

VITA

Steven A. Cohen

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Earth Institute
2910 Broadway, Hogan Hall A-104
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Place of Birth: Orange, New Jersey

Date of Birth: September 6, 1953

Work Address

Columbia University
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420 West 118th Street, Room 1408
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Current Positions:

May 2006-Present: Executive Director and Chief Operating Officer Columbia University's Earth Institute. Responsible for managing the education, research, outreach and operational programs of the Earth Institute. The Earth Institute is the largest institute at Columbia with over 740 FTEs and an annual budget of over \$130 million. Reporting directly to Jeffrey D. Sachs, Director of the Earth Institute.

July 2010-Present: Professor in the Practice of Public Affairs, School of International and Public Affairs.

January 2001-Present: Director, Master of Public Administration Program in Environmental Science and Policy.

January 2010- Present, Director, Master of Science in Sustainability Management, Columbia University, School of Continuing Education.

March 2012-Present: Director, Concentration in Environmental Policy and Sustainability Management, Executive Master of Public Administration Program, Columbia University, School of International and Public Affairs.

Previous Positions:

June 2005-June 2012, Director, Energy and Environmental Policy Concentration; Columbia University, School of International and Public Affairs.

Previous Positions (Continued):

January 2002- May 2006: Director, Office of Educational Programs, The Earth Institute at Columbia University. Responsible for managing the development and implementation of new degree, credit and noncredit programs for the Earth Institute; student recruitment for all Earth Institute educational programs; development and maintenance of partnership relationships with other schools engaged in environmental education; admissions and financial aid for Earth Institute educational programs.

January 2001-July, 2005: Director, Executive Master of Public Administration Program. Responsible for curriculum design and implementation and faculty coordination for SIPA's mid-career MPA program.

July 1998-January 2001: Vice Dean, Columbia University, School of International and Public Affairs. Responsible for day-to-day management of the School. Member of the School's Faculty Executive Committee and Committee on Instruction. Secretary to the Faculty of International and Public Affairs. Member of the University's Public Policy Consortium Executive Committee. Member of Executive Committee of the Center for Urban Policy and Research.

January 1987-June 1998: Associate Dean, Columbia University, School of International and Public Affairs. Responsible for faculty and curriculum development and implementation for the graduate program in international affairs and the graduate program in public policy and administration. Member of the School's Faculty Executive Committee. Member of the University's Public Policy Consortium Executive Committee. Member of the Executive Committee of the Barnard-Columbia Center for Urban Policy. Responsible for oversight of SIPA's Earth Policy Center, Center for International Business Education, National Resource Center for International Studies and Public Management Training Center.

July 1985-June 1998: Director, Columbia University, School of International and Public Affairs, Graduate Program in Public Policy and Administration. Responsible for providing long-term leadership and day-to-day management of the Masters of Public Administration Program. Included recruiting and selecting students, faculty and staff, overseeing the delivery of instructional and co-curricular programming, academic advising, fund-raising and public relations.

December 1984-December 1985: Director, Hazardous Waste Management Project, National Academy of Public Administration. Managed a study of the long-term implementation and administrative issues of the reauthorized Resource Conservation and Recovery Act.

May 1984-December 1984: Manager, Intergovernmental Analysis Unit, National Waste Terminal Storage Program, ICF, Inc. Under contract to the U.S. Department of Energy. Managed a staff of analysts responsible for assisting the Department of Energy's Office of Civilian Radioactive Waste Management's Program of State, Local, and Tribal Government Relations. Major projects managed included: developing a community and institutional relations strategy; analyzing issues and developing policy guidance for state and tribe relations and financial assistance; developing and maintaining a financial assistance tracking system

Previous Positions (Continued):

August 1981-December 1986: Assistant Professor of Political Science, Columbia University. Member, Core Faculty and Workshop Coordinator, Graduate Program in Public Policy and Administration.

August 1980-August 1981: Environmental Protection Specialist, Office of Hazardous Emergency Response, U.S. Environmental Protection Agency. Responsible for developing and coordinating the implementation of public participation policy for the Agency's hazardous waste clean-up Superfund Program. Other responsibilities included: organizational design, policy analysis, resource analysis, and interest group relations.

August 1979-August 1980: Assistant Professor of Political Science, West Virginia University.

May 1976-August 1979: Research Fellow, Environmental Studies Center, State University of New York at Buffalo.

Education:

1979 – Doctor of Philosophy (PhD) in Political Science: Concentration in Environmental Policy, Public Policy: policy formulation, implementation, organizations; and American Politics, State University of New York at Buffalo

1977 – Master of Arts in Political Science, State University of New York at Buffalo

1974 – Bachelor of Arts in Political Science, Franklin College of Indiana

1970 – Academic Diploma, James Madison High School, Brooklyn, New York

Honors, Awards, Committees and Boards:

May, 2013: Commencement Speaker and Honorary Doctorate, Franklin College of Indiana

October 2012 – Present: Member, Electronic Hallway Advisory Committee, Evans School of Public Affairs, University of Washington

October 2012- Present: Member, Executive Council, National Association of Schools of Public Affairs and Administration (NASPAA)

March 18, 2010: Janee Armstrong Friedmann Lecture, Byrn Mawr College: “Environmental Policy, Politics and Management”

February 2010- Present: Member, Executive Committee, Columbia University School of Continuing Education

Honors, Awards, Committees and Boards (Continued):

February-March, 2009: Chair, Site Visit Team, NASPAA Accreditation Review of the MPA and MPP Programs of George Washington University

May, 2008: School of International and Public Affairs, 2008 Award for Outstanding Teaching

January, 2006-October, 2007: Member, Program Committee, Annual Research Conference of the Association of Policy Analysis and Management

January, 2006- March, 2006: Member, Site Visit Team, NASPAA Accreditation Review of the MPA Program of Indiana University's School of Public and Environmental Affairs

February-May, 2005: Chair, External Review of the Master of Environmental Studies Program, University of Pennsylvania

2005-2009: Member, ADVANCE STRIDE Committee of the Earth Institute ADVANCE Program. Funded by the National Science Foundation (NSF), the Earth Institute ADVANCE program seeks to increase the participation and advancement of women scientists and engineers at the university through institutional transformation

2006-Present: NASPAA Committee on Executive Education

2005- Present: Member, Internal Advisory Board of the Columbia University Center for Research on Environmental Decisions (CRED)

2005-2011: Public Policy Certificate Advisor, Columbia University Department of Ecology, Evolution and Environmental Biology

2002-2004: Member, U.S. E.P.A. Administrator's National Advisory Council for Environmental Policy and Technology

February- March 2003: Chair, Site Visit Team, NASPAA Accreditation Review of the MPA Program of Arizona State University

February-March 2002: Chair, Site Visit Team, NASPAA Accreditation Review of the MPA Program of the Muskie School of Public Affairs at the University of Southern Maine

2001-2002: Chair, International Education Committee, National Association of Schools of Public Affairs and Administration

2001-2002: Member, Program Committee, 63rd Annual Meeting of the American Society for Public Administration

February-March 2001: Chair, Site Visit Team, NASPAA Accreditation Review of the MPA Program at George Washington University

Honors, Awards, Committees and Boards (Continued):

2001-Present: Editorial Board, American Review of Public Administration

2001-2010: Editorial Board, Journal of Public Affairs Education

1999-Present: Editorial Board, Journal of Children and Poverty

1999-Present: Member, Board of Directors, Homes for the Homeless

1999-2000: Chair, Section on Environmental and Natural Resources Administration of the American Society for Public Administration

1996-1998: Member, Task Force for Public Service and Public Service Education, National Association of Schools of Public Affairs and Administration (NASPAA)

1994-1997: Member, Committee on Peer Review and Accreditation, National Association of Schools of Public Affairs and Administration (NASPAA)

1993-1995: Member, Executive Council, National Association of Schools of Public Affairs and Administration (NASPAA)

1990-1994: Member, Consulting Board, Pew Faculty Fellowship in International Affairs

1990: Outstanding Author, *The Effective Public Manager*: The American Society of Military Comptrollers

1988: Council Member, American Society for Public Administration, New York Metro-area Chapter

1981: Outstanding Merit Performance Rating, U.S. Environmental Protection Agency, Office of Emergency and Remedial Response

1978-1979: Rockefeller Foundation Fellowship in Public Policy: Environmental Policy and Implementation (Dissertation Grant)

1977-1978: Ford Foundation Fellowship

Summer of 1976: Rockefeller Foundation Fellowship.

