The Public Management Research Association presents:

The 11\textsuperscript{th} Biennial and 20\textsuperscript{th} Anniversary Public Management Research Conference

June 2-4, 2011

Hosted by the Maxwell School of Syracuse University

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Rosemary O’Leary
Ross Rubenstein

Conference Schedule

Thursday, June 2
1:00 – 5:00 pm Registration – Maxwell Hall Foyer
1:30 – 4:45 pm Panel Sessions 1 - 9
4:45 – 5:45 pm Doctoral Poster Session – Maxwell Hall Foyer and Eggers Commons
5:45 – 7:30 pm Welcome Reception – Maxwell/Eggers Hall

Friday, June 3
7:30 – 8:30 am Continental Breakfast – Public Events Room, Eggers Hall
8:30 – 5:00 pm Registration – Maxwell Hall Foyer
8:30 – 11:45 am Panel Sessions 10 – 20
11:45 am – 1:30 pm MRA Awards Luncheon – Goldstein Auditorium
1:45 – 5:00 pm Panel Sessions 21 – 32
5:30 – 8:30 pm Reception at the MOST

Saturday, June 4
7:30 – 8:30 am Continental Breakfast – Public Events Room, Eggers Hall
8:30 – 11:45 am Panel Sessions 33 – 42
11:45 am – 1:30 pm Luncheon – Goldstein Auditorium
1:45 – 5:00 pm Panel Sessions 43 – 52
## Panel Schedule

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<td>Ineffective Rules in the Public Sector: An Int'l Examination of Red Tape Effects</td>
<td>Diversity Issues in Management</td>
<td>Changes in Environmental Policy and Implications for Public Management</td>
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<td>Financial Management in Response to Crisis</td>
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<td>Politics and Management</td>
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The International Public Management Journal (IPMJ) publishes high-quality empirical and theoretical work on managing large organizations, particularly public organizations. IPMJ features work from scholars around the world who conduct research in the areas of public management and government reform, comparative public administration, organizational theory, and organizational behavior. IPMJ seeks to provide a bridge between those conducting research on public management and public administration on the one hand, and those working in the areas of organizational behavior and organization theory on the other. IPMJ intends to stimulate and reflect the academic interests of an international constituency of readers and scholars.

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The IPMJ editorial team is pleased to announce the journal has been accepted into the ISI/Social Science Citation Index!

Current Content from Volume 14, Issue 1, 2011

- Big Guys Eat Big Cakes: Firm Size and Contracting in Urban and Rural Areas, Germà Bel and Xavier Fageda
- The Role of Psychological Climate on Public Sector Employees’ Organizational Commitment: An Empirical Assessment for Three Occupational Groups, Shahidul Hassan and John Rohrbaugh
- Public Agency External Analysis Using a Modified “Five Forces” Framework, Aidan R. Vining
- A Topography of Civil Service Laws, Sungjoo Choi and Andrew B. Whitford

To view these and more articles from recent issues, visit: www.informaworld.com/UPMJ

The International Public Management Journal is the official publication of the International Public Management Network.
Conference Program

Registration at Syracuse University

Thursday, June 2, 2011
11:00 – 5:00 pm
Location: Maxwell Hall Foyer

PMRA Board Meeting

Thursday, June 2, 2011
11:30 am – 1:00 pm
Location: Eggers 100A Meeting Room

Panel 1 – Accountability

Thursday, June 2, 2011
1:30 – 3:00 pm
Location: Maxwell Auditorium

Panel Chair: Carolyn Heinrich – University of Wisconsin-Madison

Models of Accountability and the American Recovery and Reinvestment Act
Author: Chris Mihm - Managing Director for Strategic Issues, U.S. Government Accountability Office
Presented by: Chris Mihm

Democratic Rollback and Contracting for War: Managing the Intent of Accountability with Technical versus Adaptive Solutions
Author: Holly T. Goerdel – University of Kansas
Presented by: Holly T. Goerdel

The Space Between: Reconceptualizing the Role of Accountability in Governance Settings
Author: Melvin Dubnick – University of New Hampshire
Presented by: Melvin Dubnick

The Statistical Measurement of Accountability Concepts in American Governance
Authors: Anthony Bertelli – University of Southern California
Preston Canter – University of Southern California
Jennifer Connolly – University of Southern California
David Gastwirth – University of Southern California
Dyana Mason – University of Southern California
Presented by: Anthony Bertelli

Panel 2 – Collaboration and Management

Thursday, June 2, 2011
1:30 – 3:00 pm
Location: Eggers 060

Panel Chair: David Connelly – Utah Valley University

An Empirical Examination of Collaboration as a Management Strategy
Authors: Rosemary O’Leary – Syracuse University
Catherine Gerard – Syracuse University
Yujin Choi – Syracuse University
Christiane Page – Syracuse University
Presented by: Rosemary O’Leary

Social Networks, Collaborative Institutions, and Learning for Sustainable Regional Planning
Author: Adam Douglas Henry – West Virginia University
Presented by: Adam Douglas Henry

Designing, Managing and Sustaining Functionally Collaborative Networks
Author: Naim Kapucu – University of Central Florida
Presented by: Naim Kapucu

Civic Capacity and Wicked Problems: A Research Framework
Author: Stephen Page – University of Washington
Presented by: Stephen Page
Panel 3 – Stakeholder Engagement
Thursday, June 2, 2011 1:30 – 3:00 pm Location: Eggers 018

Panel Chair: Barbara Crosby – University of Minnesota

**Linking Stakeholder Involvement to Policy Effectiveness: Nonlinear Effects of Stakeholder Diversity in Local Government Decision Making**

Author: Jelmer Schalk – Utrecht University, the Netherlands
Presented by: Jelmer Schalk

**Caucuses in Collaborative Governance: The Effect of the Structure, Power, and Problem Complexity**

Authors: Taehyon Choi – University of Southern California
         Peter J. Robertson – University of Southern California
Presented by: Peter J. Robertson

**Reaching Out to Stakeholders: Lessons from a 360-Degree Organization Assessment**

Authors: John Clayton Thomas – Georgia State University
         Theodore H. Poister – Georgia State University
Presented by: John Clayton Thomas

**Determinants of Public Collaboration: Empirical Evidence of the Collaborative Public Manager’s Profile**

Authors: Marc Esteve – ESADE Business School, Spain
         Tamyko Ysa – ESADE Business School, Spain
         Vicenta Sierra – ESADE Business School, Spain
         George Boyne – Cardiff University, UK
Presented by: Marc Esteve

Panel 4 – Public Participation
Thursday, June 2, 2011 1:30 – 3:00 pm Location: Maxwell 111

Panel Chair: G. Zhiyong Lan – Renmin University of China, People’s Republic of China

**The Evolution of Arenas for Community Participation in Los Angeles**

Authors: Juliet Musso – University of Southern California
         Christopher Weare – University of Southern California
Presented by: Juliet Musso

**Practicing Inclusion through Boundary Work in Civic Engagement Processes**

Authors: Kathryn S. Quick – University of Minnesota
         Martha S. Feldman – University of California-Irvine
Presented by: Kathryn S. Quick

**Does Agency Autonomy Foster Public Participation?**

Authors: Milena I. Neshkova – Florida International University
         Hai (David) Guo – Florida International University
Presented by: Milena I. Neshkova

**The Influence of Democratic Legitimacy on Outcomes in Governance Networks**

Authors: Erik Hans Klijn – Erasmus University Rotterdam, the Netherlands
         Jurian Edelenbos – Erasmus University Rotterdam, the Netherlands
Presented by: Erik Hans Klijn
Panel 5 – Diversity Issues in Management
Thursday, June 2, 2011 3:15 – 4:45 pm Location: Eggers 060

Panel Chair: Walter Broadnax – Syracuse University

Leveraging Diversity to Improve Performance of Public Sector Organizations: Empirical Evidence through Panel Data Analysis
Author: Jongsoo Park – Ohio State University
Presented by: Jongsoo Park

Viva la Differénce? The Impact of Government Employee Diversity on Job Performance and Satisfaction
Authors: Laura Langbein – American University
Edmund C. Stazyk – American University
Presented by: Laura Langbein

Representative Bureaucracy and Sexual Orientation: An Empirical Test of LGBT Representation in Public Organizations
Author: David W. Pitts – American University
Presented by: David W. Pitts

Women in the City Hall: Gender Dimensions of Managerial Values
Authors: Madinah F. Hamidullah – Rutgers University-Newark
Sanjay K. Pandey – Rutgers University-Newark
Norma M. Riccucci – Rutgers University-Newark
Presented by: Madinah F. Hamidullah

Panel 6 – Ineffective Rules in the Public Sector: An International Examination of Red Tape Effects
Thursday, June 2, 2011 3:15 – 4:45 pm Location: Eggers 018

Panel Chair: Leisha DeHart Davis – University of Kansas

External Control and Red Tape: The Mediating Effects of Client and Organizational Feedback
Authors: Gene A. Brewer – University of Georgia
Richard M. Walker – University of Hong Kong, People's Republic of China
Barry Bozeman – University of Georgia
Claudia N. Avellaneda - University of North Carolina-Charlotte
Presented by: Richard M. Walker

Ethical Climate in the Public Sector: Its Influence on Red Tape and Rule Bending
Author: Erin Borry – University of Kansas
Presented by: Erin Borry

The Effect of Red Tape on Small Businesses
Authors: Gjalt de Jong – University of Groningen, the Netherlands
Arjen van Witteloostuijn – Universities of Antwerp, Tilburg and Utrecht, the Netherlands
Presented by: Arjen van Witteloostuijn

