

PAUL CHARLES LIGHT

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New York, NY 10012
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EDUCATION

- B.A. Macalester College, 1975
- M.A. University of Michigan, Political Science, 1976
- Ph.D. University of Michigan, Political Science, 1980

HONORS

Pi Sigma Alpha, Political Science Honor Society (1974), Phi Beta Kappa (1975), graduated from Macalester Summa Cum Laude with Highest Honors (1975), University of Michigan Graduate Fellowship (1976), Earhart Foundation Graduate Fellowship (1977), H.B. Bentley Graduate Fellowship (1978), National Science Foundation Dissertation Grant (1979), American Political Science Association Schattschneider Award for the best dissertation in American Government (2001) Macalester College Distinguished Alumni Citizenship Award (1990), Senior Fellow, the Governance Institute (1990-1995, 1998-present), Fellow, National Academy of Public Administration (elected 1994), Member, National Academy of Social Insurance (1996), Center for Excellence in Government (elected 1999), Eihorn-Gary Service Award for Lifetime Achievement, Association of Government Accountants (2001), Elmer Staats Lecturer, National Academy of Public Administration (2007), Mitau Lecturer, Macalester College, 2010

CURRENT POSITION

Paulette Goddard Professor of Public Service, Robert F. Wagner School of Public Service, New York University, 2003-present

Founding Director, Center for Global Public Service and Social Impact, Robert F. Wagner School of Public Service, New York University, 2006-present

PREVIOUS POSITIONS

Full-Time

Vice President for Governmental Studies, Douglas Dillon Senior Fellow, and founding Director, Center for Public Service, the Brookings Institution, 1999-2004

Director, Public Policy Program, The Pew Charitable Trusts, 1995-1998

Professor of Public Affairs, Humphrey Institute of Public Affairs, and Professor of Political Science, University of Minnesota, 1988-1997

Associate Dean, Humphrey Institute of Public Affairs, 1988-1992

Special Adviser and Member of the Professional Staff, U.S. Senate Governmental Affairs Committee, 100th Congress, 1987-89

Director of Studies, National Academy of Public Administration, 1984-1987

Congressional Fellow, American Political Science Association, 1982-1983; assigned to Rep. Barber B. Conable, Jr., and the John Glenn Presidential Campaign

Assistant Professor of Government and Foreign Affairs, University of Virginia, 1980-1983

Limited-Time or Time-Limited Positions

Senior Advisor, Volcker Alliance for Effective Governance, 2012-present

Nonresident Senior Fellow, the Brookings Institution, 1990-1998, 2003-2009

Adjunct Professor of Practice, John F. Kennedy School of Government, Harvard University, 1998-2000

Senior Advisor, National Commission on the American State and Local Public Service (Winter Commission), 1991-1993

Senior Fellow, the Governance Institute, 1989-present

Senior Adviser, National Commission on the Public Service (Volcker Commission), October 1988-March 1989

Guest Scholar, the Brookings Institution, 1982, 1983-1984, 1990; Visiting Fellow, 1993-1995

Associate Director, Congressional Management Project, American University, Spring-Summer, 1984

Visiting Associate Professor of Political Science, George Washington and Georgetown University, 1983, 1984, 1987, 1988

Other Experience

Reporter and Survey Researcher, the *Minneapolis Tribune*, 1972-1974

SERVICE

Occasional columnist *Wall Street Journal*, *New York Times*, *Washington Post*, and other national outlets

Weekly columnist, "Light on Leadership," On Leadership section, *Washington Post*, 2010-2011

Member, Executive Policy Board, National Association of Schools of Public Affairs and Administration, 1994-1999

Contributing columnist, *Government Executive Magazine*, 1993-1995, 1999-2003

Member, Policy Board, Association for Public Policy Analysis and Management, 1990-1993, 1996-2000

Member, National Association of Schools of Public Affairs and Administration Task Force on Implementation of the National Commission on Public Service (Volcker) Report, 1989-1990

Member, National Association of Schools of Public Affairs and Administration Task Force on Research, 1986-1987

Member, American Political Science Association, American Society of Public Administration, Presidency Research Group, Association for Public Policy and Management