Research and Consulting Experience:

July 2013- Present: Director, Research Program on Sustainability Policy and Management, The Earth Institute, Columbia University

Research and Consulting Experience (Continued):

November 2011- Present (With William Eimicke and Alison Miler) “An In-depth Management and Policy Analysis of the Independent Contractor model in the Modern U.S. Economy.”
Produced under contract to the Federal Express Corporation.

October 2010- February 2011: (with William Eimicke) An Analysis of Police Consolidation in Schenectady, NY, for the City of Schenectady.

August 2003-June, 2006: An analysis of New York City’s Solid Waste Infrastructure and Programs.

January 2005- July, 2007: Management analysis for EPA Region II: Organizational management, workforce planning, quality management and management innovation.

August 2002—August 2003: Co-Project Director (with William Eimicke), Analysis of Employment Programs for Ex-Offenders: The Case of America Works.

November, 2008 - Present: Senior Advisor to Willdan Energy Solutions on matters relating to energy efficiency and sustainability.

September 2001-May 2002: Co-Project Director (with William Eimicke), Analysis of Lessons Learned by New York in the Response to the Destruction of the World Trade Center.

July 2001-January 2002: Grant Recipient (with William Eimicke), The Price Waterhouse Cooper Endowment for the Business of Government. “The Future of the Worldwide Web and Internet in Government Service Delivery”.

May 2000-March 2001: Grant Recipient (with William Eimicke), The Price Waterhouse Coopers Endowment for the Business of Government. “Analysis of the Use of the Worldwide Web and Internet in Government Service Delivery.” Seven case studies of federal, state and local use of the web in delivering government services.

December 1999-January 2000: Consultant to the North Ward Center, Newark, New Jersey. Analysis of a survey of sanctioned welfare recipients.

September 1999-January 2002: Consultant to the Transitional Work Corporation, a welfare-to-work project funded by the City of Philadelphia, State of Pennsylvania and the Pew Charitable Trusts. Work involves management consulting, strategic planning and training.

June 1999-January 2002: Co-Principal Investigator on analysis of solid waste management options for the City of New York. Development of a workgroup to assess and critique plans to replace the city's last landfill in Fresh Kills, Staten Island.

Research and Consulting Experience (Continued):

September 1998-May 2000: Consultant to White and Williams LLP of Philadelphia, Pennsylvania on behalf of Monsanto Company. Expert analysis of government management practices before and after the 1994 fire at the Pennsylvania Transportation and Safety Building, Harrisburg, Pennsylvania. Author: "Best Public Management Practices and the Case of the Pennsylvania Transportation and Safety Building." December, 1998.

September 1998-January 1999: Consultant to America Works Inc.: Development and Implementation of Team Management in America Works of Baltimore, Md.

November 1998- May 1999: Grant Recipient, The Price Waterhouse Coopers Endowment for the Business of Government. "The Use of Untrained, Part-Time, Temporary Workers: The Case of the Work Experience Program in the New York City Department of Parks and Recreation".

January 1998-August 1998: Consultant to the Essex County, New Jersey, Welfare to Work Initiative: Management analysis, strategic planning and program evaluation.

August 1997: Consultant to the Barnard-Columbia Center for Urban Policy. Technical assistance to grant applicants to the Harlem and Upper Manhattan Empowerment Zone.

June 1997- November 1997 Principal Investigator and consultant to the New York City Parks Council: "A Survey of Customers of the New York City Parks System," and "An Analysis of the Operation and Maintenance of the New York City Parks System".

November 1995-September 1998: Consultant to the Indianapolis Private Industry Council, Welfare-to-Work Initiative. Strategic planning and management analysis.

September 1996- April 1997: Co-Principal Investigator with William Eimicke, "An Assessment of Welfare-to Work Programs in the United States," for the Manhattan Institute.

July 1996-December 1996: Principal Investigator, "A Description and Analysis of the New York City Department of Parks and Recreation," funded by the Sloan Foundation.

October 1994- July 1996: Consultant to the U.S. Environmental Protection Agency, Region II, Reinvention Task Force. Analysis of reorganization options for streamlining EPA management.

June 1994-June 1997: Consultant to Brooklyn College of the City University of New York: A variety of consulting, analytic and training tasks in support of an effort to implement Total Quality Management (TQM).

December 1994- May 1995: Consultant to the Philadelphia AIDS Consortium, development of a service assessment and performance management system for HIV/AIDS services in Philadelphia.

Research and Consulting Experience (Continued):

September 1994-February 1995: Co-Faculty Advisor (with William Eimicke) of a graduate student staffed study of Reinvention in Philadelphia, New York, Indianapolis and the Federal Government: Analysis of organizational and management issues.

June 1994-August 1994: Consultant to the U.S. Attorney, Southern District, Office of Personnel. Consulting and training in support of an effort to implement Total Quality Management (TQM).

September 1993- April 1994: Co-Faculty Advisor (with William Eimicke) of a graduate student staffed study of the implementation of New York City's revised Charter.

June 1992-January 1994: Consultant to the N.Y.C. Department of Parks and Recreation: A variety of analytic, advisory and training tasks in support of a department-wide effort to implement Total Quality Management (TQM).

September 1993- December 1993: Consultant to the N.Y.C. Department of General Services: A variety of analytic and training tasks in support of a department-wide effort to implement small scale, project oriented Total Quality Management (TQM).

October 1992-March 1993: Co-Faculty Advisor (with William Eimicke) of a graduate-student staffed study of New York City's Civil Service System and Municipal Labor Agreements.

November 1991-March 1992: Co-Faculty Advisor (with William Eimicke) of a graduate-student staffed survey of 50 New York City leaders on the problems and policy solutions to New York City's crisis of governance.

January 1985- February 1991: Consultant to The U.S.E.P.A. Office of Underground Storage Tanks: A variety of analytic, training and advisory tasks related to strategic planning, organizational design and the implementation of Total Quality Management.

December 1984-December 1985: Project Director, National Academy of Public Administration, Hazardous Waste Management Project: Analysis of the management of federal hazardous waste policy.

April 1983-May 1984: Special Consultant, ICF, Inc.:
Evaluation of the Implementation of Superfund and Analysis of Issues Related to the Reauthorization of Superfund; Analytic Tasks in Support of the Nuclear Waste Policy Act of 1982: Organizational Analysis, Socioeconomic Impact Analysis, Intergovernmental and Community Relations; Analysis of State Hazardous Waste Clean-up Programs for the Association of State and Territorial Hazardous Waste Management Officials.

April 1983-December 1984: U.S. Department of Energy, Office of Civilian Radioactive Waste Management. Developing and coordinating analytic tasks in support of the Department's effort to site a nuclear waste facility by 1998.

Research and Consulting Experience (Continued):

December 1981-February 1984: U.S. Environmental Protection Agency, Office of Emergency and Remedial Response: Performing a variety of analytic tasks in support of the implementation and evaluation of the Agency's program for controlling hazardous waste.

June 1979-March 1980: U.S. Department of Agriculture, Soil Conservation Service, Consultant to the Public Participation Program undertaken as part of the Research Conservation Act (RCA) planning process.

November 1977-April 1978: U.S. Environmental Protection Agency, Office of Water and Waste Management. Consultant and Analyst for the Assistant Administrator's work group on public participation. (Full time, in-residence assignment in Washington D.C.).

