1998.

Presentation of my research on the theory of agency, Carlson School of Management, University of Minnesota (April 24, 1987).

Presentation of my research on the theory of agency, organizational behavior group, Australian Graduate School of Management, University of New South Wales, Kensington, N.S.W., Australia (April 10, 1986).

### **OTHER PAPERS**

"A Selected Bibliography of Sources on Down's Syndrome," with the Down's Syndrome Group of Western Pennsylvania (February and May 1986; October 1987). Annotated bibliography.

### **TEACHING**

**At University of Pittsburgh:**

Adviser, MBA Consulting Team Project, Westinghouse Alliances Team, Winner of the McKinsey Cup Competition, KGSB, Fall 2010.

Teaching innovation:

Awarded \$1800 to faculty budget for cases on social entrepreneurship in BUSENV0060: Managerial Ethics and Stakeholder Management, Fall 2010.

Awarded approx. \$3500 grant under KGSB Technology Innovation Initiative for the acquisition of technology for the implementation of course blogs in BUSENV0060: Managerial Ethics and Stakeholder Management, Fall 2010. Awarded second grant in Fall 2011 for creating slides & audio lecture “capsules” on course web page.

Awarded approx. \$4000 grant under KGSB Technology Innovation Initiative for the pilot use of Kindles in a CBA project team, Fall 2009.

With Prof. Dennis Galletta: Recipient (1995; implementation began January 1997) of \$30,000 internal University of Pittsburgh grant to develop prototype of a notebook computer classroom; *first classroom notebook computer system at University of Pittsburgh*. With Brad Agle and Donna Wood: Recipient of \$18,934 (1997-1998) grant to develop and use web-based “QuickCases.” Extensive use and development of multiple media classroom instruction. *First use of a CD-ROM in class instruction in KGSB*. Electronic case development (e.g., With cooperation of State Rep. David Mayernik, developed electronic case, "The Legislator!").

Courses:

Market Manipulation\* (BENV 2115; MBA elective; BUSENV 1706 Honors College CBA elective); Business & Politics\* (BSEO 2509; MBA and EMBA elective; BUSEO 1795, CBA elective); Managing Public Affairs and Regulation (BSEO 2402; MBA core, then MBA elective); Business Ethics and Social Performance (BSEO 2401, MBA core); Public Affairs and Social Policy (formerly, Business and Society I) (BENV 2001, BA 269; MBA); Business Ethics and Public Policy (BSEO 2801; Executive MBA); Business and Society II: Managing Regulation (BA 202, BA 271; MBA); Managerial Ethics and Stakeholder Management\* (formerly, Ethics and the Business Environment) (BUSENV 0060, undergraduate CBA core); Environmental Influences on Business (BA 160, BA 860; BUS 8180; undergraduate); Problems of Contemporary Industrial Society (BA 859; General Studies undergraduate); Regulation, Policy and Management Issues in Telecommunications (Tele 2083; Master's level); most taught as core courses. Government Regulation I/II (BA 2013/2014; BSEO 2540), MBA electives. Government Regulation (BUSENV 1767) and Public Affairs (BUSENV 1764), undergraduate electives. Managing Environments (BA ENV 314, 3032) and Government Regulation (also BA ENV 314, 3031), Ph.D. seminars.

\*Recently taught

Co-development of core sequence courses on Managing Regulation (BA 202) and Public Affairs

and Social Policy (business and society; BA 201). Co-development of telecommunications core course. Developed required course for new KGSB MBA curriculum (began 94-95), Managing Public Affairs and Regulation. Developed new elective courses: Market Manipulation (BENV 2115; MBA elective; BUSENV 1706 Honors College CBA elective); Business & Politics (BSEO 2509; MBA and EMBA elective; BUSEO 1795, CBA elective Also, supervised development of new MBA elective courses on Managing the Natural Environment I, II (began 1993-94).

University of Pittsburgh Honors College, undergraduate research assistance grants:  
 Gregory Bartolomei (Spring Term 2011).  
 Elizabeth Alexander (Spring Term 2011).

### **At Ohio State University:**

Courses:

Public Policy Formulation and Administration (PA 201); Public Policy and Program Implementation (PA 803); Legal Environment of Administration (PA 802); all core courses. The Political Economy of Regulation; The Regulatory Commission; Norm-Governed Behavior; all seminars.