Past or Current Reviewer for *American Political Science Review*, *Public Administration Review*, *Western Political Science Review*, *Polity*, *Political Science Quarterly*, and *International Journal of Forecasting*

Past Board member, National Academy of Public Administration, Council for Excellence in Government

Past editorial board member, *Presidential Studies Quarterly*, *Nonprofit Quarterly*

PUBLICATIONS

DISSERTATION

The President's Agenda: Domestic Policy Choice from Kennedy to Carter, winner of the 1981 American Political Science Association E. E. Schattschneider Award for the best dissertation accepted on American politics in 1980

BOOKS

Peer Reviewed

Government by Investigation: Congress, the President and the Search for Answers, 1945-2012, Brookings Institution Press/Governance Institute, 2014

The Search for Social Entrepreneurship, Brookings Institution, 2008

A Government Ill Executed: The Decline of the Federal Service and How to Reverse It, Harvard University Press, 2008, winner of the 2010 American Political Science Association's Herbert Simon award for the best book on public administration (broadly defined) published in the last 3 to 5 years

Sustaining Nonprofit Performance: The Case for Capacity Building and the Evidence to Support It, Brookings Institution, 2004

Government's Greatest Achievements: From Civil Rights to Homeland Security, Brookings Institution, 2002

Pathways to Nonprofit Excellence, Brookings Institution, 2002

Making Nonprofits Work: A Report on the Tides of Nonprofit Management Reform, Brookings Institution/Aspen Institute, 2000

The New Public Service, Brookings Institution, 1999

The True Size of Government, Brookings Institution, 1999

The Tides of Reform: Making Government Work, 1945-1994, Yale University Press, 1997, co-winner of the National Academy of Public Administration's Louis Brownlow Book Award for the best book in public administration and management published in 1997

Thickening Government: Federal Hierarchy and the Diffusion of Accountability, Brookings Institution-Governance Institute, 1995, winner of the National Academy of Public Administration's Louis Brownlow Book Award for the best book in public administration and management published in 1995

Monitoring Government: Inspectors General and the Search for Accountability, Brookings Institution/Governance Institute, 1993

Vice Presidential Power: Advice and Influence in the White House, Johns Hopkins University Press, 1983

The President's Agenda: Domestic Policy Choice from Kennedy to Carter, Baltimore, Johns Hopkins University Press, 1982; second edition published as *The President's Agenda: Domestic Policy Choice from Kennedy to Reagan*, 1992; third edition published as *The President's Agenda: Domestic Policy Choice from Kennedy to Clinton*, 1998

Edited Volumes/Sole-Authored Textbooks

Shaping Tomorrow Today: Near-Term Steps Towards Long-Term Goals, co-edited with Robert Lempert, et al., RAND, 2009

High Performance Government, co-edited with Robert Klitgaard, RAND, 2005

Government by the People, with David Magleby, et al., Pearson, 2015 (author on 22nd, 23rd, 24th, 25th, and 26th editions; primary chapter author of chapters on Federalism, Congress, the Presidency, Bureaucracy, Public Policy Process, Economic Policy, Social Policy, Defense, and Foreign Policy)

A Delicate Balance: An Essential Introduction to American Government, Bedford/St. Martins, 1997; second edition, 1999

Forging Legislation: Building the Department of Veterans Affairs, W.W. Norton, 1992

Artful Work: The Politics of Social Security Reform, Random House, 1985, winner of the D.B. Hardeman Prize for the best book published on Congress in 1985-1987; revised as *Still Artful Work: The Continuing Politics of Social Security Reform*, McGraw-Hill, 1994

General Audience/Popular Press

Driving Social Change: How to Solve the World's Toughest Problems, John Wiley, 2011

The Four Pillars of High Performance: How Robust Organizations Achieve Extraordinary Results: Lessons from the RAND Corporation McGraw Hill, 2005

Sustaining Innovation: Creating Nonprofit and Government Organizations that Innovate Naturally, Jossey-Bass, 1998

Baby Boomers: A Political and Social Reappraisal, New York, W.W. Norton, 1988

MONOGRAPHS/COMMISSION REPORTS

L'E'conomie du don et La Philanthropie aux E'tats-Unis et en France: Analyses Compare'e, with Pierre Buhler, and Francis Charhon, Paris, Institute Francais des Relations Internationale, 2003