The Perception of Red Tape in Primary Education: Simultaneous Effects of Individual Motivations and Managerial Networking
Authors: René Torenvlied – University of Groningen, the Netherlands
Agnes Akkerman – Radboud University Nijmegen and Utrecht University, the Netherlands
Presented by: René Torenvlied
Panel 7 – Organizational Learning
Thursday, June 2, 2011  3:15 – 4:45 pm  Location: Maxwell 108

Panel Chair: Eric Boyer – George Washington University

Growing Hot House Orchids in Clay Pots: Fostering Communities of Practice in a Traditional Functional Hierarchy
   Authors:  Gordon Kingsley – Georgia Institute of Technology
            Kirsten Bandypadhyay – Georgia Institute of Technology
            Janelle Knox-Hayes – Georgia Institute of Technology
   Presented by: Gordon Kingsley

Practice-Based Learning as a Dynamic Capability: A Longitudinal Study of Public Hospitals in England
   Authors:  Antonio Vera – German Police University, Germany
            Torsten Oliver Salge – Ruhr-University Bochum, Germany
   Presented by: Antonio Vera

Governing Public School Districts: Insights from Economics, Political Science, and Business Management
   Authors:  Fred Thompson – Willamette University
            Polly S. Rizova – Willamette University
            Henry Bi – Willamette University
   Presented by: Polly S. Rizova

Pseudo-Learning: The Simulation of a Group Policy-Making Process
   Authors:  Mitchel Y. Abolafia – University at Albany
            Hyunjung Kim – California State University-Chico
   Presented by: Hyunjung Kim

Panel 8 – Public Service Motivation
Thursday, June 2, 2011  3:15 – 4:45 pm  Location: Maxwell 111

Panel Chair: Bradley Wright – University of North Carolina

Public Service Motivation and Job Choice: The Chicken or the Egg?
   Authors:  Christian Bøtcher Jacobsen – Aarhus University, Denmark
            Anne Mette Kjeldsen – Aarhus University, Denmark
   Presented by: Anne Mette Kjeldsen

Public Service Motivation & Prosocial Behavior: Do Public Sector Employees Practice What They Preach?
   Author:  Jaclyn Schede – American University
   Presented by: Jaclyn Schede

Public Service Motivation and Public Employee Participation in Discretionary Pro-Environmental Behaviors
   Author:  Justin Michael Stritch – University of Georgia
   Presented by: Justin Michael Stritch

Public and Nonprofit Managers’ Extrinsic Motivation: The Application of the Self-Determination Theory
   Author:  Chung-An Chen – Nanyang Technological University, Singapore
   Presented by: Chung-An Chen
Panel 9 – Government-Nonprofit Relationships

Thursday, June 2, 2011  3:15 – 4:45 pm  Location: Maxwell Auditorium

Panel Chair: Mildred Warner – Cornell University

Examining Practice, Supporting Operations, and Inspiring Innovation in Government-Nonprofit Relationships
Author: Jodi Sandfort – University of Minnesota
Presented by: Jodi Sandfort

Big, Bigger, Best? The Impact of Government Policy on the Non-Government Sector
Author: Robyn Keast – Queensland University of Technology, Australia
Presented by: Robyn Keast

Government Regulation and the Self-construction of Self-regulating Nonprofit Organizations
Author: Susan Appe – University at Albany
Presented by: Susan Appe

Informal State-NGO Collaborative Governance: Fostering Stakeholder Good Will and Agency-NGO Missions in Belize, Central America
Authors: Steven R. Brechin – Syracuse University
Osmany Salas – Independent Consultant
Presented by: Steven R. Brechin

Themed Panel – Changes in Environmental Policy and Implications for Public Management

Thursday, June 2, 2011  3:15 – 4:45 pm  Location: Eggers 070

Panel Chair: W. Henry Lambright – Syracuse University

Compensation and Remediation Policy at the Polluted An-Shun Plant Site: Towards Collaborative Governance
Peter Robertson – University of Southern California
Yungnane Yang – National Cheng Kung University, Taiwan

Making and Identifying Friends: Linking Firms’ Carbon Management and Their Reactions Towards Climate Change Regulations in the U.S.
Younsung Kim – George Mason University
Nicole Darnall – George Mason University

The Clean Development Mechanism and Neglected Environmental Technologies
Jung Eun Kim – Syracuse University
David Popp – Syracuse University
Marriage Migration, Citizenship, and Vulnerability: The International Marriage Broker Regulation Act (IMBRA)  
Doctoral Student: Laura Pennington – Virginia Tech  

Female MPA Students’ Preferences Amongst European and U.S Family Friendly Policies  
Doctoral Student: Colleen Smith – University of Akron  

Sounding Presidential: Framing and Political Leadership in Executive Speeches  
Doctoral Students: Louis Fucilla – Indiana University  
Trent A. Engbers – Indiana University  

Doctoral Student: Rusi Sun – Rutgers University-Newark  

Missing Link in Organizational Performance: Goal Ambiguity and Span of Control in Korean Quasi-governmental Organizations  
Doctoral Student: Ohbet Cheon – Texas A&M University  

Understanding the Effect of Local Government Contracting on Nonprofit Organizations  
Doctoral Student: Sarah Pettijohn – American University  
Co-author: Anna Amirkhanyan – American University  

The Impact of Ideology at a Local Level on Education Spending  
Doctoral Student: Dyana Mason – University of Southern California  

Explaining Elite Perceptions of Service Reductions: Evidence from Local Elected Officials in California  
Doctoral Student: Jennifer M. Connolly – University of Southern California  

Predicting Executive Turnover in Public Organizations  
Doctoral Student: Cullen C. Merritt – University of Kansas  

Knowledge Sharing in Public Sector Networks: Exploring the Relationship Between Whole Network and Individual Organizations  
Doctoral Student: Manabu Nakashima – University at Albany  

Trends and Patterns of Public Information Disclosure in Korean Government  
Doctoral Student: Myoung Jin Lee – Yonsei University, South Korea  

Bringing Idea Conflict into the Organizational Black Box: Examining Nonprofit Mission Contestation with Global and National Scale Theories  
Doctoral Student: David Berlan – Syracuse University  

Does Public Management Matter?: Managing Organizational Disruption  
Doctoral Student: Sangyub Ryu – University of Georgia  

The Emergence of Collaborative Capacities  
Doctoral Student: Allen Yu-Hung Lai, National University of Singapore, Singapore  

The Political-Administrative Relations in Local Governance and City Manager’s Job Satisfaction: Evidence from New Jersey State  
Doctoral Student: Xiang Yao – Rutgers University-Newark  
Co-Author: Marc Holzer – Rutgers University-Newark
Diversity, Networks, and Performance: An Empirical Analysis of Metropolitan Planning Organizations in the U.S
   Doctoral Student: Yujin Choi – Syracuse University

Using Resource Dependency and Network Analysis to Understand Organizational Decisions to Engage in Partnerships
   Doctoral Student: Khaldoun AbouAssi – Syracuse University

The Effects of Gain and Loss Messaging on Energy Use
   Doctoral Student: Susan Keltner – George Mason University

Welcome Reception
   Thursday, June 2, 2011 5:45 – 7:30 pm  Location: Maxwell Hall Foyer and Eggers Commons
Call for Research Report Proposals

The IBM Center for The Business of Government seeks proposals to prepare reports with insightful findings and actionable recommendations for government executives and managers. We are eager to help communicate what you know about “what works” to busy government executives and managers. We are particularly interested in the following areas that align with the Administration’s strategies to boost government performance:

- Performance improvement and analysis,
- Workforce transformation,
- Collaboration and management across boundaries,
- Reforming federal contracting and acquisition, and
- Transparency and participatory democracy, using Web 2.0 technology.

Individuals working in universities, nonprofit organizations and journalism are eligible to apply for $20,000 research report stipends. Details on the research areas, and instructions on submitting a proposal, are included in our Research Report Announcement, which can be found at: businessofgovernment.org.

Upcoming application deadlines include October 3, 2011, and March 1, 2012.

Online submission is preferred.

The IBM Center for The Business of Government connects public management research with practice. Since 1998, we have helped public management executives improve the effectiveness of government with practical ideas and original thinking. We sponsor independent research reports by top minds in academe and the nonprofit sector, and we create opportunities for dialogue on a broad range of public management topics. The Center is one of the ways IBM seeks to advance knowledge of how to improve public sector effectiveness. The Center focuses on the future of the operation and management of the public sector.
Panel 10 – Accountability 2
Friday, June 3, 2011
8:30 – 10:00 am
Location: Eggers 070

Panel Chair: Bidhya Bowornwathana – Chulalongkorn University, Thailand

Accountability in Higher Education: Exploring Impacts on Management, Institutions, and Student Outcomes
Author: Thomas Rabovsky – University of Oklahoma
Presented by: Thomas Rabovsky

Public Accountability to Citizens: From Performance Measures to Quality Thinking
Author: Esa Kayhko – Ministry of the Interior, Finland
Presented by: Esa Kayhko

Assessing Accountability Beyond Accounting? A Multidimensional Approach for Transnational Nonprofit Organizations
Author: Paloma Raggo – Syracuse University
Presented by: Paloma Raggo

The Disparate Impacts of Accountability Policies: Searching for a Causal Mechanism
Author: Alisa Hicklin Fryar – University of Oklahoma
Presented by: Alisa Hicklin Fryar

Panel 11– Collaboration: Case Studies
Friday, June 3, 2011
8:30 – 10:00 am
Location: Maxwell 108

Panel Chair: Catherine Gerard – Syracuse University

The Effects of Network Origins on Collaborative Service Networks: The Case of Nonprofit Infrastructure Networks in Hungary
Author: Erzsebet Fazekas – University at Albany
Young Ah You – University at Albany
Presented by: Erzsebet Fazekas