Administrator and major design role in core policy sequence which all students follow.

Development of regulation course sequence.

### **Doctoral Dissertation Chairs:**

Kathleen A. Getz, "Selecting Corporate Political Tactics: The Montreal Protocol on Substances that Deplete the Ozone Layer," August 1991. Winner of the Best Dissertation Award and Best Paper Award, Social Issues in Management Division, 1991 Annual Meeting of the Academy of Management, Miami Beach, FL.

Craig S. Fleisher, "Modeling the Evaluation and Measurement of Boundary Spanning Management Functions: A Study of Public Affairs Management Effectiveness," April 1992. Finalist, Best Dissertation Award, Social Issues in Management Division, 1993 Annual Meeting of the Academy of Management, Atlanta, GA. Prof. Fleisher's first academic position was at the associate professor level.

William Oberman, "Perceptual Patterning: A Network-Based Theory of Managers' Perceptions of Social Responsibilities," April 1996. Probably the first dissertation in the SIM field to use modern network theory to understand patterns of corporate elite — nonprofit board ties and attitudes toward corporate social behavior. Co-winner of the Best Dissertation Award, Social Issues in Management Division, 1997 Annual Meeting of the Academy of Management, Boston, MA.

Timothy J. Rowley, "Moving Beyond Dyadic Ties: A Study of Structural Influences in Stakeholder Networks," Spring 1998. Finalist, Best Dissertation Award, Social Issues in Management Division, 1998 Annual Meeting of the Academy of Management, San

Diego, CA.

Martin Lewison, "Organizations and Logos: Effects of Visual Symbols on Stakeholder Social Identity," defended May 30, 2001; graduated: June 2001.

Raymond Jones, "Multiple Roles Yet a Distinctive Identity: A Study of Stakeholder Relationship Management in African-American and Hispanic Market Segments," defended, August 2001. (co-chair with Audrey Murrell)

Jeffrey Frooman, "Stakeholder Influence Strategies," defended, August 22, 2002. Winner of the Best Dissertation Award, Organizations and the Natural Environment Interest Group, 2004 Annual Meeting of the Academy of Management, New Orleans, LA. Finalist, Best Dissertation Award, Social Issues in Management Division, 2003 Annual Meeting of the Academy of Management, Seattle, WA. (co-chair with Audrey Murrell)

Ronald M. Roman, "Ethical Coping: Deep and Shallow Approaches to Ethical Choice," defended April 28, 2006.

Adele (Queiroz) Santana, "Motivations for Use of Organizational Social Practices: Commitment, Calculation, Conformance, and Caring," defended July 25, 2007. (co-chair with Donna Wood, University of Northern Iowa). Winner of the Best Dissertation Award, Social Issues in Management Division, 2008 Annual Meeting of the Academy of Management, Anaheim, CA.

Robert C. Ryan, "Three Essays on the Dynamics of Industry Formation," defended July 23, 2018. [Dissertation in strategy area]

Service on numerous doctoral dissertation committees.

## **SERVICE**

### **Professional Service:**

#### **Reviewing:**

Associate Editor, Social Issues in Management (SIM) Division, 2012, 2013, 2014, 2015, 2017, and 2018 programs.

Reviewer, Social Issues in Management (SIM) Division and Public Sector Division, 1981, 1983, and 1985 Annual Meetings of the Academy of Management Programs; reviewer, SIM Division, 1982, 1989, 1990, 1991, 1992, 1993, 1994, 1995, 1996, 1997, 1998, 1999, 2000, 2001, 2002, 2003, 2004, 2005, 2006, 2008, 2009, 2010, 2011, 2012 (Associate Editor), 2013 (Associate Editor), 2014 (Associate Editor), 2015 (Associate Editor), 2016, 2017 (Associate Editor) and 2018 (Associate Editor) Meetings; reviewer, Public Sector Division, 1984 and 1988 Meetings. Reviewer, Business Policy and Strategy Division, 1997; reviewer, Organization and Management Theory Division, 2000.