Hard Truths/Tough Choices, final report of the National Commission on the State and Local Public Service (Winter Commission), 1993 (authored as senior adviser)

The Investigatory Role of Federal Inspectors General, report to Administrative Conference of the United States, 1992

Leadership for America: Rebuilding the Public Service, final report of the National Commission on the Public Service (Volcker Commission), 1989 (authored as senior adviser)

Setting Course: A Guide to Congressional Management, Washington, D.C.: Congressional Management Project, 1984, 1986, 1988, with Burdette Loomis

ARTICLES AND BOOK CHAPTERS

Federalist No. 1: How Would Publius Define Good Government Today? *Public Administration Review*, special issue, November 2011

Federalist No. 85: Has the National Government Become an "Awful Spectacle"? *Public Administration Review*, special issue, November 2011

Government's Greatest Hits in Peril, chapter in Steven Conn, ed., *To Promote the General Welfare The Case for Big Government*, Oxford, 2012

Shaping Tomorrow Today: Evaluating and Implementing Long-Term Decisions, with Robert Lempert, in *Shaping Tomorrow Today*, RAND, 2009

The Reorganization Option: Views from the Former Secretaries of the Department of Health and Human Services, Institute of Medicine, *HHS in the 21st Century*, January, 2009

Depleting Government, *Public Administration Review*, May/June 2008

Recommendations Forestalled or Forgotten? The National Commission on The Public Service and Presidential Appointments, *Public Administration Review*, May/June, 2007

Reshaping Social Entrepreneurship, *Stanford Social Innovation Review*, fall, 2007

The Tides of Reform Revisited: Patterns in Making Government Work, 1945-2002, *Public Administration Review*, January/February, 2006

The Case for Capacity Building, *Nonprofit Quarterly*, summer, 2004

Outsourcing and the True Size of Government, *Public Contract Law Journal*, Winter, 2004

The Spiral of Nonprofit Development, *Nonprofit Quarterly*, winter, 2004

Measuring the Health of the Public Service, in Roger Davidson, ed., *Workways of Governance*, Brookings, 2003

Presidential Calls for Volunteerism, *Brookings Review*, fall, 2002; revised as chapter in E. J. Dione, ed., *United We Serve*, Brookings, 2004

The Content of their Character: The State of the Nonprofit Workforce, *Nonprofit Quarterly*, fall, 2002

Being Nonprofit-Like, *Nonprofit Quarterly*, June, 2001

Domestic Policy Making, *Presidential Studies Quarterly*, March, 2000

Reshaping Government, in Henry Aaron and Robert Reischauer, editors, *Setting National Priorities, 2000*, Brookings Institution, 2000

Will Tomorrow's Elderly Be Better Off? NO, in Andrew Scharlach, editor, *Controversial Issues in Aging*, Jossey-Bass, 1997

How Thick is Government? *The American Enterprise*, November/December, 1994

Creating Government that Encourages Innovation, in Patricia Ingraham and Barbara Romzek, eds., *New Paradigms for Government: Issues for the Changing Public Service*, Jossey-Bass, 1994

“Not Like Us”: Recruiting Minority Faculty, *Journal of Public Policy and Management*, Winter, 1993/1994

Daily Life in the Senate, in Roger Davidson, et. al., *Encyclopedia of the American Congress*, Simon & Schuster, 1994

Presidential Policy, and The President's Agenda, in Louis Fisher, et. al., *Encyclopedia of the American Presidency*, Simon & Schuster, 1993

Inspectors General and the Search for Accountability, in Terry Cooper, ed., *Handbook of Administrative Ethics*, Marcel Dekker, 1993

Looking for Scandal: Inspectors General and the Search for High-level Wrongdoing, in G. Frederickson, ed., *Ethics and Public Administration*, Peacock, 1993

Presidential Policymaking, in G. Edwards, J. Kessel, and B. Rockman, eds., *Researching the Presidency: Vital Questions, New Approaches*, Pittsburgh University Press, 1993; based on a paper prepared for the Conference on Research on the American Presidency, November 12-14, 1990