January-1976- July 1979: Environmental Studies Center, State University of New York at Buffalo. Research analyst for Professor Lester Milbrath in several studies of environmental perceptions and values. Assisted in the development of survey instruments and in analyzing survey data. Conducted and managed elite interviews.

Books:

The Effective Public Manager Jossey-Bass Publishers, San Francisco, California: October 1988.

Environmental Regulation Through Strategic Planning (With Sheldon Kamieniecki): Westview Press, Boulder Colorado: October 1991.

Total Quality Management in Government (With Ron Brand) Jossey-Bass Publishers, San Francisco, California: April 1993.

The New Effective Public Manager (second edition) (With William Eimicke) Jossey-Bass Publishers, San Francisco, California: April 1995.

Tools for Innovators: Creative Strategies for Managing Public Sector Organizations (With William Eimicke) Jossey-Bass Publishers, San Francisco California: April 1998.

The Effective Public Manager (third edition) (With William Eimicke) Jossey-Bass Publishers, San Francisco California: August 2002.

Strategic Planning in Environmental Regulation: A Policy Approach That Works (With Sheldon Kamieniecki and Matthew A. Cahn), MIT Press, Cambridge, Mass., October, 2005.

Understanding Environmental Policy: Columbia University Press, New York, New York, June, 2006.

Books (Continued):

The Responsible Contract Manager: (With William Eimicke) Georgetown University Press, Washington D.C., October, 2008.

The Effective Public Manager (fourth edition) (With William Eimicke and Tanya Heikkila) Jossey-Bass Publishers, San Francisco California, September, 2008.

Sustainability Management: Columbia University Press, New York, New York, June, 2011.

The Effective Public Manager (fifth edition) (With William Eimicke and Tanya Heikkila): Jossey-Bass Publishers, San Francisco California, August, 2013

Understanding Environmental Policy (second edition): Columbia University Press, New York, New York, Forthcoming

Articles: (* Indicates a peer-reviewed article)

"Encouraging the Installation of Pollution Control Equipment: The Use of Automatic Adjustment Clauses" (with Richard Tobin) in *The Environmental Professional*, Volume 1, 1979, Pergamon Press.*

"Beliefs about Growth Management: The Case of Western New York's Niagara Frontier" (with Lester Milbrath) in *The Urban Interest*, Volume 1, Number 2, Fall 1979.*

"The Formulation and Implementation of Energy Policies" (with Richard Tobin) in *Energy and Environmental Issues: The Making and Implementation of Public Policy*, Michael Steinman (ed.) Lexington Books, 1979.

"Graduate Student-Faculty Relationships in Political Science: A Classification Schema" (with Sheldon Kamieniecki and Nancy McGlen) in *Teaching Political Science*, Volume 7, Number 2, Sage Publications, January 1980.*

"Superfund Community Relations Policy" in *EPA Journal*, Volume 7, Number 6, June 1981.

"Superfund: Preimplementation Planning and Bureaucratic Politics" (with Marc Tipermas) in *Technology, Politics, and Public Policy: The Case of Hazardous Waste*, James Lester and Ann Bowman (eds.), Duke University Press, 1983.

"Defusing the Toxic Time Bomb: Federal Hazardous Waste Programs" in *Environmental Policy in the 1980s*, Michael Kraft and Norman Vig (eds.), Congressional Quarterly Press, 1984.

"The Effect of Personnel Rules on Line Managers: The Case of State Hazardous Waste Clean-up Organizations" (with Thomas G. Ingersoll) in *Public Personnel Management*, Volume 14, No. 1, Spring 1985.*

Articles (Continued):

"The United States Environmental Protection Agency: A Qualified Success" in *Controversies in Environmental Policy*, Kamieniecki et. al. (eds.), State University of New York Press, 1986.

"A Strategy for Implementing Federal Regulation of Underground Storage Tanks" (Project Director), *National Academy of Public Administration*, January 1986.

"Strategic Regulatory Planning in the Management of Hazardous Materials" (with Sheldon Kamieniecki) in *Policy and Politics*, Volume 18, Number 3, July 1990.*

"Beyond Incrementalism: Cross-Media Environmental Management in the Environmental Protection Agency" (with Gary Weiskopf) in *Regulatory Federalism, Natural Resources and Environmental Management*, Michael S. Hamilton, (ed.), American Society for Public Administration, Washington D.C., September 1990.*

"Total Quality Management in the U.S. Environmental Protection Agency" (with Ronald Brand), in *Public Productivity and Management Review*, Volume 14, No. 1, Fall 1990.*

"Defining and Measuring Effectiveness in Public Management" in *Public Productivity and Management Review*, Volume 17, Number 1: Fall 1993.*

"Civil Service Serves No One." In *New York News Day*, Monday April 12, 1993, pages 42 & 72

"The Over-regulated Civil Service: The Case of NYC's Public Personnel System" (with William Eimicke) in the *Review of Public Personnel Administration*, Spring 1994.*

"What Happened to Reinventing Government?" In *New York News Day*, Monday May 12, 1994, pages A40-A42

"Project-Focused Total Quality Management in the New York City Department of Parks and Recreation." (with William Eimicke) in *Public Administration Review*, Volume 54, Number 5, 1994.* Reprinted in: *Quality Management Today: What Local Governments Need to Know*: International City/County Management Association, Washington D.C., 1995.

"Ethics and the Public Administrator" (with William Eimicke), *Annals of the American Academy of Political and Social Science*, Volume 537, January 1995.

"Teaching the Craft of Policy and Management Analysis: The Workshop Sequence at Columbia University's Graduate Program in Public Policy and Administration" (with William Eimicke and Jacob Ukeles) in the *Journal of Policy Analysis and Management*: Volume 14, Number 4, Fall 1995.*

Articles (Continued):

"Is Public Entrepreneurship Ethical?" (with William Eimicke), *Public Integrity Annual*, Council of State Governments and the American Society for Public Administration, Volume 1: April 1996.*

"Employing Strategic Planning in Environmental Regulation," in Sheldon Kamieniecki, Richard Gonzales and Robert Vos (eds.), *Flashpoints in Environmental Policymaking: Controversies in the 1990's*, SUNY Press: Albany, New York, 1997.

"What's Working? Lessons from the Front Lines of Welfare Reform," (with William Eimicke), *Civic Review*, No. 1, July 1997. The Manhattan Institute, New York, N.Y.

"The Information Resource Management Program: A Case Study in Distance Education" (with William Eimicke, Robert Pearson and Mark Kamlett), *The Journal of Public Affairs Education*: Volume 4, No. 3, July

"When Government is Reinvented, Ethics and Entrepreneurship Can Peacefully Coexist" (with William Eimicke), *The Chronicle of Higher Education*, Volume XLIV, Number 21, January 30, 1998.

"Is Public Entrepreneurship Ethical? A Second Look at Theory and Practice" (with William Eimicke), *Public Integrity*: Volume I, Number 1, Winter 1999.*

"The Need for Strategic Information Systems Planning when Contracting-out and Privatizing Public Sector Functions" (with William Eimicke) in David Garson (ed.), *Handbook of Public Information Systems*, Marcel Dekker: New York, 2000. Revised as "Using Strategic Information Systems to Improve Contracted Services and Assess Privatization Options (with William Eimicke) in David Garson (ed.), *Handbook of Public Information: 2005*

"Trends in 20th Century United States Government Ethics" (with William Eimicke), *International Journal of Organizational Theory and Behavior* (IJOTB), 3 (3 & 4), pp. 571-597, 2000.*

"Ethical Public Entrepreneurship: Common Dilemmas from North and South America" (with William Eimicke and Mauricio Perez Salazar), *Public Integrity*: Volume II, No. III, pp. 229-245.