Reviewer, International Association for Business and Society Annual Meeting, 1993, 1994, 1995, 1997, 1998, 1999, 2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009,

2010, 2011, 2012, 2013, 2014, 2015.

Reviewer, *American Journal of Political Science* (Editorial Board, July 1980 through 1985), *Academy of Management Review* (Editorial Board, August 1984 through vol. 12 (1988)), *American Political Science Review*, *Administrative Science Quarterly*, *Academy of Management Journal* (special research forum on managerial compensation and firm performance), *Strategic Management Journal*, *Academy of Management Perspectives*, *Journal of Politics, Business and Society* (Associate Editor, 2008-), *Journal of Business Ethics*, *Sloan Management Review*, *Western Political Quarterly*, *Public Administration Review*, *Journal of Public Administration Research and Theory*, *Organization Science*, *Journal of Management*, *Policy Studies Journal*, *Administration and Society*, *Journal of Corporate Citizenship*, *Law and Policy Quarterly*, *Pittsburgh Undergraduate Review*, *Down Syndrome Quarterly*, *Business Forum* (Review Board, February 1983 to Fall 1987), *Orbis* (Editorial Research Staff, September 1972 to January 1974).

Reviewer, National Science Foundation, political science, law and social sciences, and regulation and policy analysis programs.

Reviewer, National Endowment for the Humanities.

Reviewer, Social Sciences and Humanities Research Council of Canada.

Reviewer, Allyn and Bacon; Ballinger; Brooks/Cole; Columbia University Press; Congressional Quarterly Books; Richard D. Irwin; University of Kansas Press; Little, Brown; Oxford University Press; Pearson/Prentice-Hall; University of Pittsburgh Press; Princeton University Press; Sage Publications; St. Martin's Press; University of Tennessee Press; University of Toronto/Rotman Press; and John Wiley (manuscripts on business ethics, regulation, legal environment of business, and business environment and public policy).

Reviewer, a number of external tenure and promotion reviews.

### **Professional Association Service and Meeting Participation:**

#### **Association Leadership Roles and Division-Level Service:**

Elected (2007) to five-year leadership stream of Social Issues in Management Division of the Academy of Management, serving as Professional Development Workshop Chair/Program Chair-elect (2008 annual meeting), Program Chair (2009 annual meeting), and, finally, Division Chair (2010-2011), the highest elected academic position in my field.

Member, Best Book Award Committee, SIM Division, Academy of Management, 2006-2007.

Treasurer, International Association for Business and Society, April 18, 2005-October 18, 2006.

Public Sector Division, Academy of Management, Liaison to the American Political Science Association and ex officio member of Public Sector Division Executive Committee, 1995-1998.

- Co-Chair, Doctoral Consortium, Public Sector Division, 1994 Annual Meeting of the Academy of Management, Dallas TX. Chair and presenter, session on Systematics and Theory-Building.
- Founding member, International Association for Business and Society; Executive Board, 1989-1992.
- Keynote address, "Loose Connections," Research Workshop of the Social Issues in Management Division, Academy of Management, 46<sup>th</sup> Annual Meeting of the Academy of Management, Chicago, IL, August 13-16, 1986.
- Co-Chair, SIM Division Faculty Development Workshop, 1991 and 1992 Annual Meetings of the Academy of Management. Also, presentations at each workshop. In 1992, presented integrating systems model of corporate social performance.
- Chair, SIM Division Research Workshop, 1983 Annual Meeting of the Academy of Management; chair, Research Committee, SIM Division (1982-83).
- Co-Chair, SIM Division Research Workshop, 1982 and 1984 Annual Meetings of the Academy of Management; co-chair, Research Committee, SIM Division (1983-84).
- Member, Governance Committee, SIM Division, Academy of Management (elected to two year term, August 1983-July 1985).
- Panelist, SIM Doctoral Consortium, session on Surviving the Doctoral Program/Dissertating and the Job Market, 2018 Annual Meeting of the Academy of Management, Chicago, IL.
- Mentor, SIM Research Development Workshop, early research idea mentor, 2018 Annual Meeting of the Academy of Management, Chicago, IL.
- Member, Best Paper Award Committee, SIM Division, Academy of Management, 1984-85.
- Member, Nominations Committee, Public Sector Division, Academy of Management (elected, 1984-1985).
- Member, Research Committee, SIM Division, Academy of Management, 1984-85, 1985-86, 1987-88.
- Presented invited workshop on my approach to theory-building, 1993 Annual Meeting of the International Association for Business and Society, San Diego, CA.
- Member, panel on SIM and the social science disciplines, SIM Research Workshop, 1994 Annual Meeting of the Academy of Management, Dallas, TX. Presented paper, "SIM and Political Science."
- Chair, round-table on agency theory and social issues research, SIM Division Research Workshop, 1990 Annual Meeting of the Academy of Management.
- Co-Chair, round-table on political science and social issues in management, SIM Division Research Workshop, 1985 Annual Meeting of the Academy of Management.