Watch What We Pass: A Brief Legislative History of Civil Service Reform, in P. Ingraham and D. Rosenbloom, eds., *The Promise and Paradox of Bureaucratic Reform: The Civil Service Reform Act of 1978*, University of Pittsburgh Press, 1992

Hubert Humphrey and Political Science, *Perspectives on Political Science*, Spring, 1992

Rescuing America's Public Service, *National Civic Review*, July/August, 1989

The Focusing Skill: Presidential Influence in Congress, in Deering, ed., *Congress and Politics*, Dorsey, 1989

When Worlds Collide: The Political/Career Nexus, in G. Calvin Mackenzie, ed., *The In and Outers: Presidential Appointees and Transient Government in Washington*, Baltimore: Johns Hopkins University Press, 1987

Social Security and the Politics of Assumptions, *Public Administration Review*, May/June, 1985

Making the Most of the New Vice Presidency, *The Brookings Review*, Summer, 1984; reprinted in R. DiClerico, *Analyzing the Presidency*, Homewood: Dorsey Press, 1st and 2nd editions

Vice Presidential Influence under Rockefeller and Mondale, *Political Science Quarterly*, Winter, 1983-84, reprinted in the Brookings Institution reprint series, 1985

Mondale's Message, *Public Opinion*, June/July, 1984

The Institutional Vice-Presidency, *Presidential Studies Quarterly*, Winter, 1983

The Presidential Policy Stream, in M. Nelson, ed., *The Presidency and the Political System*, Congressional Quarterly, 1983

Presidents as Domestic Policy makers, in T. Cronin, ed., *Rethinking the Presidency*, Little Brown, 1982

Interviewing the President's Staff, *Presidential Studies Quarterly*, Summer, 1982

Passing Nonincremental Policy: Presidential Influence in Congress, *Journal of Congress and the Presidency*, Winter, 1982

RESEARCH REPORTS AND DISCUSSION PAPERS

Creating High-Performance Government: A Once in a Generation Opportunity, New York University, Center on Global Public Service, 2011

Predicting Organizational Crisis Readiness: Perspectives and Practices toward a Pathway to Preparedness, *Policy Report* written for the Center for Catastrophe Preparedness and Response, May 2008, published jointly by CCPR and the Public Entity Research Institute, 2008

Public Opinion toward Legislating for the Future: An Update, 2008, *Policy Report* for New York University's Brademas Center for the Study of Congress," published online, April 2008

How Americans View Charities: A Report on Charitable Confidence, 2008, Brookings Institution Governance Studies Issue Paper, April 2008

The Katrina Effect on American Preparedness, *Policy Report* for the Center for Catastrophe Preparedness and Response, New York University, November, 2005

Searching for Social Entrepreneurs, paper prepared for the annual meetings of the Association for Nonprofit and Voluntary Associations, November 17-19, 2005

The State of American Preparedness, Policy Brief, *Policy Report*, report for the Center for Catastrophe Preparedness and Response, New York University September, 2005

The Continuing Crisis in Charitable Confidence, *Public Service Brief*, Robert F. Wagner School, New York University, September, 2005

Fact Sheet on the President's Domestic Agenda, Brookings Institution, October, 2004

Fact Sheet on the Continued Thickening of Government, Brookings Institution, September, 2004

Fact Sheet on the Continued Crisis in Charitable Confidence, Brookings Institution, August, 2004

To Give or Not to Give: The Crisis in Charitable Confidence, *Reform Watch Policy Brief*, Brookings Institution, December, 2003

The Search for Public Service, *Center for Public Service Report*, June, 2003

The Health of the Human Services Workforce, *Center for Public Service Report*, March, 2003

Trust in Charities, *Reform Watch Policy Brief*, Brookings Institution, December, 2002

The Troubled State of the Federal Service, *Center for Public Service Report*, June, 2002

What Federal Employees Want from Reform, *Reform Watch Policy Brief*, Brookings Institution, March, 2002

Government's Greatest Priorities of the Next Fifty Years, *Reform Watch Policy Brief*, Brookings Institution, December, 2001

To Restore and Renew: The State of the Federal Service, *Government Executive*, November, 2001