"A Strategic Framework for Devolving Responsibility and Functions from Government to the Private Sector," *Public Administration Review*: Volume 61, Number 4, pages 432-440.*

"The Use of the Internet in Government Service Delivery" (with William Eimicke) in Mark A. Abramson and Grady E. Means (eds.) *E Government 2001*, Rowman and Littlefield, Lanham Maryland, 2001 pages 9-43. Also in Mark A. Abramson and Ann M. Kieffaber (eds.) *New Ways of Doing Business*, Rowman and Littlefield, Lanham Maryland, 2003 pages 85-120.

Articles (Continued):

“Catastrophe and the Public Service: A Case Study of the Government Response to the Destruction of the World Trade Center” (with William Eimicke and Jessica Horan), *Public Administration Review*: Volume 62, September 2002, Special Issue, pages 24-32.*

“America Works’ Criminal Justice Program: Providing Second Chances Through Work” (with William Eimicke), *Civic Bulletin*, Manhattan Institute: No. 29, November 2002.

“Governing New York City: Progressive Government Reforms Hiding In Plain View”, *Public Performance And Management Review*, Volume 27 #4, June 2004, Pages 67-90.*

“Options for Management of Municipal Solid Waste in New York City: A Preliminary Comparison of Health Risks and Policy Implications” (with Pearl Moy, Nikhil Krishnan, Priscilla Ulloa, Paul W, Brandt-Rauf) *Journal of Environmental Management*, 87 (2008) 73-79.

“Contracting out.” (With William Eimicke) In *The SAGE Handbook of Governance*, edited by Mark Bevir. London: *SAGE Publications Ltd*, 2010.

“The Use of Strategic Planning, Information, and Analysis in Environmental Policy-Making and Management.” In *Oxford Handbook on U.S. Environmental Policy*, edited by Sheldon Kamieniecki. Oxford: Oxford University Press, (2012).

“Sustainable New York City: A Work in Progress.” In *European Financial Review*, December 2011.

“U.S. Climate Policy in 2011: A Status Report” (with Alison Miller). *Bulletin of the Atomic Scientists*. January/February 2012; 68:1, 39-49.

“Yes, global warming caused this.” In *NY Daily News*. November 4, 2012; 31

“Life Cycle Assessment and the U.S. Policy-Making Context.” In *Emerging Technologies: Socio-Behavioral Life Cycle Approaches*, edited by Nora Savage, Michael Gorman, and Anita Street. Singapore: Pan Stanford Publishing Pte. Ltd., (2013)

“The Irrelevance of Global Climate Talks” *America’s Quarterly*: Summer 2013. 7:3; 62-68.

Book Reviews:

Review of "Radioactive Waste From Nuclear Power Plants," by Thomas B. Johansson and Peter Steen. *Political Science Quarterly*, Volume 97, No. 2, Summer 1982.

Review of "National Energy Issues: How Do We Decide? Plutonium As A Test Case," by Robert G. Sachs (ed.) *Journal of Energy and Development*, Volume 8, Number 1, Autumn 1982.

Book Reviews (Continued):

Review of "Science and the National Environmental Policy Act," by Lynton K. Caldwell. *Political Science Quarterly*, Volume 99, Number 1, Spring 1984.

Review of "The Environmental Protection Agency: Asking the Wrong Questions," by Marc Landy (et al.) *Political Science Quarterly*, Volume 106, No. 1, Spring 1991.

Review of "Leadership Counts: Lessons for Public Managers from the Massachusetts Welfare, Training and Employment Program," by Robert Behn. *Political Science Quarterly*, Volume 107, No. 2, Summer 1992.

Review of "Cleaning up the Mess: Implementation Strategies in Superfund," by Thomas W. Church and Robert T. Nakamura. *Political Science Quarterly*: Volume 109, No. 2, Summer 1994.

Review of "Making Environmental Policy," by Daniel J. Fiorino. *Political Science Quarterly*: Volume 110, Number 4, Winter 1995-1996.

Review of "Changing Public Sector Values," by Montgomery Van Wart. *Public Integrity* 2001, Number 2, Summer 1994.

Review of "Public Administration and the State: A Postmodern Perspective," by Michael Spicer, *Political Science Quarterly*, Volume 117, Number 3, Fall 2002.

Review of "Superfund's Future: What Will it Cost?" by Katherine N. Probst, David M. Konisky, et. al., *Political Science Quarterly*, Volume 117, Number 4, Winter 2002-2003.

Review of "Out of Bounds, Out of Control: Regulatory Enforcement at the EPA", by James V. DeLong, *Political Science Quarterly*, Volume 118, Number 2, Summer 2003.

Review of Edward P. Weber, "Bringing Society Back In: Grassroots Ecosystem Management, Accountability, and Sustainable Communities", *Political Science Quarterly*: Volume 119, Number 1, Spring, 2004.

Review of Stephen Goldsmith and William Eggers, "Governing by Network: The New Shape of the Public Sector", *Journal of Policy Analysis and Management*: Volume 24, Number 5, Winter, 2005.

Review of "The End of Government as We Know It: Making Public Policy Work", by Elaine Ciulla Karmack, *Political Science Quarterly*: Volume 122, Number 4, Winter, 2007-2008.

Review of "The Greening of the U.S. Military: Environmental Policy, National Security, and Organizational Change", by Robert F. Durant, *Journal of Public Administration Research*: Volume 19, Number 3, February 2009.

Web Pieces:

“Nuclear power is complicated, dangerous, and definitely not the answer”, Grist, August 8, 2006 <http://grist.org/climate-energy/cohen1/>

“New York City: Sustainable City?” Treehugger, October 19, 2006
http://www.treehugger.com/files/2006/10/new_york_city_waste.php

“Congestion Pricing Saves More Than it Costs: Bloomberg’s Law- Environment Equals Economic Growth” (With Jacob Victor) Grist, July 28, 2007

A series of opinion pieces on New York City environmental issues and public policy starting on February 8, 2008 and ending on November 23, 2009 for the New York Observer

A series of opinion pieces on sustainability, environmental issues, politics, New York City and public policy in the Huffington Post starting on December 10, 2009- to the present
<http://www.huffingtonpost.com/steven-cohen>

PBS Academic Minute: “Sustainability and Business Education”, May 10, 2011
http://www.publicbroadcasting.net/wamc/news.newsmain?action=article&ARTICLE_ID=1798781

“Beyond Oil: Corporate Influence and Regulation”, On Earth (on-line magazine of the NRDC), August 30, 2010 <http://www.onearth.org/article/beyond-oil-corporate-influence-and-regulation>

Reports:

"Contrasting Perceptions of Citizens and Planners Relevant to Water Quality Planning in Western New York" (with Frank DeGiovanni). Occasional Paper #2 Environmental Studies Center, SUNY at Buffalo, February 1977.

“Citizen-elite Interaction in Water Quality Planning” (with Frank DeGiovanni). 1977.

"Patterns of Water Recreation on the Niagara Frontier" (with Sheldon Kamieniecki). Occasional Paper #6. Environmental Studies Center, SUNY at Buffalo, August 1977.

"Citizen Participation in Environmental Planning: The Case of Water Resources" (with Harry Klodowski). Occasional Paper #14. Environmental Studies Center, SUNY at Buffalo, January 1979.

"A Proposed Design for A Comparative Study of Two Citizen Participation Methods" (with Lester Milbrath), prepared under contract to the USDA's Soil Conservation Service, July 1979.

"West Virginia Water Research 1981-1985" (with Larry George, Daniel Harbacevich, and Alan

Mierke). West Virginia Water Resources Research Institute, 1980.

“Water Resource Planning in West Virginia” (with Larry George, Daniel Harbacevich, and Alan Mierke). 1980.

“The Utilization of information from Citizen Participation Programs in Governmental Planning and Decisions” (with Lester Milbrath). 1981.