Chair, round-table on strategic uses of regulation, SIM Division Research Workshop, 1981 Annual Meeting of the Academy of Management.

**Panel Chairs and Organizers, National Association Programs:**

Chair, panel in SIM Division, 2014 Annual Meeting of the Academy of Management, Philadelphia, PA. Also, discussant on same panel.

Chair, panel in SIM Division, 2013 Annual Meeting of the Academy of Management, Buena Vista (Disneyland), FL.

Chair, panel in Public Policy Division, 2013 Annual Meeting of the American Political Science Association, Chicago, IL.

Chair, organizer, and co-presenter (with Mark Sharfman), "SIM Salon: As or Fs for A-Journal Lists," 2010 Annual Meeting of the Academy of Management, Montreal, Canada (August).

Chair, symposium, "Why Do Firms Exist and Whom Do They Serve?" 2010 Annual Meeting of the Academy of Management, Montreal, Canada (August). Also, presenter and co-organizer.

Chair/Discussant ("Coach"), session on "Assessing and Managing Ethics Perceptions," 2010 Annual Meeting of the Academy of Management, Montreal, Canada (August).

Chair, panel on "Gauging the Gauges: Issues in Organizational Performance and Performance Management," Public Administration Section (Division 24), 2010 Annual Meeting of the American Political Science Association, Washington, DC (September).

Chair and discussant, panel on "Performance Systems in Motion," Public Administration Section (Division 24), 2009 Annual Meeting of the American Political Science Association, Toronto, Ontario, Canada (September).

Chair, panel on "Inequality and Redistribution," Political Economy Section (Division 6), 2009 Annual Meeting of the American Political Science Association, Toronto, Ontario, Canada (September).

Chair, organizer, and presenter, "SIM Push Panel: 2009 Focus: Edwin Epstein's The Corporation in American Politics -- 40 Years Old and Still Pushing the Frontier of Studying Business and Government," 2009 Annual Meeting of the Academy of Management, Chicago, IL (August).

Moderator and organizer, "SIM Salon: CSR1, CSR2, CSR3, CSR4, CSP, CC, or CS RIP? The Academic Uses of CSR Talk," 2009 Annual Meeting of the Academy of Management, Chicago, IL (August).

Chair and organizer, session on "The Craft, Science, and Ethics of Reviewing for the SIM Program," 2009 Annual Meeting of the Academy of Management, Chicago, IL (August).