Government's Greatest Endeavors of the Past Fifty Years, *Reform Watch Policy Brief*, Brookings Institution, November, 2000

Posts of Honor: How America's Civic Leaders View the Presidential Appointments Process, co-authored with Virginia L. Thomas, research report published by the Presidential Appointee Initiative, Brookings Institution, January, 2001

Pressure to Grow, *Policy Brief*, Brookings Institution, October, 2000

The Merit and Reputation of An Administration: Presidential Appointees on the Appointments Process, co-authored with Virginia L. Thomas, research report published by the Presidential Appointee Initiative, Brookings Institution, April, 2000

The Changing Shape of Government, *Policy Brief*, Brookings Institution, February, 1999

The Quiet Crisis Continues: The State of the Public Service, 1997, paper prepared for presentation at the working colloquium of the Governance Institute's Quality of Worklife in the Public Service project, Woodrow Wilson International Center for Scholars, October, 1997

Surviving Innovation: An Overview of the Minnesota Innovation Project, paper prepared for the annual meeting of the Association of Public Policy Analysis and Management, October 31, 1996

Organizing Government for Citizen Engagement, paper prepared for the Center for Citizenship and Democracy/White House Domestic Policy Staff conference on Reinventing Citizenship, March 4, 1993

Thickening Government: A Project Overview, paper prepared for presentation at the annual meeting of the American Political Science Association, September 1, 1993

The "Not Like Us" Syndrome: Strategies for Recruiting Minority Faculty, discussion paper presented at the Spring Meeting of the Association of Public Policy and Management, April 24, 1993

Surviving Innovation: Thoughts on the Organizational Roots of Innovation and Change, paper prepared for presentation at the Innovations and Organization conference, September 18-21, 1992, University of Minnesota, sponsored by the Duke University Governors Center

Questions of Effectiveness: Measuring the Impact of Federal Inspectors General, 1978-1989, paper prepared for delivery at the Association for Public Policy and Management meetings, October, 1991

Federal Ethics Controls: The Role of Inspectors General, research paper prepared for delivery at the Conference on the Study of Government Ethics, Section on Public Administration Research, American Society for Public Administration, June, 1991

The Reagan Agenda and the Short-Term Presidency, research paper prepared for delivery at the annual meetings of the Midwest Political Science Association, April, 1991

Do Pigs in Pythons Speak? The Future Mobilization of the Baby Boom Generation, research paper prepared for delivery at the annual meetings of the Gerontological Society of America, 1990

Both Ends of the Same Avenue? discussion paper prepared for delivery at the annual meetings of the American Political Science Association, 1990

The Future Politics of Social Security, discussion paper prepared for delivery at the annual meetings of the Gerontological Society of American, 1988

Gangs in Government: the Use of Informal Negotiating Groups in Congress, discussion paper prepared for delivery at the annual meetings of the American Political Science Association, 1986

The President's Agenda, research paper prepared for delivery at the annual meetings of the American Political Science Association, 1980

CONGRESSIONAL TESTIMONY

Has the Federal Government Become an Awful Spectacle? House Oversight and Government Reform Committee, February 14, 2012

Authorities And Expectations for Inspectors General, the House Science And Technology Subcommittee on Investigations and Oversight, and The Senate Commerce, Science and Transportation Subcommittee on Space, Aeronautics, and Related Sciences, June 7, 2007

Restoring the President's Reorganization Authority, House Government Reform Subcommittee on the Federal Workforce and Agency Organization, September 27, 2005

The Human Capital Recommendations of the 9/11 Commission, Senate Governmental Affairs Committee, September 14, 2004

Implementing the 9/11 Commission Report, House Government Reform Committee, August 4, 2004

The General Accounting Office Human Capital Reform Act of 2003, House Government Reform Subcommittee on Civil Service, July 15, 2003

Next Steps in Human Capital Reform, Senate Governmental Affairs Committee, June 4, 2003

Assessing the Need for Human Capital Reform, House Government Reform Committee, May 6, 2003

Restoring the President's Reorganization Authority, House Government Reform Committee, April 3, 2003

Assessing the Role of the Customs Service in the New Department of Homeland Security, Senate Finance Committee, July 16, 2002