Information Sharing, Innovation Awareness and Role Specialization in Goal-Directed Networks: The Case of NAQC
Authors: Jonathan E. Beagles – University of Arizona
Keith G. Provan – University of Arizona
Scott F. Leischow – University of Arizona
Presented by: Jonathan E. Beagles

Dynamics of Cross-Sector Collaboration: The Case of the Minnesota Urban Partnership Agreement from Start to Finish
Author: John M. Bryson – University of Minnesota
Barbara C. Crosby – University of Minnesota
Emily Saunoi-Sandgren – University of Minnesota
Melissa M. Stone – University of Minnesota
Presented by: John M. Bryson

Citizen Satisfaction with Governance Values, Government Performance, and Public Trust in Government: Indonesia, Malaysia, and Thailand
Author: Soonhee Kim – Syracuse University
Presented by: Soonhee Kim
Panel 12 – Financial Management
Friday, June 3, 2011 8:30 – 10:00 am Location: Eggers 060

Panel Chair: Ross Rubenstein – Syracuse University

The Relation between Executive Succession and Administrative Spending
Author: Anders R. Villadsen – Aarhus University, Denmark
Presented by: Anders R. Villadsen

A Positive Model of Spending Growth: Toward Closure of the Organizational Process Theory of Budgeting
Authors: Fred Thompson – Willamette University
         Mike Hand – Willamette University
         Michael U. Dothan – Willamette University
Presented by: Fred Thompson

Toward a Theory of Budgeting for Collaboration
Authors: Kurt Thurmaier – Northern Illinois University
         David Mitchell – Northern Illinois University
Presented by: David Mitchell

Rebudgeting in Italian Local Governments: Magnitude, Processes, and Drivers
Authors: Eugenio Anessi Pessina – Università Cattolica, Italy
         Mariafrancesca Sicilia – Università Luigi Bocconi, Italy
         Ileana Steccolini – Università Luigi Bocconi, Italy
Presented by: Mariafrancesca Sicilia

Panel 13 – Healthcare Policy
Friday, June 3, 2011 8:30 – 10:00 am Location: Maxwell 111

Panel Chair: Kun Huang – University of New Mexico

Did the UK’s Performance-Focused Health Reforms Work? A Difference in Differences Analysis of Citizen Perceptions
Author: Ashley Grosso – Rutgers University-Newark
Presented by: Ashley Grosso

Action, Reaction and Inaction: Governing by Evidence the Diffusion of Technological Innovation in Healthcare
Authors: Valentina Mele – Bocconi University, Italy
         Amelia Compagni – Bocconi University, Italy
         Marianna Cavazza – Bocconi University, Italy
Presented by: Valentina Mele

The Importance of Publicness to Healthcare Access: The Effect of Funding, Ownership and Control on Social Equity
Authors: Morgen Johansen – University of Hawaii-Manoa
         Ling Zhu – Texas A&M University
Presented by: Morgen Johansen
Panel 14 – Performance Measurement
Friday, June 3, 2011
8:30 – 10:00 am
Location: Eggers 018

Panel Chair: Donald Moynihan – University of Wisconsin-Madison

Information Technology and Administrative Efficiency in U.S. State Governments? A Stochastic Frontier Approach
Authors: Min-Seok Pang – University of Michigan
Ali Tafti – University of Illinois-Urbana-Champaign
M.S. Krishnan – University of Michigan
Presented by: Min-Seok Pang

Do Citizens Use Comparative or Absolute Performance Measures to Inform their Attitudes and Behaviour towards Public Services? Evidence from a Field Experiment
Authors: Oliver James – University of Exeter, UK
Alice Moseley – University of Exeter, UK
Presented by: Oliver James

“Networks Funded by the Public Sector Can and Should Be Evaluated” - Ok, But How?
Authors: Laura Pedrazzi – Università della Svizzera Italiana, Switzerland
Laura Macchiò – Università della Svizzera Italiana, Switzerland
Daniela Cristofoli – Università della Svizzera Italiana, Switzerland
Presented by: Laura Macchiò

The Claimed Goal and the Embarrassing Metric
Authors: Patrick Gibert - Université de Paris-Ouest, France
Manel Benzerafa-Alilat Université de Paris-Ouest, France
Presented by: Patrick Gibert

Panel 15 – Public Service Motivation: An Organizational Perspective
Friday, June 3, 2011
8:30 – 10:00 am
Location: Maxwell Auditorium

Panel Chair: Vicky Wilkins – University of Georgia

Friends With Benefits: The Co-Evolution of MPA Social Networks and Academic Performance
Authors: R. Karl Rethemeyer – University at Albany
Jeongyoon Lee – University at Albany
Manabu Nakashima – University at Albany
Presented by: R. Karl Rethemeyer

Organizational Socialization in the Public Sector: A Framework for Research and Practice
Authors: Deneen Hatmaker – University of Connecticut
Hyun Hee Park – University at Albany
Presented by: Deneen Hatmaker

The Publicness of Organizations and Policy Environments on Public Service Outcomes: A Multi-Level Analysis of Substance Abuse Treatment Services
Authors: Susan Miller – Ohio State University
Stephanie Moulton – Ohio State University
Presented by: Stephanie Moulton

An Investigation of the Enablers and Barriers to Job Analysis in the Korean government
Author: Hyeon-Suk Lyu – Korea Institute of Public Administration, South Korea
Jongssoon Jinn – Myongi University, South Korea
Presented by: Hyeon-Suk Lyu
Panel 16 – Measuring Critical Concepts in Public Administration
Friday, June 3, 2011 10:15 – 11:45 am Location: Eggers 070

Panel Chair: Jeryl Mumpower – Texas A&M University

Rule Formalization and Rule Effectiveness: Further Explorations into the Construct Validity of Red Tape
Author: Leisha DeHart-Davis – University of Kansas
Presented by: Leisha DeHart-Davis

Organizational Red Tape: The Validity and Conceptualization of a Common Measure
Author: Mary K. Feeney – University of Illinois-Chicago
Presented by: Mary K. Feeney

What Do Measures of Bureaucratic Red Tape Register? Individual Perceptions or Organizational Property
Authors: Sanjay Pandey – Rutgers University
Randall Davis – University of Kansas
Brad Wright – University of North Carolina-Charlotte
Presented by: Randall Davis

Human Resource Professionalism in Georgia Counties: Examining the Level and the Determinants of Knowledge of Law
Authors: Christine Ledvinka Rush – Cleveland State University
J. Edward Kellough – University of Georgia
Presented by: Christine Ledvinka Rush

Panel 17 – New Approaches to Management Research
Friday, June 3, 2011 10:15 – 11:45 am Location: Maxwell 108

Panel Chair: Matthew Potoski – University of California-Santa Barbara

What We Talk About When We Talk About Management Effects: Understanding Substantive Impacts in Public Management Research
Authors: John D. Marvel – American University
David W. Pitts – American University
Presented by: John D. Marvel

Measuring Organizational Buffering: A Sequential MCMC Approach
Authors: Ling Zhu – Texas A&M University
Kenneth J. Meier – Texas A&M University
Presented by: Ling Zhu

Agent Based Models of Cross-Jurisdictional Governance Networks: Simulating the Emergence of Project Prioritization Patterns Under Alternate Policy Theoretical Frameworks and Network Structures
Authors: Asim Zia – University of Vermont
Christopher Koliba – University of Vermont
Sara Metcalf – SUNY, Buffalo
Michael Widener – SUNY, Buffalo
Presented by: Asim Zia

Theory Testing Using Complex Systems Modeling in Public Management: Challenges and Opportunities for a Meta-Theoretical Research Program
Authors: Christopher Koliba – University of Vermont
Asim Zia – University of Vermont
Presented by: Christopher Koliba
Panel 18 – Performance
Friday, June 3, 2011 10:15 – 11:45 am Location: Maxwell 111

Panel Chair: Christopher Pollitt – Catholic University of Leuven, Belgium

Linking Governance Structure and Organizational Performance: Evidence from the Study of Hospital Organizations in Tennessee
Authors: Chul-Young Roh – City University of New York
Jooho Lee – University of Idaho
M. Jae Moon –Yonsei University, South Korea
Hyun Joon Kim – Korea University, South Korea
Presented by: Chul-Young Roh

Top Leadership and Performance of Quasi-Government Organizations in Korea
Authors: Sanghee Park – University of Southern California
Yoon Jik Cho – Georgia State University
Presented by: Sanghee Park

The Utilization and Valuation of Performance Measures for Metropolitan Planning Organizations: Understanding the Effects of Contextual Complexity and Collaborative Capacity from a National-Level Survey
Authors: Asim Zia – University of Vermont
Chris Koliba – University of Vermont
Erica K. Campbell – University of Vermont
Brian H. Y. Lee – University of Vermont
Jack Meek – University of La Verne
Diana Colangelo – University of Vermont
Presented by: Brian H. Y. Lee

Cost Effectiveness: The Forgotten Dimension of Public Sector Performance
Authors: Hans de Groot – University of Twente, the Netherlands
Bart L. van Hulst – Delft University of Technology, the Netherlands
Presented by: Hans de Groot

Panel 19 – Public Service Motivation: Impacts
Friday, June 3, 2011 10:15 – 11:45 am Location: Eggers 018

Panel Chair: James Perry – Indiana University

How do Public Service Motivation and Intrinsic Motivation Influence Absenteeism?
Authors: Lotte Bøgh Andersen – University of Aarhus, Denmark
Nicolai Kristensen - Danish Institute for Governmental Research, Denmark
Lene Holm Pedersen - Danish Institute of Governmental Research, Denmark
Presented by: Lene Holm Pederson