- Chair and organizer, panel on “Focusing on Fields: Continuing the Tour of SIM for a Second Year,” Social Issues in Management Division, 2009 Annual Meeting of the Academy of Management, Chicago, IL (August).
- Chair and discussant, panel on “Social Service Administration,” Public Administration Section, 2008 Annual Meeting of the American Political Science Association, Boston, MA (August).
- Chair, panel on “States and Feds: Complexities of Intergovernmental Management,” Public Administration Section, 2008 Annual Meeting of the American Political Science Association, Boston, MA (August). Also, informal panel discussant.
- Chair and organizer, panels on “The Questions SIM Asks: Focusing on Fields,” and “The Questions SIM Asks: Continuing the Dialogue,” Social Issues in Management Division, 2008 Annual Meeting of the Academy of Management, Anaheim, CA (August).
- Chair, panel on “Government Transparency, Accountability and Responsiveness,” Public Administration Section, 2007 Annual Meeting of the American Political Science Association, Chicago (September).
- Facilitator (chair), interactive paper session on “Ethical Firm Behavior,” Social Issues in Management Division, 2007 Annual Meeting of the Academy of Management, Philadelphia, PA (August).
- Chair and discussant, panel on “Shaping Corporate Governance,” Social Issues in Management Section, 2006 Annual Meeting of the Academy of Management, Atlanta, GA (August).
- Chair, panel on “Performance and Competition,” Public Administration Section, 2005 Annual Meeting of the American Political Science Association, Washington, DC (September).
- Chair and discussant, panel on “Outsourcing Public Service Delivery with Multiple Partners,” 2004 Annual Meeting of the American Political Science Association, Chicago, IL (September).
- Chair, panel on “Public Choices, Public Goods,” 2004 Annual Meeting of the American Political Science Association, Chicago, IL (September).
- Chair, panel on “How Banks Affect Public Policy,” 2003 Annual Meeting of the American Political Science Association, Philadelphia, PA.
- Chair, panel on “The Governance of America: The Role of Nonprofits, Private Corporations and Faith-Based Organizations,” 2003 Annual Meeting of the American Political Science Association, Philadelphia, PA. Also, substitute discussant (none had been assigned to the panel).
- Chair, panel on "Corporate Political Strategy," 2003 Annual Meeting of the Academy of Management, Seattle, WA.
- Facilitator, Session on "Policy Support, Community Investment, and Organizational Ethics,"

2001 Annual Meeting of the Academy of Management, Washington, DC.

Chair and discussant, panel on agency theory, Shared Interest Track Sessions, 1997 Annual Meeting of the Academy of Management, Boston, MA.

Chair and organizer, panel on agency, politics, and authority in institutions, Formal Political Theory Section, 1994 Annual Meeting of the American Political Science Association, New York, NY.

Chair, panel on boards of directors and agency theory, 1992 Annual Meeting of the Academy of Management.

Chair, panel on corporate political action, 1990 Annual Meeting of the Academy of Management.

Chair, panel on principal-agent theory and SIM, 1987 Annual Meeting of the Academy of Management.

Organizer, panel on agent-principal and transaction cost approaches to organizational analysis, 1986 Annual Meeting of the American Political Science Association, Washington, DC.

Chair, panel on agents, brokers, and corporate actors, Fifth Annual Sunbelt Social Networks Conference, Palm Beach, FL, February 1985.

Chair, panel on government regulation, 1984 Annual Meeting of the American Political Science Association, Washington, DC.

Chair and organizer, panel on theory-of-agency approaches to political institutions, 1984 Annual Meeting of the Midwest Political Science Association. **This was the first entire panel devoted to the theory of agency ever organized at a major political science meeting.**

Chair, panel on the public service ethic, Conference on Fraud, Waste and Abuse, Graduate School of Public and International Affairs, University of Pittsburgh (October 1980).

**Panel Discussant Roles (also see under Panel Chairs) and Other Participations:**

Presenter, Social Issues in Management Division PDW Workshop “SIM Speed Dating” (research round tables), 2012 Annual Meeting of the Academy of Management, Boston, MA (August).

Presenter, Doctoral Consortium, Social Issues in Management Division, 2009 Annual Meeting of the Academy of Management, Chicago, IL (August).

Member, panel on reflections on the annual meeting, 1993 Annual Meeting of the International Association for Business and Society, San Diego, CA.

Participant, round-table panel on formal models of bureaucracy, 1984 Annual Meeting of the American Political Science Association, Washington, DC.

Discussant, 1993 Annual Meeting of the Academy of Management, Atlanta, GA (panel on corporate citizenship and workplace issues).

Discussant, 1991 Annual Meeting of the Academy of Management, Miami, FL (panel on corporate political activity).

Discussant, 1988 Annual Meeting of the Academy of Management, Anaheim, CA (panel on government-business relations).

Discussant, 1986 Annual Meeting of the American Political Science Association, Washington, DC (panel on "The State and the Corporation in Historical Perspective").

Discussant, 1982 Annual Meeting of the American Political Science Association, Denver, CO (panel on delegation of regulatory authority).

Discussant, 1981 Annual Meeting of the Academy of Management (panel on environment and policy issues in public sector management).

Discussant, Symposium on Regulatory Policy: The Analysis of Regulatory Policy, University of Houston, Houston, TX, November 19-20, 1979 (panel on economic regulation).