"A Proposal for a Comprehensive Report Evaluating the Implementation of Superfund" prepared at the request of the Office of Policy and Program Management, Office of Emergency and Remedial Response, U.S. Environmental Protection Agency, September 1981.

"CERCLA (Superfund) Section 301 Studies Central to the Mission of the Office of Emergency and Remedial Response: An Initial Approach" a report to Booz, Allen & Hamilton, Inc., November 1981.

"A Design for the Evaluation of State Participation in CERCLA (Superfund) Implementation" a report to Booz, Allen & Hamilton, October 1982.

"Public Management and Public Policy Analysis Workshop Handbook." Columbia University Graduate Program in Public Policy and Administration, School of International and Public Affairs (SIPA), January 1983, revised each subsequent semester.

“Draft Public and Institutional Affairs Strategy for the Nuclear Waste Policy”. A report to the U.S. Department of Energy, August 1983.

"Implementing Hazardous Waste Regulation: A Summary of the RCRA Framework and Record" (with Linda Hart, Katherine Nakata, and Dana Tulis). National Academy of Public Administration, Hazardous Waste Management Project, March 1985.

"Community Relations in Hazardous Waste management: RCRA's Requirements and Program Needs" (with Linda Hart). National Academy of Public Administration, Hazardous Waste Management Project, April 1985.

"Federal Regulation of Small Quantity Generators of Hazardous Waste: Staff Background Papers" (with Linda Hart, Kenneth Lundgren, and Dana Tulis). National Academy of Public Administration, Hazardous Waste Management Project, June 1985.

"Learning to Succeed: Toward Entrepreneurial Public Management," Occasional Paper Number 5, Graduate Program in Public Policy and Administration, Columbia University, September 1986.

"Involving Front-Line Employees in State and Local Government Decision Making," A Briefing Paper Prepared for the National Commission on the State and Local Public Service July, 1992.

Reports (Continued):

"New York City Solutions: Setting the Agenda for the 1990's" (Co-editor with William Eimicke). Graduate Program in Public Policy and Administration, Columbia University, March, 1992.

"New York City Solutions II: Transforming the Public Personnel System" (Co-Editor with William Eimicke). Graduate Program in Public Policy and Administration, Columbia University, March 1993.

"Civil Service Serves No One," (With William Eimicke), New York Newsday, April 12, 1993.

"The Total Quality Management Revolution I in the New York City Department of Parks and Recreation" (with William Eimicke). Graduate Program in Public Policy and Administration, SIPA, Columbia University, July 1993.

"Bringing Total Quality Management into the New York City Department of Parks and Recreation: A Case Study" (with William Eimicke). Graduate Program in Public Policy and Administration, SIPA, Columbia University, August 1993.

"Implementing Total Quality Management in the New York City Department of Parks and Recreation" (with William Eimicke). Graduate Program in Public Policy and Administration, SIPA, Columbia University, August 1993.

"Identifying, Implementing, and Staffing Small-Scale Quality Improvement Projects in the NYC Department of General Services" (with William Eimicke). Graduate Program in Public Policy and Administration, SIPA, Columbia University, September-October 1993.

"Mini-Quality Improvement Team Leaders Guide for the New York City Department of General Services" (with William Eimicke). Graduate Program in Public Policy and Administration, SIPA, Columbia University, October 1993.

"Teacher's Guide to Training Quality Improvement Team Leaders in the New York City Department of Parks and Recreation" (with William Eimicke). Graduate Program in Public Policy and Administration, SIPA, Columbia University, October 1993.

"New York City Solutions III: The Impact of the New York City Charter Revision of 1989" (Co-Editor with William Eimicke). Graduate Program in Public Policy and Administration, SIPA, Columbia University, February 1994.

"Whatever Happened to Reinventing Government?" (With William Eimicke), New York Newsday, May 12, 1994.

"Organizational Form and Function" A report to the U.S. EPA Region II Reinvention Taskforce (With William Eimicke), October 27, 1994.

Reports (Continued):

“Cleaning up the Mess: Improving the Management in New York City’s Government and Improving Quality of Life in the City”. Columbia University, November 14, 1994.

"A Guide to Managing Quality Improvement Projects: A Handbook Prepared for the New York State Public Management Intern Program," The Nelson A. Rockefeller Institute of Government, State University of New York, January 1995.

“Team Management: Some Ideas for US EPA, Region II” (with William Eimicke). Graduate Program in Public Policy and Administration, SIPA, Columbia University, January 26, 1995.

"Developing a Performance Management System for the Philadelphia AIDS Consortium" (with William Eimicke, Nancy Degnan, et. al.). Graduate Program in Public Policy and Administration, SIPA, Columbia University, May 1995.

"A Masters Degree and Professional Development Program for the Universidad Del Valle, Cali, Colombia" (With Nancy Degnan and William Eimicke). Graduate Program in Public Policy and Administration, SIPA, Columbia University, August 1995.

“The Financial Collapse of Orange County: An Ethical Lapse or Just Bad Judgement?” (with William Eimicke). Graduate Program in Public Policy and Administration, SIPA, Columbia University, August 1995.

"Strategic Planning Workbook" (With William Eimicke). Graduate Program in Public Policy and Administration, SIPA, Columbia University, March 1996. Prepared for the Environmental Leaders Forum, Center for Environmental Research and Conservation, Columbia University, April 28-May 9, 1996.

"Assessing the Cost Effectiveness of Welfare to Work Programs: A Comparison of America Works and Other Job Training and Partnership Act Programs" (with William Eimicke), Graduate Program in Public Policy and Administration, SIPA, Columbia University, April 1996.

“Assessing the State of Parks in the New York Metropolitan Region”. A proposal submitted to the Sloan Foundation. Graduate Program in Public Policy and Administration, SIPA, Columbia University, May, 1996.

“Team Management: Some Ideas for America Works” (with William Eimicke), Graduate Program in Public Policy and Administration, SIPA, Columbia University, June 13, 1996.

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Reports (Continued):

"Parks and Recreation as an Essential Municipal Service: The Case of the NYC Department of Parks and Recreation" (with William Eimicke), Graduate Program in Public Policy and Administration, SIPA, Columbia University, August 1996.

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"Inspecting New York City's Parks" (With William Eimicke) The Parks Council, New York, 1998.

"The Indianapolis Independence Initiative: A Work-Based Opportunity Strategy" (With William Eimicke and Sam Sharp), A Case Study Prepared for the Rockefeller Foundation, July 1998.

"The Evolution of an MPA Program: The Case of the Graduate Program in Public Policy and Administration at Columbia University's School of International and Public Affairs". Graduate Program in Public Policy and Administration, SIPA, Columbia University. July 1998.

"Best Public Management Practices and the Case of the Pennsylvania Transportation and Safety Building," An expert report to White and Williams LLP of Philadelphia, Pennsylvania on behalf of Monsanto Company, December 1998.

"The Indianapolis Independence Initiative: Creating Opportunities Through Work" (With William Eimicke and Sam Sharp), The Rockefeller Foundation, New York, Spring, 1999.

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“Environmental Policy Curriculum Workshop Post-Conference Summary” (with Sheldon Kamieniecki), Summary of a conference hosted by Columbia University’s Earth Institute and the School of International and Public Affairs December 17– 19, 2000 at Columbia University’s Biosphere 2 Center in Oracle, Arizona. Report published in March 2001.

“Life After Fresh Kills: Moving Beyond New York City’s Current Waste Management Plan” (with Gregory Frankel, Nickolas J. Themelis, and others), A joint project with Columbia Earth Institute, Earth Engineering Center, and the Urban Habitat Project at the Center for Urban Research and Policy of Columbia’s School of International and Public Affairs, December 2001.

“Analysis of Employment Programs for Ex-Offenders: The Case of America Works” (with William Eimicke), Manhattan Institute, September 2002.