Public Employment, Desire to Help Others and Life Satisfaction: A Longitudinal Study
Author: Donald P. Moynihan – University of Wisconsin-Madison
Tom Deleire – University of Wisconsin-Madison
Kohei Enami – University of Wisconsin-Madison
Presented by: Donald P. Moynihan

Working in the Hollow State: Exploring the Link between Public Service Motivation, Contracting, and Collaboration
Authors: Edmund C. Stazyk – American University
Randall S. Davis, Jr. – University of Kansas
Pablo Sanabria – American University
Sarah Pettijohn – American University
Presented by: Edmund C. Stazyk

Exploring the Link Between Public Sector Leadership and Public Service Motivation in Italian Local Governments
Authors: Nicola Belle – Bocconi University, Italy
Alex Turrini – Bocconi University, Italy
Giovanni Valotti – Bocconi University, Italy
Presented by: Alex Turrini
Panel 20 – Social Media Networks
Friday, June 3, 2011 10:15 – 11:45 am Location: Eggers 060

Panel Chair: Natalie Helbig – University at Albany

Managing Policy Network Communications through Social Media
Author: David Landsbergen – Ohio State University
Presented by: David Landsbergen

“A Mandate for Change”: Diffusion of Social Media Technologies Among Federal Departments and Agencies
Author: Ines Mergel – Syracuse University
Presented by: Ines Mergel

Layering in Public Management: Stability and Change in Digitally Mediated Institutions
Author: Jane E. Fountain – University of Massachusetts-Amherst
Presented by: Jane E. Fountain

Accountability 2.0: Website Disclosure of Accountability Information by NGOs
Authors: Aseem Prakash – University of Washington
Joannie Tremblay-Boire – University of Washington
Presented by: Joannie Tremblay-Boire

Themed Panel: Market-Based Alternatives to Government
Friday, June 3, 2011 10:15 – 11:45 am Location: Maxwell Auditorium

Panel Chair: David Van Slyke – Syracuse University

Market Based or Government Based: Does a Distinction Still Really Exist?
David Connelly – Utah Valley University

Market-Based Alternatives in Social Services: Lessons from a Comparative Study of Denmark, Germany and the US
Steve Smith – Georgetown University

What is the Effect of Performance Measurement on Perceived Accountability Effectiveness in State and Local Government Contracts
Anna Amirkhanyan – American University

Theorizing Public-Private Partnership Success. A Market-Based Alternative to Government?
Carsten Greve – Copenhagen Business School, Denmark
Graeme Hodge – Monash University, Australia
The H. George Frederickson Award
The H. George Frederickson Award honors an individual for career achievement in public management scholarship. It is awarded biennially at the Public Management Research Association conference.

The purpose of the H. George Frederickson Award is to honor a senior scholar for career contributions to the field of public management. Both written scholarship and contributions to building professional capital (e.g., journal development and other means of sharing scholarship and information) related to public management research will be considered. Nominees for the Frederickson Award should have made exemplary contributions to the intellectual development of the field.

Past Winners Include: Laurence Lynn, Jr., 2005; Christopher Hood, 2007; Beryl Radin, 2009

The Beryl Radin Award
The Beryl Radin Award is for the best article published in JPART. It is awarded annually, and presented at the Public Management Research Association conference.

Past Winners Include:

Young Han Chun and Hal Rainey won the Beryl Radin Award for the best article published in 2005. The article information is “Goal Ambiguity and Organizational Performance in U.S. Federal Agencies.” JPART volume 15, no. 4, pages 529-557.


Christopher M. Reenock and Brian J. Gerber won the Beryl Radin Award for the best article published in 2008. The article information is “Political Insulation Information Exchange, and Interest Group Access to the Bureaucracy.” JPART Volume 18, no. 3, pages 415-440.
Panel 21 – Contracting and Performance
Friday, June 3, 2011 1:45 – 3:15 pm Location: Eggers 060

Panel Chair: Anna Amirkhanyan – American University

The Profit Puzzle: Legal Ownership and Dependence as Predictors of High Quality Performance in Contract Settings
Author: Julia Carboni – University of Arizona
Presented by: Julia Carboni

Cream-skimming, Parking and Other Intended and Unintended Effects of Performance-Based Contracting in Social Welfare Services
Authors: Carolyn Heinrich – University of Wisconsin-Madison
Pierre Koning – Bureau of Economic Policy Analysis, the Netherlands
Presented by: Carolyn Heinrich

Authors: Jocelyn M. Johnston – American University
Amanda M. Girth – American University
Presented by: Jocelyn M. Johnston

Agency Autonomy and Contracting: NASA and the Aerospace Industry
Author: Julianne Mahler – George Mason University
Presented by: Julianne Mahler

Panel 22 – Innovation and Creative Problem-Solving
Friday, June 3, 2011 1:45 – 3:15 pm Location: Eggers 070

Panel Chair: Barry Bozeman – University of Georgia

The Dynamics of Large-Scale Collaboration: Government-Industry Partnership for Innovations in Energy Development
Authors: Maja Husar Holmes – West Virginia University
W. Henry Lambright – Syracuse University
Presented by: W. Henry Lambright

Online Appeals and Online Donations: The Case of a Web-based Microfinance Organization
Authors: Chih-Wei Hsieh – University of New Mexico
Kun Huang – University of New Mexico
Presented by: Chih-Wei Hsieh

Creative Street-Level Practice: A Multi-Level Exploration
Authors: Erica Foldy – New York University
Laurie Goldman – Tufts University
Presented by: Erica Foldy

What Makes a New Public Management Reform Successful? An Institutional Analysis
Author: Miklos Rosta – Corvinus University of Budapest, Hungary
Presented by: Miklos Rosta
Panel 23 – Network Performance
Friday, June 3, 2011 1:45 – 3:15 pm Location: Eggers 018

Panel Chair: Jesse Lecy – Georgia State University

How Good is Your Network? The Effect of Network Quality on Organizational Outcomes
Author: K. Jurée Capers – Texas A&M University
Presented by: K. Jurée Capers

Managerial Networking in Complex Environments: Matching Network Dimensions to Performance Indicators
Authors: René Torenvlied – Utrecht University and University of Groningen, the Netherlands
         Agnes Akkerman – Radboud University Nijmegen and Utrecht University, the Netherlands
Presented by: Agnes Akkerman

Determinants of Network Outcomes: The Impact of Managerial Strategies
Authors: Tamyko Ysa – ESADE Business School, Spain
         Vicenta Sierra – ESADE Business School, Spain
         Marc Esteve – ESADE Business School, Spain
Presented by: Tamyko Ysa

Informal Accountability Dynamics within Service Delivery Networks: A Theory and a Test
Authors: Barbara Romzek – University of Kansas
         Kelly LeRoux – University of Illinois-Chicago
         Jocelyn Johnston – American University
Presented by: Barbara Romzek

Panel 24 – Public Service Motivation: Organizational Context
Friday, June 3, 2011 1:45 – 3:15 pm Location: Maxwell 111

Panel Chair: Kristina Lambright – Binghamton University

Institutional Logic and Public Service Motivation: Does Organization Matter?
Authors: David H. Coursey – University of Texas-Arlington
         James Perry – Indiana University
Presented by: David H. Coursey

Fair Treatment, Job Involvement, and Turnover Intention of Professional Employees in Government: The Importance of Organizational Identification as a Mediator
Author: Shahidul (Russell) Hassan – Ohio State University
Presented by: Shahidul (Russell) Hassan

An Explanation of Differences between Government Offices in Employees’ Organizational Citizenship Behavior
Authors: Dong Chul Shim – University at Albany
         John Rohrbaugh – University at Albany
Presented by: Dong Chul Shim
Panel 25 – Rebuilding Public Management Capacity
Friday, June 3, 2011
1:45 – 3:15 pm
Location: Maxwell 108

Panel Chair: Naim Kapucu – University of Central Florida

Designing Policy and Management Tools for Building Resilient Communities
Author: Fatih Demiroz – University of Central Florida
Sana Khosa – University of Central Florida
Presented by: Fatih Demiroz

Nation Building and Disaster Relief Is Public Management
Author: Eric Martin – Bucknell University
Presented by: Eric Martin

Who Leads Institutional Reform in Fragile Developing Countries?
Author: Matt Andrews – Harvard University
Presented by: Matt Andrews

The Contributions of Public Management to Improving Citizens’ Quality of Life: An Analysis of Brazil’s Cash Transfer Program
Authors: Marco Aurelio Marques Ferreira – Universidade Federal de Viçosa, Brazil
Benedict S. Jimenez – Rutgers University-Newark
Marc Holzer – Rutgers University-Newark
Presented by: Marco Aurelio Marques Ferreira

Panel 26 – Comparative Public Service Motivation
Friday, June 3, 2011
1:45 – 3:15 pm
Location: Maxwell Auditorium

Panel Chair: Hyeon Suk Lyu – Korea Institute of Public Administration, South Korea

Cross-Validation of Public Service Motivation Measurement: The Search for Comparative Marker-Items in Belgium, the Netherlands, the United Kingdom, and Switzerland
Authors: Wouter Vandenabeele – Utrecht University, the Netherlands
Maria Koumenta – Oxford Brookes University, UK
Nina van Loon – Utrecht University, the Netherlands
Adrian Ritz – University of Bern, Switzerland
Presented by: Nina van Loon

Beyond Self-Interest? A Comparative Study of Public Service Motivation and Public Values among Master Students
Authors: Lotte Bøgh Andersen – Aarhus University & Danish Institute of Governmental Research, Denmark
Yahong Zhang – Rutgers University-Newark
Presented by: Lotte Bøgh Andersen