Discussant, 1973 Public Choice Meeting (panel on public goods and collective action).

### **University Service:**

#### **University of Pittsburgh Service:**

Faculty Adviser, CSR Working Group, Ford Institute for Human Security, Graduate School of Public and International Affairs, 2015-2016, Fall 2016; Faculty Advisory Board, Center for West European Studies (CWES)/ European Union Center, 2003 to present; Fulbright Review Committee, Honors College, Fall 2010; Executive Committee on Academic Computing, KGSB representative, November 1997-August 1999; Instructional Technology Working Group, Executive Committee on Academic Computing, University of Pittsburgh (July 1994-August 1999); KGSB representative, university environmental programs committee (1995); GSB Representative, College of General Studies Council (1981-82); University Senate Committee on Elections (1983-85); Graduate School of Public and International Affairs Recruitment Committee (1981-82).

#### **KGSB Service:**

Academic Integrity and Elections Officer, KGSB, 2009-2014; Coordinator, Environmental Influences Group, KGSB (September 1980-August 1981; September 1985 to August 1988; April 1989 to August 1991); Director, Business, Government, and Society Research Institute (September 1980-1998); David Berg Center for Leadership and Ethics Advisory Committee (September 2003 to approx. 2006); Doctoral Committee (September 1996 to August 2004); Computer Policy and Usage Committee/Technology Policy and Usage Committee (1993-1996); Technology and Facilities Task Force (1993-1995);

Masters Programs Policy Committee (September 1995-August 1996); Academic Standards Committee (Chairman, 1982-84); Doctoral Admissions Committee (1982 to 1987; 1988 to 1994); Undergraduate Programs Committee (1979-1982, 1994-1995; 2000-2001; 2003-2009; Chairman, 1981-82); MBA Programs Policy Committee (1980-81, 1985-August 1988, April 1989 to August 1990); MBA Programs Performance Committee (1990-1991); KGSB Library Committee (1988 to 1990); Doctoral Program Committee (1979-80); MBA Admissions Committee (1978-79, 1987-88); American Assembly practice sessions (numerous); participant in a number of internal and external tenure and promotion reviews; chair, recruitment committee for NTSF faculty; member of a number of comprehensive exam and Ph.D. dissertation committees. Contributed alternative building plan for Mervis Hall renovations, 1999.

### **Student Organization Advising, University of Pittsburgh:**

Faculty Adviser for the following student organizations:

- Special Olympics University of Pittsburgh [no longer operating].
- *Pitt Business Review* [active online student publication: <https://pittbusinessreview.com>]
- Best Buddies, University of Pittsburgh

### **Service at Ohio State University:**

Author of and a major design role in committee reports on Ph.D. program design and master's policy core design (School of Public Administration, Ohio State University); College of Administrative Science Research Committee, major role in procedure redesign.

### **Professional Participations/Consulting:**

#### **Professional Participations, Executive Education, and Consulting:**

Historical consulting (pro bono), in making of the film *The Current War* (release date not set), 2016-2017.

Presenter on ethics, accountability and corporate governance, seminar on Leadership, Ethics, and Corporate Governance, Johnson Institute, Graduate School of Public and International Affairs, University of Pittsburgh, for groups of Nigerian public officials, October 14, 2009, May 5, 2010, and October 6, 2010.

Proposal to Pittsburgh Parking Authority for changes in policy re handicapped parking signage outside special needs workshops, early 2010.

Conducted teleconference on aspects of Down syndrome with class on the Psychology of Exceptional Persons (ED 205), Notre Dame College, South Euclid, OH, September 21, 1999.

Organizer, "Apple Day" at KGSB, May 5, 1993 (presentations and discussion of new educational technology by and with representatives of Apple Computer and Data Description).

Presentation on "The Role of Business in Society" to Leadership Pittsburgh, November 12, 1992.

Presentations on U.S. regulation to Japanese businessmen from the Kansai Productivity Center for the Pittsburgh Council for International Visitors (October 14, 1980, October 13, 1981, October 12, 1982, October 11, 1983, October 17, 1984, October 7, 1985, October 7, 1986, October 6, 1987, September 27, 1988, October 10, 1989, and October 1990)

Session on "Managing the Environment," program on Strategic Planning in the Natural Gas Industry sponsored by the American Gas Association and GSB, May 18-23, 1986.