“The Use of the Internet in Government Service Delivery” (With William Eimicke) in Mark A. Abramson and Grady E. Means (eds.) *E Government 2001*, Rowman and Littlefield, Lanham Maryland, 2001 pages 9-43. Also in Mark A. Abramson and Ann M. Kieffaber (eds.) *New Ways of Doing Business*, Rowman and Littlefield, Lanham Maryland, 2003.

“Assessing Welfare to Work Programs: The Case of America Works in Baltimore, Maryland” (With William Eimicke) New York, Picker Center, 2004.

“Enhancing Information Flow in Public Organizations,” (With William Eimicke and Tanya Heikkila), PA Times, November 2008.

“FY 2009-2013: Strategic Plan of the Earth Institute” (With Robin DeJong and others), Columbia University, November 24, 2008.

“Enhancing the Effectiveness and Efficiency of Police Services in Schenectady” (With William Eimicke), A Report to the City of Schenectady, New York, January 2011.

“Estimated Economic Impact Analysis of the Inner Harbor Development” (With William Eimicke and Alison Miller), Picker Center for Executive Education, School of International and Public Affairs, Columbia University, March, 2011.

“Estimated Economic Impact Analysis of Kennedy Square Development Project” (With William Eimicke and Alison Miller), Picker Center for Executive Education, School of International and Public Affairs, Columbia University, May, 2011.

“Independent Contracting: Policy and Management Analysis” (With William Eimicke and others), New York, New York, 2012.

Conference Papers and Presentations:

"Encouraging the Installation of Pollution Control Equipment: The use of Automatic Adjustment Clauses" (with Richard Tobin), prepared for presentation to the Third Annual Conference of the National Association of Environmental Professionals "Science, Policy, and Environment," February 8-10, 1978, Arlington, Virginia.

"The Costs and Benefits of Graduate Student-Faculty Relationships in Political Science" (with Sheldon Kamieniecki and Nancy McGlen), prepared for presentation to the 1978 Annual Meeting of the American Political Science Association, , New York City, New York, August 31-September 3, 1978.

"The Distributive Impacts of Regulation: Electric Utilities and Environmental Controls" (with Richard Tobin), prepared for presentation to the 1979 Annual Meeting of the Midwest Political Science Association, Chicago, Illinois, April 19-21, 1979.

"Water Pollution Control: An Implementation Estimate Based on the Predispositions of Implementors" (with Sheldon Kamieniecki and Jonathan Czarnecki), prepared for presentation to the 1980 Annual Meeting of the Western Political Science Association, San Francisco, California, March 27-29, 1980.

"Community Involvement in the Assessment of the Socioeconomic Effects of Energy Development" (with L. Gardner Shaw and Thomas G. Ingersoll), prepared for presentation to the First National Energy Policy Conference, Morgantown, West Virginia, May 1-3, 1980.

"Community Involvement in Planning for Local Energy Facility-Induced Growth" (with L. Gardner Shaw and Thomas G. Ingersoll) prepared for presentation to the 1980 Annual Meeting of the Southern Political Science Association, Atlanta, Georgia, November 6-8, 1980.

"The Effect of Community Involvement on Growth Management Planning in Energy Impacted Areas" (with L. Gardner Shaw and Thomas G. Ingersoll) prepared for presentation to the 1980 Annual Meeting of the Southern Political Science Association, Atlanta, Georgia, November 6-8, 1980.

"Citizen Participation in Bureaucratic Decision Making," prepared for presentation to the 1980 Annual Meeting of the Northeast Political Science Association, New Haven, Connecticut, November 20-23, 1980.

"The Formulation and Implementation of a Community Relations Program for Superfund" (with James Janis and Thomas G. Ingersoll), prepared for presentation to the Second Annual Conference on the Management of Uncontrolled Hazardous Waste Sites, Washington, DC, October 28-30, 1981.

"Superfund: Preimplementation Planning and Bureaucratic Politics" (with Marc Tipermas), prepared for presentation to the 1982 Annual Meeting of the American Society for Public Administration, Honolulu, Hawaii, March 20-27, 1982.

Conference Papers and Presentations (Continued):

"Responding to Fiscal Stress with Human Resources: A Few Ideas for New York City" (with Donna Fishman), prepared for presentation to the Annual CUNY Conference on Political Science, the Graduate Center, New York City, New York, December 10, 1982.

"Superfund and Administrative Discretion: Changing Conceptions of Public and Private Sector Roles in Hazardous Waste Clean Up" (with Thomas G. Ingersoll), prepared for presentation to the 1983 Annual Meeting of the American Society for Public Administration, New York City, New York, April 16-19, 1983.

"Politics and Administration in the Nuclear Waste Policy Act of 1982: A Negative Distributive Policy Program" (with Robert O'Connor), prepared for presentation to the 1984 Meeting of the Southern Political Science Association, Savannah, Georgia, November 1984.

"A Conceptual Framework for the Selection of Regulatory Strategies in Hazardous Waste Management" (with Sheldon Kamieniecki), prepared for presentation to the 1986 Meeting of the American Society for Public Administration, Anaheim, California, April 13, 1986.

"Beyond Incrementalism: Cross Media Environmental Management in the Environmental Protection Agency" (with Gary Weiskopf), prepared for presentation to the 48th National Conference of the American Society for Public Administration, Boston, Massachusetts, March 28-April 1, 1987.

"The Use of Political Science in Teaching Public Policy and Administration: The Case of Columbia University's MPA Program", prepared for presentation to the Meeting of the New York State Political Science Association, New York City, New York, April, 1987.

"Strategic Regulatory Planning: The Case of Leaking Underground Storage Tanks" (with Sheldon Kamieniecki), prepared for presentation to the 1987 Research Conference of The Association of Policy Analysis and Management, Bethesda, Maryland, October 29-31, 1987.

"Why American Private Sector and Public Sector Management Needs to Learn and Use the Techniques of Continuous Improvement", Columbia University, School of International and Public Affairs, March 6, 1989.

"The Use of Continuous Quality Improvement Techniques in Government" (with Ronald Brand), prepared for presentation to the 1989 Research Conference of the Association of Policy Analysis and Management, Arlington, Virginia, November 2-4, 1989.

"Franchising the Underground Storage Tank Program" (with Thomas G. Ingersoll and Gardner Shaw), prepared for presentation to the Annual Meeting of the Northeastern Political Science Association, Philadelphia, Pennsylvania, November 11, 1989.

Conference Papers and Presentations (Continued):

"The Implementation of Federal Underground Storage Regulations: Some Preliminary Findings" (with Kathy Huber and Sheldon Kamieniecki), prepared for presentation to the Annual Meeting of the American Political Science Association, San Francisco, California, August 30-September 2, 1990.

"Defining Effectiveness in Public Management," prepared for presentation at the National Public Management Research Conference, Syracuse, New York, September 19-21, 1991.

"Teaching Total Quality Management in Graduate Programs in Public Policy and Administration: A Few Observations From Columbia's Program," prepared for presentation at the Annual Meeting of the National Association of Schools of Public Affairs and Administration, Baltimore Maryland, October 17-19, 1991.

"Measuring Effectiveness in Public Management," prepared for presentation at the Annual Research Meeting of the Association of Public Policy Analysis and Management, Bethesda, Maryland, October 24-27, 1991.

"Overcoming Obstacles to Implementing Total Quality Management in Government" (with William Eimicke), prepared for presentation at the Annual Research Meeting of the Association of Public Policy Analysis and Management, Denver, Colorado, October 29-31, 1992.

"Involving Front-Line Employees in State and Local Government Decision Making," A Briefing Paper Prepared for the National Commission on the State and Local Public Service, revised for presentation to the Annual Meeting of the American Society for Public Administration, San Francisco, California, July 18, 1993.

"Implementing Total Quality Management in the New York City Department of Parks and Recreation" (with William Eimicke), prepared for presentation to the Berkeley Symposium on Public Management, Berkeley, California, July 19, 1993.