Measuring Public Service Motivation: Developing an Instrument for International Use
Authors: Sangmook Kim – Seoul National University of Technology, South Korea
Wouter Vandenabeele – Utrecht University, the Netherlands
Presented by: Sangmook Kim

Understanding Individual Differences between Poor Performers and Good Performers
Author: Soo-Young Lee – Seoul National University, South Korea
Byong-Seob Kim – Seoul National University, South Korea
Presented by: Soo-Young Lee
Panel Chair: Norma Riccucci – Rutgers University-Newark

**Gender Roles, Workforce Composition, and Management Style: Female Commanders and Policy Decisions in Police Organizations**
Author: Jill Nicholson-Crotty – University of Missouri
Presented by: Jill Nicholson-Crotty

**Searching Less and Finding More: How Bureaucratic Diversity Leads to Efficient Policing**
Authors: Vicky Wilkins – University of Georgia
         Brian N. Williams – University of Georgia
         Billy Close – Florida State University
         Patrick Mason – Florida State University
Presented by: Vicky Wilkins

**Social Provision in a Just World: A Theory of Desert, Racial Attitudes, and Policy Administration**
Authors: Jeffrey B. Wenger – University of Georgia
         Vicky M. Wilkins – University of Georgia
Presented by: Jeffrey B. Wenger

**Determinants of Organizational Turnover in Federal Agencies: Exploring the Individual, Managerial, and Organizational Attributes**
Author: Sung Min Park – Sungkyunkwan University, South Korea
Presented by: Sung Min Park

Panel 28 – E-Government
Friday, June 3, 2011 3:30 – 5:00 pm Location: Eggers 060

Panel Chair: R. Karl Rethemeyer – University at Albany

**Toward the New Phase of E-government: An Empirical Study on Citizens’ Attitude for Open Government and Government 2.0**
Author: Taewoo Nam – University at Albany
Presented by: Taewoo Nam

**Fostering Collaborative Behavior through IT Tools: The Influence of a Designed Deliberative Space on Efforts to Address Collective Challenges**
Authors: Qian Hu – Arizona State University
         Erik Johnston – Arizona State University
Presented by: Qian Hu

**Does E-Government Use Foster Citizen Engagement with Government and Community?**
Authors: Meg Haller – University of Illinois-Chicago
         Meng-Hao Li – University of Illinois-Chicago
         Karen Mossberger – University of Illinois-Chicago
Presented by: Meg Haller

**The Effects of Proactive Applications of ICTs on E-Governance Performance**
Authors: M. Jae Moon – Yonsei University, South Korea
         Eric Welch – University of Illinois-Chicago
Presented by: M. Jae Moon
Panel 29 – Human Resource Management: Employee Satisfaction

Friday, June 3, 2011
3:30 – 5:00 pm
Location: Eggers 070

Panel Chair: David Pitts – American University

Work-life Programs as Predictors of Job Satisfaction in Federal Government Employees
Author: Danielle Atkins – University of Georgia
Presented by: Danielle Atkins

Occupational Stress, Work-Related Wellbeing, and Organizational Performance
Author: Sedat Kula – University of Central Florida
Presented by: Sedat Kula

Did 9-11 Increase Public Sector Job Satisfaction in the US? A Difference in Differences Study
Author: Gregg G. Van Ryzin – Rutgers University-Newark
Presented by: Gregg G. Van Ryzin

High Job Satisfaction in the Nonprofit Sector: Are They Saints?
Authors: Young-joo Lee – University of Texas-Dallas
Meghna Sabharwal – University of Texas-Dallas
Presented by: Meghna Sabharwal

Panel 30 – Market-Based Governance

Friday, June 3, 2011
3:30 – 5:00 pm
Location: Maxwell 111

Panel Chair: Steve Smith – Georgetown University

Democratically-contingent Technocracy: Independent Bureaucracies and the Politics of Privatization in Africa
Authors: Manny Teodoro – Colgate University
M. Anne Pitcher – University of Michigan
Presented by: Manny Teodoro

The Magnitude and Characteristics of Market-Based Governance: Proposing an Analytical Framework and Applying it to Catalonia
Authors: Angel Saz-Carranza - Institute of Public Governance and Management ESADE, Spain
Anna Tarrach - Institute of Public Governance and Management ESADE, Spain
Presented by: Angel Saz-Carranza

Privatization, Regulation and Market Structures: An Empirical Analysis of the Reform of the Portuguese Notary System
Authors: Antonio F. Tavares – University of Minho, Portugal
Miguel Rodrigues – Polytechnic Institute of Bragança, Portugal
Presented by: Antonio F. Tavares

Rethinking Government-Nonprofit Partnerships: Towards a New Analytical Model Incorporating Post-Communist Experiences
Author: Erzsebet Fazekas – University at Albany
Presented by: Erzsebet Fazekas
Panel 31 – Organizational Culture
Friday, June 3, 2011 3:30 – 5:00 pm Location: Eggers 018

Panel Chair: Amy Donahue – University of Connecticut

Culture for Quality? An Empirical Examination in Israel
Authors: Valerie Isaak – University of Haifa, Israel
Dana Vashdi – University of Haifa, Israel
Eran Vigoda-Gadot – University of Haifa, Israel
Presented by: Valerie Isaak

Innovation Climate in Public and Nonprofit Organizations
Author: John C. Ronquillo – University of Georgia
Presented by: John C. Ronquillo

Motivated to Adapt? The Role of Public Service Motivation as Employees Face Organizational Change
Authors: Bradley E. Wright – University of North Carolina-Charlotte
Kim Isett – Columbia University
Robert K. Christensen – University of Georgia
Presented by: Bradley E. Wright

Intended and Non-Intended Effects of Managing Organizational Change in Public Organizations
Authors: Adrian Ritz – University of Bern, Switzerland
Sergio Fernandez – Indiana University
Presented by: Adrian Ritz

Panel 32 – Public versus Private Management: Theoretical Concerns and Evidence
Friday, June 3, 2011 3:30 – 5:00 pm Location: Maxwell Auditorium

Panel Chair: Steven Kelman – Harvard University

The Theory of Public Enterprise, Social Welfare and Planning: A Note
Authors: Chiara Del Bo – Università degli Studi di Milano, Italy
Massimo Florio – Università degli Studi di Milano, Italy
Presented by: Chiara Del Bo

Explaining Incumbent Internationalization of the Public Utilities: Cases from Telecommunications and Electricity
Authors: Judith Clifton – Universidad de Cantabria, Spain
Daniel Diaz-Fuentes – Universidad de Cantabria, Spain
Marcos Gutierrez – Universidad de Cantabria, Spain
Julio Revuelta – Universidad de Cantabria, Spain
Presented by: Judith Clifton

Joint versus Single Management of Large Transport Infrastructures
Authors: Daniel Albalate – Universitat de Barcelona, Spain
Germa Bel – Barcelona Graduate School of Economics
Xavier Fageda – Universitat de Barcelona, Spain
Presented by: Germa Bel

Authors: Mildred Warner – Cornell University
Amir Hefetz – Haifa University, Israel
Presented by: Mildred Warner

Public-Private Relationships, Administrative Capacity, and Public Service Efficiency
Authors: Rhys Andrews – Cardiff University, UK
Tom Entwhistle – Cardiff University, UK
Presented by: Tom Entwhistle
Reception at the MOST

Friday, June 3, 2011  5:30 – 8:30  Location: Museum of Science and Technology
NYU’s Robert F. Wagner Graduate School of Public Service salutes our faculty’s contributions to the fields of public administration and management.

Journal of Public Administration Research and Theory
- Sonia M. Ospina, Associate Professor of Public Management and Policy; co-editor
- Erica Gabrielle Foldy, Associate Professor of Public and Nonprofit Management; editorial board
- Daniel L. Smith, Assistant Professor of Public Budgeting and Financial Management; editorial board

Administrative Science Quarterly
- Joe Magee, Associate Professor of Management; editorial board

Public Administration Review
- Rogan Kersh, Associate Professor of Public Policy and Associate Dean for Academic Affairs; co-editor, book review
- Sonia M. Ospina, co-editor, book review
Continental Breakfast
Saturday, June 4, 2011 7:30 – 8:30 am Location: Public Events Room, Eggers 220

Panel 33 – Emergency Management
Saturday, June 4, 2011 8:30 – 10:00 am Location: Maxwell 108

Panel Chair: Holly T. Goerdel - University of Kansas

Searching for Sweet Spots of Communication during an Emergency
Authors: Wei Zhong – Arizona State University
Yushim Kim – Arizona State University
Presented by: Wei Zhong

Sustainability in Emergency Management Networks: A National Study
Authors: Vener Garayev – University of Central Florida
Naim Kapucu – University of Central Florida
Presented by: Vener Garayev

What’s the Worst that Can Happen? How Citizens and Public Managers Perceive Risk
Author: Amy K. Donahue – University of Connecticut
Presented by: Amy K. Donahue

Authors: Scott E. Robinson – Texas A&M University
Warren Eller – University of North Carolina-Pembroke
Melanie Gall – Louisiana State University
Brian Gerber – University of Colorado-Denver
Presented by: Scott E. Robinson

Panel 34 – International Perspectives on Government Performance
Saturday, June 4, 2011 8:30 – 10:00 am Location: Maxwell Auditorium

Panel Chair: Stefano Calciolari - Università della Svizzera Italiana, Switzerland

“Public Networks” say Americans, “Public Networks” Reply Europeans, but Are They Talking about the Same Issue?
Authors: Daniela Cristofoli – University of Lugano, Switzerland
Myrna Mandell – California State University
Marco Meneguzzo – University of Roma Tor Vergata, Italy
Presented by: Daniela Cristofoli