Presentation on government regulation, Radon Project Group (course), School of Urban and Public Affairs, Carnegie-Mellon University (February 18, 1986).

Presentation on "Resources on Down's Syndrome" to the combined professional staff of the infant programs of the Association for Retarded Citizens-Allegheny County and St. Peter's Child Development Centers, Pittsburgh, PA (November 1, 1985).

Submitted a "Statement on Special Education Programs," public hearing of the Bureau of Special Education, Department of Education, Commonwealth of Pennsylvania, March 14, 1985.

Submitted comments, hearings of Pennsylvania House Committee on Education on Early Intervention Programs, Fall 1983.

Review Board, *Collegiate Forum* (Dow Jones publication, 1981).

Participant, GAO Delphi Exercise on job factors associated with ethical and conflict of interest problems in government (August 1980-September 1981).

Participant, review of New York Power Pool's Statewide Site Selection Survey Process conducted by the Institute on Man and Science, Rensselaerville, NY (December 1978-1979); also, informal consultant.

Submitted comments, hearings of the Subcommittee on Administrative Law and Governmental Relations, U.S. House Committee on the Judiciary, on the Regulatory Reform Act of 1979 (December 1979).

Rapporteur, Graduate School of Business Conference on Regulation (University of Pittsburgh, December 1978); comments appeared in *Proceedings* volume: *Government Regulation: New Perspectives*, ed. by Andrew R. Blair (Graduate School of Business, University of Pittsburgh, December 1980).

Executive Education/Development and Consulting: Attorney General's Office (Department of Law) – Colorado, Weirton Management Development Program (Weirton, WV), Mellon Bank (Pittsburgh, PA), National Regulatory Research Institute (Columbus, OH), National Association of Fleet Administrators, The Urban Institute (Washington, DC), Crucible Steel Division of Colt Industries (Midland, PA), Dawes Arboretum (Newark, OH), Ohio Department of Natural Resources (Division of Reclamation), Buckeye Hills-Hocking Valley Regional Development District (Marietta, OH), Scenic Hudson Preservation Conference (New York, NY), Consolidated Corporate Consultants (Jericho, NY); extensive pro bono consulting for a variety of nonprofit organizations.

### **Media Participations:**

Interviewed on newly-announced policy of Governor-elect Tom Wolf on accepting gifts, KDKA-TV (Jon Delano, reporter), November 12, 2014.

Interviewed on acceptance of corporate gifts by Pennsylvania Gov. Tom Corbett, WTAE-TV, March 5, 2013.

Interviewed on corporate governance issues and quoted in *Pittsburgh Post-Gazette* stories April 19 and 22, May 2, 2012.

Interviewed for lead segment on Goldman Sachs and financial regulation reform, KDKA-TV Sunday Business Page (host, Jon Delano), May 2, 2010.

Interviewed for story on bank bonuses, *The Pittsburgh Citizen*, September 11, 2009.

Column, "Commentary: Business Schools Need Ethics 101," *Pittsburgh Post-Gazette* (March 17, 2009).

Column on "Recommended Reading: Business Ethics Resources" [online title], *Wall Street Journal* (October 17, 2005), in "The Journal Report: Corporate Governance," p. R2; full version in *Wall Street Journal Online* (listed above under "Longer Reviews and Review Articles").

Interviewed twice on KQV (Pittsburgh, PA) regarding the corporate ethics scandals (Summer 2002).

Numerous interviews for stories in the press regarding old Buhl Planetarium: *Pittsburgh Post-Gazette*, *Pittsburgh Tribune-Review*, Associated Press (stories in a number of national newspapers), *Almanac* (South Hills), *Pittsburgh City Paper*, and so on, Spring 2002.

Interviewed on WQED show "OnQ," April 3, 2002, regarding old Buhl Planetarium.

Interviewed by *-Pittsburgh Business Times* for article on business ethics, 2001.

Interviewed by the *Pittsburgh City Paper* for article on future of old Buhl Planetarium and its Zeiss Projector, February 2001.