"Issue Paper: Integrating Total Quality Management into Public Administration Curricula", prepared for presentation to the Annual Meeting of the National Association of Schools of Public Affairs and Administration, Orlando Florida, October 21-23, 1993.

"The Crisis in Public Management", prepared for presentation to the Political Science Department of Southwest Missouri State University, July 11, 1995.

"Reinventing Government: A Critical Analysis from Three Cities" (with William Eimicke), prepared for presentation to the Trinity Symposium on Public Management, San Antonio, Texas, July 23, 1995.

Conference Papers and Presentations (Continued):

"Improving the Efficiency of the Public Sector" (with William Eimicke), prepared for presentation to the Twelfth Meeting of Experts on the United Nations Programme in Public Administration and Finance, New York City, New York, July 31-August 11, 1995.

"Managing Reinvention: Contracting with Non-profits in New York City's Homeless Programs" (with William Eimicke), prepared for presentation to the Annual Research Meeting of the Association of Public Policy Analysis and Management, Washington DC, November 2-5, 1995.

"Understanding and Applying Innovation Strategies in the Public Sector" (with William Eimicke), prepared for presentation at the Annual Meeting of the American Society for Public Administration, Atlanta, Georgia, June 29- July 3, 1996.

"Democracy, Professionalism, and Balance: Sorting Out Roles and Responsibilities to Effectively Manage Modern Society," (With William Eimicke) prepared for presentation at the Congreso Nacional de Servidores Publicos, Bucaramanga, Colombia, October 4-5, 1996.

"Citizen Surveys and Administrative Decision Making: The Case of the New York City Department of Parks and Recreation" (with William Eimicke) prepared for presentation to the Annual Meeting of the American Society for Public Administration, Philadelphia, Pennsylvania, July 26-30, 1997.

"Alumni as a Resource in Assessing and Improving MPA Programs," prepared for presentation to the Annual Meeting of the National Association of Schools of Public Affairs and Administration, Raleigh, North Carolina, October 15-18, 1997.

"The Use of Distance Learning and University Partnership in Mid-Career Education: The Case of the Carnegie Mellon-Columbia University Information Management Certificate Program" (with William Eimicke, Mark Kamlet and Robert Pearson), prepared for presentation to the Annual Research Meeting of the Association of Public Policy Analysis and Management, Washington DC, November 6-8, 1997.

"Using Survey Research in Performance Measurement: The Case of NYC's Department of Parks and Recreation" (with William Eimicke), prepared for presentation at the Annual Meeting of the American Society for Public Administration, Seattle, Washington, May 9-13, 1998.

"Understanding Environmental Politics, Policy, and Management", prepared for presentation to the Universidad Externado De Colombia, Bogota, Colombia, September 24-25, 1998.

Workshop Co-Chair, "The Use of Distance Learning in Public Affairs Education," Panel at the Annual Meeting of the National Association of Schools of Public Affairs and Administration, Boise Idaho, October 14-17, 1998.

Conference Papers and Presentations (Continued):

Workshop Chair, "Internationalizing the Public Policy Curriculum," Panel at the Annual Research Conference of the Association for Public Policy Analysis and Management, New York City, New York, October 29-31, 1998.

"A Conceptual Framework for Devolving Responsibility and Functions from Government to the Private Sector," prepared for the Annual Meeting of the American Society for Public Administration, Orlando, Florida, April 10-14, 1999.

"Integrating Nonprofit Management Education into Graduate Programs in Public Policy and Administration: The Case of the MPA Program at Columbia University (with Tracie Abbott), prepared for presentation to the Annual Meeting of the National Association of Schools of Public Affairs and Administration, Miami Beach, Florida, October 14-16, 1999.

"Developing Effective Relationships to Deliver Training," prepared for presentation to the Annual Meeting of the National Association of Schools of Public Affairs and Administration, Miami Beach, Florida, October 14-16, 1999.

"A Cross National Comparison of Public Ethics and Public Entrepreneurship" (with William Eimicke and Mauricio Perez Salazar), presented to the Annual Research Meeting of the Association of Public Policy Analysis and Management, Washington DC, November 4-6, 1999.

"Assuring Public Ethics in Privatized Public Programs" (with William Eimicke), prepared for presentation to the Annual Meeting of the American Society for Public Administration, San Diego, California, April 1-4, 2000.

"Marketing an Executive MPA Program: The Case of the EMPA at Columbia University's School of International and Public Affairs," prepared for presentation to the Annual Meeting of the National Association of Schools of Public Affairs and Administration, Richmond, Virginia, October 19-21, 2000.

"Marketing the MPA Degree" (With William Eimicke) prepared for presentation to the Annual Meeting of the National Association of Schools of Public Affairs and Administration, Richmond, Virginia, October 19-21, 2000.

Conference Co-Chair: "The Environmental Policy Curriculum Conference," Member, panel on environmental management curricula. Biosphere 2-Oracle, Arizona, December 17-19, 2000.

"Managing Privatization: The Tools, Skills, Goals and Ethics of Contracting" (with William Eimicke), prepared for presentation to the Annual Meeting of the American Society for Public Administration, Newark, New Jersey, March 10-13, 2001.

Conference Papers and Presentations (Continued):

“International Partnerships and Programs at Columbia University’s School of International and Public Affairs: Overview and Analysis,” prepared for presentation to the Annual Meeting of the National Association of Schools of Public Affairs and Administration, Washington DC, October 25-27, 2001.

“Overcoming Operational Obstacles to Privatization: The Art and Craft of Contracting” (with William Eimicke), prepared for presentation to the Annual Research Meeting of the Association of Public Policy Analysis and Management, Washington DC, November 1-3, 2001.

Chair, Panel Discussion on “Lessons of Leadership from the Catastrophe at the World Trade Center,” 63rd National Conference of the American Society of Public Administration, Phoenix, Arizona, March 23-26, 2002.

“Building Environmental Infrastructure For The 21st Century: The Case of New York City’s Solid Waste Crisis”, prepared for presentation to the 64th National Conference of the American Society of Public Administration, Washington DC, March 16-18, 2003.

“The Port Authority of New York and New Jersey and the Region’s Environmental Future: A Briefing to the Port Authority’s Senior Management Strategic Planning Process”, New York City, New York, August 7, 2003.

“Developing a Specialized Master of Public Administration Program: The Case of Columbia University’s Master of Public Administration Program in Environmental Science and Policy,” prepared for presentation to the Annual Meeting of the National Association of Schools of Public Affairs and Administration, Pittsburgh, Pennsylvania, October 16-18, 2003.

“The Executive MPA Program at Columbia University’s School of International and Public Affairs: A Full-time MPA for People Who Can’t Afford to Leave Work” (With William Eimicke) prepared for presentation to the Annual Meeting of the National Association of Schools of Public Affairs and Administration, Indianapolis, Indiana, October 21-23, 2004.

“The Limits to Contracting: When to Make Instead of Buy” (With William Eimicke) prepared for presentation to the Annual Research Meeting of the Association of Public Policy Analysis and Management, Atlanta Georgia., October 28-30, 2004.

Chair panel on MPA Capstone Courses and presentation of “MPA Capstone Requirements: The Case of the MPA Programs at the School of International and Public Affairs at Columbia University” (With William Eimicke) prepared for presentation to the Annual Meeting of the National Association of Schools of Public Affairs and Administration, Washington DC, October 13-15, 2005.

Conference Papers and Presentations (Continued):

“Public Participation and Shaping Urban Development: The Case of the Atlantic Yard and Nets Arena Project in Brooklyn” (With William Eimicke) prepared for presentation to the Annual Meeting of the American Society for Public Administration, Denver Colorado, March 31- April 4, 2006.

“Alumni Perceptions of Program Impact: A Case Study of the Executive MPA Program at Columbia University’s School of International and Public Affairs (With William Eimicke and Christopher Busch), A paper prepared for the Annual Meeting of the National Association of Schools of Public Affairs and Administration, Minneapolis, Minnesota, October 19-21, 2006.