Does Pendleton’s Premise Hold in New and Old Democracies Alike? Politicization and Performance in the U.S. and Central and Eastern Europe
Authors: Marius Profiroiu – Academy of Economic Studies, Romania
Nicolai Petrovsky – University of Kentucky
Ed Jennings – University of Kentucky
Presented by: Nicolai Petrovsky

Performance, Stakeholder Stability and the Survival of UK Executive Agencies
Authors: Oliver James – University of Exeter, UK
George Boyne – Cardiff University, UK
Alice Moseley – University of Exeter, UK
Nicolai Petrovsky – University of Kentucky
Presented by: Alice Moseley

Performance Measurement and Evaluation Systems: Institutionalizing Accountability for Governmental Results in Latin America
Authors: Nuria Cunill Grau – Latin American Center for Administration and Development
Sonia M. Ospina – New York University
Presented by: Sonia M. Ospina
Panel 35– Institutional Design
Saturday, June 4, 2011 8:30 – 10:00 am Location: Maxwell 111

Panel Chair: Jodi Sandfordt – University of Minnesota

Does the Choice of Design in Government Programs Affect Performance?
Author: Stuart Kasdin – George Washington University
Presented by: Stuart Kasdin

The Impact of Bureaucratic Structure on Government Eligibility Decisions
Author: Lael R. Keiser – University of Missouri
Presented by: Lael R. Keiser

Adjusting Midstream: The Strategic Use of Policy Instruments in Brownfield Redevelopment Networks
Author: Rob Alexander – Rochester Institute of Technology
Presented by: Rob Alexander

Author: Samrat Bose, University at Albany
Presented by: Samrat Bose

Panel 36 – Performance of Performance Systems
Saturday, June 4, 2011 8:30 – 10:00 am Location: Eggers 018

Panel Chair: Hans de Groot – University of Twente, the Netherlands

Appraising Federal Performance Appraisals
Author: Ellen V. Rubin – University at Albany
Presented by: Ellen V. Rubin

Authors: Craig Thomas – University of Washington
Danielle Fumia – University of Washington
Presented by: Craig Thomas

As PART Departs: Reviewing the Impact of the Program Assessment Rating Tool on Performance Management
Authors: Stéphane Lavertu – University of Colorado-Boulder
Donald P. Moynihan – University of Wisconsin-Madison
Presented by: Stéphane Lavertu

Has Pay-for-Performance Worked in the Federal Government? Testing a Hierarchical Linear Model
Author: Kaifeng Yang – Florida State University
Presented by: Kaifeng Yang
Panel 37 – Strategy
Saturday, June 4, 2011 8:30 – 10:00 am  Location: Eggers 060

Panel Chair: John Bryson – University of Minnesota

**Social Capital and Public Service Performance: Does Organizational Strategy Matter?**
Authors: Rhys Andrews – Cardiff University, UK
          Gene A. Brewer – University of Georgia
Presented by: Gene A. Brewer

**Determinants of Strategic Cities: Building and Testing a Theoretical Framework**
Author: Frances Berry – Florida State University
          Myungjung (MJ) Kwon – California State University-Fullerton
          HeeSoun Jang – University of North Texas
Presented by: Frances Berry

**Developing a Scripted Approach to Planning Client-Based Strategic Modeling Sessions**
Authors: George P. Richardson – University at Albany
          David F. Andersen – University at Albany
          Colin Eden – Strathclyde Business School, UK
          Fran Ackermann – Strathclyde Business School, UK
          Peter Hovmand – Washington University-St.Louis
          Etienne Rouwette – Radboud University Nijmegen, the Netherlands
Presented by: David F. Andersen

**The Impact of Strategy Process and Content on Transit System Performance**
Authors: Theodore H. Poister – Georgia State University
          Lauren Hamilton Edwards – Georgia State University
          Obed Pasha – Georgia State University
Presented by: Lauren Hamilton Edwards

Themed Panel – Global Public Management
Saturday, June 4, 2011 8:30 – 10:00 am  Location: Eggers 070

Panel Chair: Chris Mihm - Managing Director for Strategic Issues, U.S. Government Accountability Office

**Ebbs and Flows in Political Appointees: A Comparative Perspective**
Sam Yeol Lee – Yonsei University, South Korea
Kwangho Jong – Seoul National University, South Korea
M. Jae Moon – Yonsei University, South Korea
Sung Deuk Hahn – Korea University, South Korea

**What Capital Requires: Default and Redemption in the United States, 1840-1850**
Alasdair Roberts – Suffolk University

**Thai Style Agencification in a Bundled Government**
Bidhya Bowornwathana – Chulalongkorn University, Thailand

**Moving Beyond a Western Perspective on Public Management**
Tamyko Ysa – ESADE Business School, Spain
Panel 38 – Collaboration and Coordination
Saturday, June 4, 2011 10:15 – 11:45 am Location: Maxwell Auditorium

Panel Chair: Erik Klijn – Erasmus University Rotterdam, the Netherlands

Policy Implementation and Interagency Coordination: An Empirical Study of Floodplain Management Recommendations
Authors: George P. Richardson – University at Albany
         Michael Deegan - US Army Corps of Engineers
Presented by: Michael Deegan

Does the Culture of a Service Delivery Collaboration Affect Collaboration Success?: Evidence From British Crime and Disorder Reduction Partnerships
Authors: Steven Kelman – Harvard University
         Sounman Hong – Harvard University
         Irwin Turbitt – University of Warwick, UK
Presented by: Steven Kelman

Governance and Complex Policies
Authors: Chris Koski – James Madison University
         Peter J May – University of Washington
Presented by: Chris Koski

Putting the “Public” Back into Collaborative Public Management
Authors: Michael McGuire – Indiana University
         Robert Agranoff – Indiana University
         Chris Silvia – University of Kansas
Presented by: Chris Silvia

Panel 39 – Ethics
Saturday, June 4, 2011 10:15 – 11:45 am Location: Eggers 070

Panel Chair: George Frederickson – University of Kansas

City Managers in Local Policy-Making: Contributions, Frustrations, and Ethical Concerns
Authors: Yahong Zhang – Rutgers University-Newark
         Robert E. Lee – Florida State University
Presented by: Yahong Zhang

Proactive Investigations of Corruption: (Un)ethical Aspects
Author: Alexey Konov – Higher School of Economics, Russia
Presented by: Alexey Konov

Independent Professional Bureaucracies and Corruption: Evidence from Latin America
Authors: Laura Langbein – American University
         Pablo Sanabria – American University
Presented by: Pablo Sanabria

An Examination of Administrative Discretion in Emergency Medical Services
Author: Alexander C. Henderson – Rutgers University-Newark
Presented by: Alexander C. Henderson
Panel 40 – Human Resource Management
Saturday, June 4, 2011 10:15 – 11:45 am Location: Maxwell 111

Panel Chair: Kenneth J. Meier – Texas A&M University

A Causal Model of the Empowerment Process: Exploring the Link between Empowerment Practices, Employee Cognitions, and Behavioral Outcomes
Authors: Sergio Fernandez – Indiana University
Tima Moldogaziev – Indiana University
Presented by: Sergio Fernandez

Exit Choices, Voice, Loyalty, and Pay: Evidence from the U.S. Federal Workforce
Authors: Andrew B. Whitford – University of Georgia
Soo-Young Lee – Seoul National University, South Korea
Presented by: Andrew B. Whitford

Empowerment, Discretion, and Effort: Bottom-Up Representative Bureaucracy
Authors: John D. Marvel – American University
William G. Resh – American University
Presented by: William G. Resh

The Effects of Personnel Rule Constraints and Positive Administrative Efficacy
Authors: Hal G. Rainey – University of Georgia
Cora Duvall – University of Georgia
Presented by: Cora Duvall

Panel 41 – Network Management
Saturday, June 4, 2011 10:15 – 11:45 am Location: Maxwell 108

Panel Chair: Brint Milward – University of Arizona

Strategic Leadership in Networks: The Effect of External Factors on Advocacy Efforts
Authors: Michael McGuire – Indiana University
Rachel Krefetz Fyall – Indiana University
Presented by: Rachel Krefetz Fyall

Network Governance: Investigation into the Formation and Evolution of Networks
Author: Nicole Esparza – University of Southern California
Presented by: Nicole Esparza

The Underlying Patterns of Whole Network Structure: A Dyadic Analysis of a Publicly Funded Goal Directed Network
Authors: Robin H. Lemaire – University of Arizona
Keith G. Provan – University of Arizona
Presented by: Robin H. Lemaire

Linking Network Based Hierarchy and Work Satisfaction of Academic Scientists in Six Fields of Science and Engineering: A Longitudinal Study
Authors: Yamini Jha – University of Illinois-Chicago
Eric Welch – University of Illinois-Chicago
Presented by: Yamini Jha
Panel 42 – Regulation
Saturday, June 4, 2011  10:15 – 11:45 am  Location: Eggers 018

Panel Chair: Rene Torenvlied – University of Groningen, the Netherlands

Trust in Inspection Relations: How Regulator Trust and Control Complement Each Other in Their Effect on Regulatee Compliance
Author: Frederique Six – University Amsterdam, the Netherlands
Presented by: Frederique Six

Coercion at the Frontlines in Regulatory and Social Policies: The Role of Power and Social Construction of Target Populations
Authors: Vibeke Lehmann Nielsen – Aarhus University, Denmark
Soeren C. Winter - Danish National Centre for Social Research, Denmark
Peter J. May – University of Washington
Presented by: Soeren C. Winter

Understanding Styles of Corporate Compliance with Environmental Regulation: Towards a Multidimensional Conceptual Framework
Authors: Carlos Wing-Hung Lo – Hong Kong Polytechnic University, People’s Republic of China
Ning Liu – Hong Kong Polytechnic University, People’s Republic of China
Xueyong Zhan – Hong Kong Polytechnic University, People’s Republic of China
Presented by: Ning Liu