Interviewed by WDUQ, KQV, and the *Pittsburgh Tribune-Review* on dedication of historical marker to commemorate first aluminum astronomical observatory dome, June 1998.

Interviewed by KDKA-TV Evening News, on airline class action suit, June 23, 1992.

Interviewed on "The Financial Section," KDKA-TV, on airline deregulation, June 14, 1992.

Interviewed by *Newsday* on the role of business in social debates; article using part of interview appeared August 13, 1989.

Interviewed by KDKA-TV for story on changes in automobile industry, June 6 and 7, 1983, and story on airline deregulation and safety, March 12, 1984.

Participated in round-table discussion of bigness in business on radio show "Breakthrough," WPIT-AM, FM (January 19 and 26, 1980); organized panel for and participated in round-table discussions of inflation on two broadcasts of "Breakthrough" (February 9 and 16, 16 and 23, 1980).

Interviewed by the *Pittsburgh Post-Gazette* for article on trends in banking regulation in the 1980s (January 22, 1980).

Articles on regulation in the *Columbus Dispatch* (1977) and *Managing* (1980).

Guest on radio show "Everybody's Talking," WCVO-FM, New Albany, OH (1977); interviewed on regulation.

### **Community Service:**

Taught one class in Government AP, November 21, 2003; taught two classes in Government AP, May 3, 2002; Fox Chapel Area High School.

Steering Committee, Friends of the Zeiss, 2002 (historic preservation and education organization).

Provided oral and written remarks to the City Council of Pittsburgh in regard to its consideration of the disposition of the old Buhl Planetarium building and its contents, March 26 and April 2, 9, 2002.

Testified at a public hearing before the Historic Review Commission, City of Pittsburgh, on the Buhl Planetarium, early 2002.

Testimony, Allegheny Regional Asset Board, on Children's Museum Funding and effects on planetarium projector and siderostat telescope in old Buhl building, August 27, 2001.

Vice-President, 1994-1997; Recording Secretary, 1990-1992; George Lindblom Award as Amateur Astronomer of the Year, awarded in 1998 for 1997; Amateur Astronomers Association of Pittsburgh. Developed numerous educational programs on astronomy; conducted programs on astronomy for a number of youth and community groups; wrote newspaper columns on astronomy. Submitted successful application for an official state historical marker to the Pennsylvania Historical and Museum Commission to commemorate the first aluminum astronomical observatory dome (marker located on McKnight Road, Ross Township, 1997). Presentations on amateur astronomy to a number of school and community groups.

Member, Planning Committee, Down Syndrome Group of Western Pennsylvania, 1981 to c. 2000. Organized a number of educational programs on such topics as language and Down Syndrome and computers in special education, each attended by 35-100 professionals and/or parents. Wrote successful prospectus for a regional Down Syndrome Center established at Children's Hospital of Pittsburgh (1989) and participated in center planning. Center still follows in essentials the plan in my prospectus. Acted as session facilitator or chair at several conferences on Down syndrome in Pittsburgh, PA.

Assisted in conference planning for the 1999 National Conference of the National Down Syndrome Congress, Pittsburgh, PA.

Presentations on Down syndrome to four classes of high school biology students; taught entire high school schedule of classes, November 4, 1998.

Founding member and past-president; second vice-president; Fox Chapel Area Association for Gifted Education, 1988-1998.

Acting Facilitator, High School Restructuring Committee, Fox Chapel Area School District, planning process for development of a restructuring plan, 1994-1995. This was an extensive process that led to restructuring of the high school day in this District. My extensive service was provided on a pro bono basis, though services of this kind are often compensated.

Vice-President, Parent Advisory Council, Down Syndrome Center, Children's Hospital of Pittsburgh, 1990-1993.

Member, Hartwood Elementary School Gateways Project Building Team, 1991-1993.

Participant and co-author of report, Ad Hoc Committee on the Middle School, Fox Chapel Area School District, 1990. Report resulted in the conversion of the District's junior high school to a middle school.

Vice-President, Parent-Teacher Guild, St. Anthony School for Exceptional Children, 1987-1991. Designed a program budgeting process and participated in numerous school support activities.

President, Willow Run Road Association, 1986-1988.

Numerous additional participations in a variety of community service contexts.