“The Role of Management and Organizational Capacity in Sustainable Development: The Case of the Millennium Villages Project” (With Tanya Heikkila and Alison Gilmore Carr) Paper prepared for presentation to the Annual Research Conference of the Association for Public Policy Analysis and Management, Madison, Wisconsin, November. 2-4, 2006.

“The FDNY Officers Management Institute: A Public Private Partnership Facilitating Strategic Thinking and Diversity” (With William Eimicke) Paper prepared for the 68th American Society for Public Administration National Conference, Washington, DC, March 23-27, 2007.

“Columbia University’s MPA In Environmental Science And Policy: Reflections On Its First Seven Years” (With Robin DeJong) Prepared for presentation to the 2008 meeting of the National Association of Schools of Public Affairs and Administration, Charleston, South Carolina, October 16-18, 2008.

“Science and Public Affairs Education: the Case of Columbia’s School of International and Public Affairs” (with Nathalie Chalmers). Paper prepared for presentation to the 2009 NASPAA Annual Conference, Crystal City, Virginia, October 15 - 17 2009.

“The Role of Capstone Workshops in Connecting Environmental Policy Masters Students to Employer Communities”. Paper prepared for presentation to the 2011 NASPAA Annual Conference, Kansas City Missouri, October 20 - 22, 2011.

“The Expanding Role of Environmental Policy and Sustainability Management in Educating Professionals: The Case of Columbia University” (With Courtney Small) A paper prepared for the discussion at the 2012 Annual Meeting of the National Association of Schools of Public Affairs and Administration, Austin, Texas, October 18-20, 2012

“Management Innovation in Improving Response Time at New York City’s Fire Department (FDNY)” (With William Eimicke). A paper prepared for presentation to the Fall Research Conference of the Association of Policy Analysis and Management, Baltimore Md., November 8-10, 2012.

Case Studies Prepared for Graduate Management Classes at Columbia:

“Getting Rid of New York City’s Garbage: The Politics of Waste Disposal in New York City” July, 2003

“Maintaining New York City’s Parks in the Face of Budget Cuts: A Case Study” (with Amy Wiedmann) July, 2005

“Linking Management Innovation and Performance in New York City: The Case of the 311 Complaint Processing System” July, 2008

“Congestion Pricing in New York City: A Case Study of Transport and Politics” (with Christopher Busch, Eve Solomon, Samantha Tress, and Eve Warburton) July 2011

“Nuclear Power and the Japanese Earthquake of 2011” (with Alison Miller, Eve Solomon, and Alok Disa) August, 2011

“Hydraulic Fracturing: The Policy Approach Taken in New York State” (with Courtney Small) August 2012

“BP Oil Spill Aftermath: Restructuring for Management, Oversight and Enforcement” (with Eve Solomon and Courtney Small) Original 2010 updated August 2012

“Bike Lanes in New York City” (with Erin McNally) August 2012

“When Contracting Really Doesn’t Work” (Original with William Eimicke, Update with Eve Warburton)

“An Uncertain Outlook for the Path to a Sustainable Planet” (with Erin McNally) August 2012

“The Case of Hong Kong’s Motor Vehicle Idling (Fixed Penalty) Ordinance: Toothless Tiger or Effective Mandate?” (with Alison Miller and Courtney Small) October, 2012

Teaching and Training Experience:

Over thirty years of teaching experience, including the following courses:

1. Introduction to American Politics,
2. Public Management,
3. Administrative Leadership,
4. Environmental Politics, Policy and Management,
5. The Workshop in Applied Public Management,
6. The Workshop in Applied Policy Analysis,
7. Research Seminar in New York City Policy Solutions,
8. Research Seminar on Management Innovation in the Public Sector,
9. Executive MPA Portfolio Presentation Seminar,
10. The Workshop in Applied Earth Systems Management.,
11. The Workshop in Applied Earth Systems Policy Analysis
12. Sustainability Management.

Professional training workshops (generally for government and nonprofit agencies) in:

Project management and planning; Total Quality Management; Management Innovation; and Strategic Planning, New York City Politics and Policy, Environmental Policy and Management, Sustainability Management.

1976-1979: State University of New York at Buffalo
1979-1980: West Virginia University
1981- Present: Columbia University, School of International and Public Affairs
1981-1991, 1994-1996: U.S. Environmental Protection Agency
1984: U.S. Department of Energy
1992-1993: New York City Department of Parks and Recreation
1993: New York City Department of General Services
1994-1997: Brooklyn College of the City University of New York
1995: United States Department of Justice
1996- 2008: Universidad Extranjero de Colombia
1997: Government of Argentina
1997: United Nations
1999-2000: New York State Governor's Office of Employee Relations
2003-2013: Fire Department of New York City
2005-2010: USEPA Region II
2003- Present: Management Training for the Picker Center for Executive Education,
Columbia University SIPA
2007- 2009 United Jewish Appeal Federation of New York
2009-Present: Government of Hong Kong

Reviews of Books Authored:

Reviews of *The Effective Public Manager*:

"Guidebook for Public Managers," by Raymond W. Cox III in *Public Administration Review*, July-August 1990.
By Laurence E. Lynn Jr. in *Canadian Public Administration*.
By Paul Lorentzen in *The Bureaucrat*, Winter 1991 v20 n4 p59(4)

Reviews of *Environmental Regulation through Strategic Planning*:

"The Regulation of LUST," by Paul Culhane in *Public Administration Review*, November-December 1994.
"Designing Environmental Policy" by Christopher Bosso in *Policy Currents*, the Public Policy Section of APSA's, Newsletter, Nov.1992.

Reviews of *Total Quality Management in Government*:

By Lee Frost-Kumpf in the *Journal of Public Administration Research and Theory*, January 1994.
By Michael Barzelay in the *Journal of Policy Analysis and Management*, Fall 1994
By Ann Watkins in *Public Productivity and Management Review*, Fall 1994.
"Translating TQM," by Anne Edwards in *The Public Innovator*, Dec.1994.

Reviews of ***The New Effective Public Manager:***

By Roberta L. Tipton in *Public Productivity and Management Review*, December 1995

By Eugene Bardach in the *Journal of Policy Analysis and Management*, Spring 1996

By Mary M. Hale in the *American Review of Public Administration*, Volume 26, #3, pp 394-396, 1996

"Teaching Management in Public Administration" by Hal G. Rainey in the *Journal of Public Administration Education*, Fall 1997

Reviews of ***Tools for Innovators:***

By Eleanor Gor in the *Innovation Journal*, Volume 5, Issue 3, September-December 2000

By David G. Carnevale, in a review essay entitled: "Leadership, Innovation and Organizational Change in Public Organizations" in the *American Review of Public Administration*, Volume 31, No. 18: pp. 218-230, June 2001

Reviews of ***Understanding Environmental Policy***

By Tim McGee on the Website: Treehugger.com (Accessed 11/29/06):

http://www.treehugger.com/files/2006/11/understanding_e_1.php

By Christopher B. Weible: *Environments*, 12/1/06

By B.C. Wyman, *Choice*, December, 2006, page 667

By Steve Vanderheiden, *Environmental Ethics*, Volume 29, Number 4, pages 443-444, Winter, 2007

Reviews of Books Authored:

Review of ***Strategic Planning in Environmental Regulation: A Policy Approach That Works***

"The Realities of Environmental Governance" A review essay by John Hird, *Public Administration Review*, March-April, 2008 pages 395-398

Reviews of ***The Responsible Contract Manager***

By Tom Entwistle, *Local Government Studies*, March-April 2010, pages 177-178.

By Robert Schick, *Public Administration Review*, July-August, 2011, pages 665-667

Review of ***Sustainability Management***

By Jaime Hammond, *Library Journal*, June 1, 2011, page 115