Assessing the Proposed Department of Homeland Security, House Government Reform Subcommittee on Civil Service, Census and Agency Organization, June 26, 2002

Assessing the Department of Homeland Security, Senate Committee on the Judiciary, Subcommittee on Technology, Terrorism and Government Information, June 25, 2002

Deliver Them Not into Temptation: Legislative Options for Reporting Presidential Gifts, House Government Reform Committee, Subcommittee on Government Efficiency, Financial Management and Intergovernmental Relations, June 16, 2002

Strengthening the Office of Homeland Security, Senate Judiciary Committee, Subcommittee on Administrative Oversight and the Courts, April 17, 2002

The National Homeland Security and Combating Terrorism Act of 2002, Senate Governmental Affairs Committee, April 11, 2002

The Need for First-Step Reform, Senate Governmental Affairs Committee, Subcommittee on International Security, Proliferation, and Federal Services, March 19, 2002

An Embarrassment of Riches: Gifts to U.S. Presidents, House Government Reform Committee, Subcommittee on Energy Policy, Natural Resources and Regulatory Affairs, February 12, 2002

Disclosure of Presidential Library Contributions, House Government Reform Committee, Subcommittee On Government Efficiency, Financial Management, and Intergovernmental Relations, April 5, 2001

What Past And Potential Appointees Say About The Presidential Appointments Process, Senate Governmental Affairs Committee, April 4, 2001

Implementation Of The 1963 Presidential Transition Act, House Government Reform Committee, Subcommittee on Government Management, Information, and Technology, December 4, 2000

Meeting The Management Challenges of the Next Administration, Senate Governmental Affairs Committee Subcommittee on Oversight of Government Management, Restructuring, and the District of Columbia, September 21, 2000

Has Government Been Reinvented? Senate Governmental Affairs Committee, Subcommittee on Oversight Of Government Management, Restructuring, and the District of Columbia, May 4, 2000

Orienting the President's Appointees, House Government Reform Committee, Subcommittee on Management, Information, and Technology, October 13, 1999

Raising the President's Salary, House Government Reform Committee, Subcommittee on Management, Information, And Technology, May 24, 1999

The Internal Revenue Service Restructuring and Reform Act of 1997, Senate Finance Committee, February 25, 1998

The 1988 Revisions of the 1868 Vacancies Act, Senate Governmental Affairs Committee, March 18, 1998

The Inspector General Concept at Twenty Years, House Government Reform Committee, Subcommittee on Management, Information, and Technology, April 21, 1998

1987-1988 U.S. SENATE GOVERNMENTAL AFFAIRS COMMITTEE REPORTS

(Written as primary staffer)

The Presidential Transitions Effectiveness Act, Report to the United States Senate to Accompany S. 2037, The Presidential Transitions Effectiveness Act, Report 100-317, April, 1988 (Passed into law)

Department of Veterans Affairs Act, Report to the United States Senate to Accompany S. 533, The Department of Veterans Affairs Act, Report 100-342, May, 1988 (Passed into law)

Biennial Budget Act of 1988, Report to the United States Senate to Accompany S. 2478, the Biennial Budget Act, 100-426, August, 1988 (No final action in Senate Budget Committee)

1984-1987 NATIONAL ACADEMY OF PUBLIC ADMINISTRATION REPORTS

Institutional Management at the National Aeronautics and Space Administration, paper prepared for a Panel of the National Academy of Public Administration (the Phillips Commission) on NASA Management, 1987, with Ed Kilgore

Forecasting and Governance, report prepared for a Panel of the National Academy of Public Administration, 1987

Employee Morale in the Florida Department of Human Services, chapter prepared for *After a Decade: Service Integration in the Florida Department of Human Services*, a report by a Panel of the National Academy of Public Administration, 1987

Employee Morale in the U.S. Environmental Protection Agency, chapter prepared for *Rebuilding An Agency*, a report by a Panel of the National Academy of Public Administration, 1985

RESEARCH AND TEACHING INTERESTS

Social entrepreneurship/innovation

Public and Nonprofit Management

American National Government; Presidency, Congress, and Bureaucracy

Public Service

Public Policy Process

Social Security Policy

Organizational Behavior and Design