Author: David P. McCaffrey – University at Albany
Presented by: David P. McCaffrey

Themed Panel - Performance Management in the Future
Saturday, June 4, 2011  10:15 – 11:45 am  Location: Eggers 060

Panel Chair: Gregg G. Van Ryzin – Rutgers University-Newark

Attempting to Answer the ‘How?’ Question: What Causal Mechanisms Could Connect the Actions of Public Executives to Improvements in Organizational Performance?
Bob Behn – Harvard University

Evaluation Bias or Reward Bias? Performance Appraisals and Gender/Racial Disparities in Federal Career Success
Seong Soo Oh – California State University-Stanislaus
Gregory B. Lewis – Georgia State University

Modeling the Value for Money of Public Interventions to Improve Outcomes in a Major City: the Dream, the Model and the Reality
Tony Bovaird – University of Birmingham, UK

The Role of Transparency in Performance Management: Is It a Peripheral or Central Factor?
Dennis Smith – New York University
Luncheon: Special Panel on the Future of the Field of Public Administration
Saturday, June 4, 2011  12:00 – 1:30 pm  Location: Goldstein Auditorium, Schine Student Center

Poster Session Awards Committee
Steve Smith – Georgetown University
Norma M. Riccucci, Rutgers University
Donald Moynihan – University of Wisconsin

Panel on the Future of the Field
Using crystal balls, tea leaves, and palm reading, a diverse panel of distinguished scholars of various ages will predict, and advocate for, different futures for the field.
Kenneth J. Meier – Texas A&M University
David W. Pitts – American University
Heather Getha-Taylor – University of Kansas
Panel 43 – Local Government Contracting
Saturday, June 4, 2011 1:45 – 3:15 pm Location: Eggers 070

Panel Chair: Germa Bel – Barcelona Graduate School of Economics

Economic Recession, Organizational Slack, and Contracting-out
Author: Cheongsin Kim – University of Southern California
Presented by: Cheongsin Kim

Why Do Public Managers Avoid Enforcing Sanctions for Unsatisfactory Contract Performance? Perspectives from Local Governments
Author: Amanda M. Girth – American University
Presented by: Amanda M. Girth

Managing Uncertainty: What Can We Learn from Contracts?
Authors: Craig R. Smith – University of Arizona
         Deanna Malatesta – Indiana University
Presented by: Craig R. Smith

Credible Commitment and ‘Downward Accountability’ in Nonprofits: A Model of Beneficiary Empowerment
Authors: Jesse D. Lecy, Georgia State University
         Mary Kay Gugerty, University of Washington, Seattle
Presented by: Jesse D. Lecy

Panel 44 – Considering Contemporary Public Leadership Challenges
Saturday, June 4, 2011 1:45 – 3:15 pm Location: Maxwell 108

Panel Chair: Jean Hartley – University of Warwick, UK

Framing the Boundaries of Public Leadership: Balancing Public Accountability and Jurisdictional Authority to Achieve Public Value
Author: Maja Husar Holmes – West Virginia University
Presented by: Maja Husar Holmes

Human Capital Leadership: A Look at HR as a Partner and Source of Leadership
Authors: Willow S. Jacobson – University of North Carolina
         Jessica E. Sowa – University of Colorado
         Kristina Lambright – Binghamton University
Presented by: Willow S. Jacobson

Leadership Development for Local Government Executives: Balancing Existing Commitments and Emerging Needs
Authors: Heather Getha-Taylor – University of Kansas
         Ricardo S. Morse – University of North Carolina
Presented by: Heather Getha-Taylor

Navigating Through Fog: The Unintended Consequences of Managerial Strategies
Author: Breanca Thomas – Texas A&M University
Presented by: Breanca Thomas
Panel 45 – Financial Management in Response to Crisis  
Saturday, June 4, 2011  
1:45 – 3:15 pm  
Location: Eggers 018

Panel Chair: David McCaffrey – University at Albany

Why are Tax and Expenditure Limits are Ineffective Constraints on Spending  
Author: Sharon Kioko – Syracuse University  
Presented by: Sharon Kioko

Recessions as Shocks on City Finances 2003 to 2009  
Authors: John F. Sacco – George Mason University  
Gerald Bushee – Mount Olive College  
Zhi Li – George Mason University  
Presented by: John F. Sacco

The Management of Fiscal Stress in Public Organizations: Evidence from Florida Counties  
Authors: Robert J. Eger, III – Florida State University  
David S. T. Matkin – Florida State University  
Carol S. Weissert – Florida State University  
Presented by: David S. T. Matkin

Panel 46 – Innovations in Public Management Research  
Saturday, June 4, 2011  
1:45 – 3:15 pm  
Location: Maxwell Auditorium

Panel Chair: George Boyne – Cardiff University, UK

Managing the Commons: the Case of NCAA Conferences  
Authors: Matthew Potoski – University of California-Santa Barbara  
Matthew Kotchen – Yale University  
Presented by: Matthew Potoski

Goal Congruence in One Shot Games: How do Public Managers Make Decisions With Non-Reoccurring Grant Monies?  
Authors: Kaifeng Yang – Florida State University  
Jessica Terman – Florida State University  
Tony Kassekert – Florida State University  
Richard Feiock – Florida State University  
Presented by: Jessica Terman

Institutional Logics and Public Management  
Author: James Thompson – University of Illinois-Chicago

Feeding the Hungry, Curing Cancer, Stemming Foreclosures, and Winning the War on Terror:  
Managing the Invisible and Visible Hands in Coordinated Problem Solving  
Authors: Craig Boardman – Ohio State University  
Stephanie Moulton – Ohio State University  
Presented by: Craig Boardman
Panel 47 – Researching Public Values: Dynamics and Developments
Saturday, June 4, 2011 1:45 – 3:15 pm Location: Eggers 060

Panel Chair: Richard Walker - University of Hong Kong, People’s Republic of China

Exploring the Public Values Universe: Understanding Values in Public Administration
Author: Tina Nabatchi – Syracuse University
Presented by: Tina Nabatchi

Elite Ethics: The Values and Motivations of those with Public Power
Authors: Zeger van der Wal – University Amsterdam, the Netherlands
         Leonie Heres – University Amsterdam, the Netherlands
Presented by: Zeger van der Wal

Authors: Torben Beck Jørgensen – University of Copenhagen, Denmark
         Mark Rutgers – University Amsterdam, the Netherlands
Presented by: Torben Beck Jørgensen

Valuing Partnership: Safeguarding Public Values in Public-Private Partnerships
Authors: Anne-Marie Reynaers – VU University, the Netherlands
         Gjalt de Graaf – VU University, the Netherlands
Presented by: Anne-Marie Reynaers

Panel 48 – The Tools of Leadership and Influence
Saturday, June 4, 2011 1:45 – 3:15 pm Location: Maxwell 111

Panel Chair: Owen Hughes - Monash University, Australia

Isopraxist Leadership: Self Confidence, Management Strategy, and Organizational Performance
Authors: Kenneth J. Meier – Texas A&M University and Cardiff University
         Laurence J. O’Toole, Jr. – University of Georgia
Presented by: Kenneth J. Meier

Does Clear Goal Setting Matter for Leadership in the Public Sector?
Author: Chan Su Jung – City University of Hong Kong, People’s Republic of China
Presented by: Chan Su Jung

Technical Rationality and Interpretive Power in Public Organizations
Author: Mitchel Abolafia – University at Albany
Presented by: Mitchel Abolafia

Mobilizing Public Service Leaders as Change Agents through Leadership Development Initiatives in England: Problems and Prospects
Author: Mike Wallace – Cardiff University, UK
Presented by: Mike Wallace
Panel 49 – Management Strategy
Saturday, June 4, 2011 3:30 – 5:00 pm Location: Maxwell Auditorium

Panel Chair: Frances Berry – Florida State University

Becoming a Manager: Learning the Power of Emotional and Social Intelligence
Authors: Hyun Hee Park – University at Albany
Sue Faerman – University at Albany
Presented by: Hyun Hee Park

The Impact of Accountability Reform on the Work Lives and Work Attitudes of Public Managers: The Case of No Child Left Behind
Authors: Jason A. Grissom – University of Missouri
Sean Nicholson-Crotty – University of Missouri
James R. Harrington – University of Missouri
Presented by: James R. Harrington

Management Tools for Public Safety: Behavioral Decision Making Considerations
Authors: Navid Ghaffarzadegan – University at Albany
David F. Andersen – University at Albany
Presented by: Navid Ghaffarzadegan

Power in Middle-Management: An Analysis of Department Chairs in Public and Nonprofit Universities
Authors: Barry Bozeman – University of Georgia
Monica Gaughan – University of Georgia
Daniel Fay – University of Georgia
Presented by: Daniel Fay

Panel 50 – Politics and Management
Saturday, June 4, 2011 3:30 – 5:00 pm Location: Eggers 060

Panel Chair: Jocelyn Johnston – American University

Executive Replacements in Civil Service Systems
Authors: Jørgen Grønnegaard Christensen – Aarhus University, Denmark
Robert Klemmensen – University of Southern Denmark, Denmark
Niels Opstrup – University of Southern Denmark, Denmark
Presented by: Jørgen Grønnegaard Christensen

More Politics or More Management? Exploring the Predictors of Successful Public Management Reforms
Authors: Stefano Calciolari – Università della Svizzera Italiana, Switzerland
Laura Macciò – Università della Svizzera Italiana, Switzerland
Presented by: Stefano Calciolari

Leading with Political Awareness: Comparing the Political Skills of Public Managers in the UK, Australia and New Zealand
Authors: Jean Hartley – University of Warwick, UK
John Alford – Australia and New Zealand School of Government, Australia
Owen Hughes – Monash University, Australia
Presented by: Jean Hartley

Implementing the Open Government Agenda: Exploring Connections between Open Government and the Free and Open Source Movement
Author: Vadym Pyrozhkeno – Syracuse University
Presented by: Vadym Pyrozhkeno
Panel 51 – Service Delivery  
Saturday, June 4, 2011 3:30 – 5:00 pm  Location: Eggers 018

Panel Chair: Mariafrancesca Sicilia - Università Luigi Bocconi, Italy

Redundancy and Performance in Public Service Delivery Networks
Authors: Sean Nicholson-Crotty – University of Missouri
         Jill Nicholson-Crotty – University of Missouri
         Rob Shireman – University of Missouri
Presented by: Sean Nicholson-Crotty

A Network Study of Strategic Stance and Inter-Organizational Relationships
Author: Kun Huang – University of New Mexico
Presented by: Kun Huang

Do Coproduction Initiatives Improve Public Service Performance? Evidence from a Randomized Field Experiment
Authors: Morten Jakobsen – Aarhus University, Denmark
         Simon Calmar Andersen – Aarhus University, Denmark
Presented by: Morten Jakobsen

Gaining Perspectives: Using Social Network Data to Understand Systems of Care
Authors: Danielle M. Varda – University of Colorado-Denver
         Ayelet Talmi – University of Colorado-Denver
Presented by: Danielle M. Varda

Panel 52 – The Multisectoral Workforce  
Saturday, June 4, 2011 3:30 – 5:00 pm  Location: Maxwell 108

Panel Chair: Sergio Fernandez – Indiana University

From Public to Private Sector: Motives and Explanations for Higher Educated State Employee’s Sector Switch
Author: Jesper Rosenberg Hansen – Aarhus University, Denmark
Presented by: Jesper Rosenberg Hansen

Job Performance of Middle Managers in Public Agencies: The Effects of Boundary Spanning and Sector Switching
Authors: Xuhong Su – University of South Carolina
         Guo Chao – University of Georgia
Presented by: Xuhong Su

Nonprofit Sector Growth: Testing Theories of Government Support
Authors: Jesse D. Lecy, Georgia State University
         David M. Van Slyke, Syracuse University
Presented by: David Van Slyke
Campus Map

Meeting Room Locations Maps

Building Locations
1 Maxwell Hall
4 Sheraton
2 Eggers Hall
5 Ernie Davis Residence Hall
3 Schine Student Center

Meeting Room Locations
1 100A Eggers
2 070 Eggers
3 018 Eggers
4 Maxwell 108
5 060 Eggers
6 Maxwell 118
Driving Directions to the Maxwell School and Parking Garage

From the north: Take Interstate Route 81 south to exit 18 (Adams/Harrison St. exit). Bear left on the exit ramp and go under the I-81 bridge. From there, go left at the second traffic light onto East Adams Street. On East Adams stay in the right lane and turn right at the second light onto Irving Avenue. Pass through two lights to end of street (Carrier Dome will be on your left). Take a right hand turn. Go one block, turn right. The parking garage is on the right hand side. Give your name to the attendant. From the fifth floor of the parking garage take the passenger walkway across to campus. Follow the sidewalk (bear left) to a large set of stairs. Go up stairs, turn right. Go straight, the Eggers Building is about 100 feet ahead.

From the south: Take Interstate Route 81 north to exit 18 (Adams/Harrison St. exit). Turn right onto East Adams Street. On East Adams stay in the right lane and turn right at the second light onto Irving Avenue. Pass through two lights to end of street. Take a right hand turn. Go one block, turn right. The parking garage is on the right hand side. Give your name to the attendant. From the fifth floor of the parking garage take the passenger walkway across to campus. Follow the sidewalk (bear left) to a large set of stairs. Go up stairs, turn right. Go straight, the Eggers Building is about 100 feet ahead.

From the east: Take Interstate Route 90 (New York State Thruway) west to exit 34A. Take Route 481 south to Interstate 690 West to the Teall Avenue exit. Turn left onto Teall Avenue and go to the second light. Turn right onto Erie Boulevard East and go to University Ave. Turn left onto University Avenue, go eight blocks until the intersection Waverly Avenue (you'll now be facing the Syracuse University campus). Take a right onto Waverly, go through one light and take a left at the next light. Pass through one light and go to end of street. Take a right hand turn. Go one block, turn right. The parking garage is on the right hand side. Give your name to the attendant. From the fifth floor of the parking garage take the passenger walkway across to campus. Follow the sidewalk (bear left) to a large set of stairs. Go up stairs, turn right. Go straight, the Eggers Building is about 100 feet ahead.

From the west: Take Interstate Route 90 (New York State Thruway) east to exit 39. Take Interstate 690 to Interstate Route 81 South. Take I-81 south to exit 18 (Adams/Harrison St. exit). Bear left on the exit ramp and go under the I-81 bridge. From there, go left at the second traffic light onto East Adams Street. On East Adams stay in the right lane and turn right at the second light onto Irving Avenue. Pass through two lights to end of street. Take a right hand turn. Go one block, turn right. The parking garage is on the right hand side. Give your name to the attendant. From the fifth floor of the parking garage take the passenger walkway across to campus. Follow the sidewalk (bear left) to a large set of stairs. Go up stairs, turn right. Go straight, the Eggers Building is about 100 feet ahead.

Parking

It is best for you to park in Irving Garage, entrance on Stadium Place (below the Carrier Dome, Irving Ave.). The cost is approximately $3.25. You will then take the garage elevator to the 5th floor and walk through the street overpass, up the stairs to the Maxwell School (Eggers Hall), building with pillars, on your left.

Other Transportation

Taxis
4SU Taxi: 315-478-8294
USA Taxi: 315-471-7272
AAA University Taxi: 315.433.1000
*note, all Taxis only travel certain distances

Guest Wireless Access at Maxwell

AirOrangeGuest provides unsecured and temporary wireless access to those with laptops and hand-held devices. Please follow the instructions below to set up wireless access.

1. Self-sponsored accounts will require a text-capable mobile phone to complete the process. (You will receive a text message with your password once you have completed the registration process).
2. Connect to AirOrangeGuest wireless network.
3. Click on Self-Sponsored Guest Account Creation on the left side.
4. Follow the instructions.
Syracuse Area Restaurants

Spaghetti Warehouse
689 N. Clinton St., Syracuse
Phone: (315) 475-1807
Restaurant Type: Full Service
Primary Cuisine: Italian

Ichiban Japanese Restaurant
302 Old Liverpool Rd., Liverpool
Phone: (315) 457-0000
Restaurant Type: Full Service
Primary Cuisine: Japanese

L’Adour – French Restaurant
110 Montgomery St., Syracuse
Phone: (315) 475-7653
Restaurant Type: Full Service, Fancy
Primary Cuisine: French

Lemon Grass Thai Restaurant
238 W. Jefferson St., Syracuse
Phone: (315) 475-1111
Restaurant Type: Full Service, Fancy
Primary Cuisine: Thai

Dinosaur BAR-B-QUE
246 W. Willow Street, Syracuse
Phone: (315) 476-4937
Restaurant Type: Full Service/Bar
Primary Cuisine: Bar-B-Que

Appetito Ristoranti Italiano
101 E. Water St., Syracuse
Phone: (315) 422-2340
Restaurant Type: Full Service
Primary Cuisine: Italian

FAEGAN’S CAFÉ & PUB
734 South Crouse Ave., Syracuse
Phone: (315) 472-4721
Restaurant Type: Full Service
Primary Cuisine: Italian

Starbucks
177 Marshall St., Syracuse
Phone: (315) 474-2863
Type of Establishment: Coffee/desserts

Subway
720 University Ave., Syracuse
Phone: (315) 470-0910
Restaurant Type: Deli/Diner

Syra-Juice Bar & Eatery
Marshall Square Mall, Syracuse
Phone: (315) 475-8423
Restaurant Type: Greek/health food

Varsity Pizza
802 S. Crouse Ave., Syracuse
Phone: (315) 478-9803
Restaurant Type: Deli/Pizza/wings

Phoebe’s Garden Café
900 E. Genesee St., Syracuse
Phone: (315) 475-5154
Restaurant Type: Full Service
Primary Cuisine: Italian, Seafood

Samrat Indian Restaurant
701 S Crouse Ave # 2
Syracuse, NY 13210-1748
Phone: (315) 479-6051
Primary Cuisine: Indian Cuisine

Eggers Café
Syracuse University
Maxwell School
3rd Floor, Eggers Hall
Monday-Thursday 8-4 PM
Friday 8-2:30 PM
Primary Cuisine: Sandwiches/salad bar
Syracuse University Safety Information

Unless otherwise noted, all numbers are in the 315 area code.

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<thead>
<tr>
<th>Emergency</th>
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<tbody>
<tr>
<td>Campus Phone</td>
<td>711</td>
</tr>
<tr>
<td>Campus Pay Phone</td>
<td>#711</td>
</tr>
<tr>
<td>From AT&amp;T, Verizon, or Sprint cell phones</td>
<td>#SU (#78)</td>
</tr>
<tr>
<td>Emergency email and text messaging, from any cell phone</td>
<td><a href="mailto:711@syr.edu">711@syr.edu</a></td>
</tr>
<tr>
<td>From any phone</td>
<td>443-2224</td>
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<th>Non-Emergency</th>
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<tbody>
<tr>
<td>Communications Center (24/7)</td>
<td>443-2224</td>
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<tr>
<td>Public Safety Escort Requests</td>
<td>443-SAFE (7233)</td>
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