
STEVEN M. MASER

Atkinson Graduate School of Management
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Administrative Experience

Willamette University

Director, Atkinson Executive Development Center, 2003-2008; Manager of Curriculum Design and Development, 2001-2003 (www.willamette.edu/agsm/executive/)

Planned and created the Center to support the visibility and viability of the School
Developed marketing plan and client base (revenue \$500,000 in AY07-08; clients such as the State of Oregon, the State Accident Insurance Fund (SAIF Corp.), Weyerhaeuser Corp., and Hewlett-Packard.

Designed and directed: a program in Business Lawyering for associates of law firms and associate general counsel; a Utility Management Certificate, increasing participation from gas and electric utilities throughout the U.S. West; a public policy workshop for members of the Oregon State Senate (various)

Assembled over 30 adjuncts and consultants to supplement Atkinson faculty

Prepared and presented business plans for the EDC in February 2005 and 2007.

Interim Dean, Atkinson Graduate School of Management, August, 2002-July, 2003

Created and implemented Atkinson's first alumni relations and major donor campaigns, raising almost \$200,000 in nine months

Managed a budget exceeding \$2 million with staff and faculty of 24

Served on the University's Administrative Council and Dean's Council

Co-founded the Oregon Ethics in Business Program (www.willamette.edu/agsm/ethics)

Designed and supervised a review of program operations by faculty, staff and alumni, restructuring the School into external and internal dean positions

Associate Dean, 1995-2000 (half-time); 2000-01 (full-time)

Coordinated faculty to design and implement an innovative, experiential curriculum

Created Atkinson's mission-based assessment program

Recruited, supported, and mentored 12 adjunct faculty members

Designed and developed orientation and professional communication programs

Negotiated Atkinson's foreign exchange, foreign language study and BA/MBA programs

Served as Liaison to AACSB and NASPAA, including preparation of self-study report

Supervised course scheduling

Interim Dean, Atkinson Graduate School of Management, January-August, 1997

With State officials, created a Certificate in Public Management program
Negotiated additional faculty line and recruited faculty in information technology
Created an information technology committee to advance the School's IT policies
With trustees, administrators, faculty, staff and students: recruited a new dean
Created senior staff communications committee to improve resource productivity
Negotiated agreement among deans to create a Public Policy Research Center

Salem Outreach Shelter, Board of Directors 1996-2001: chaired long-range planning committee

National Association of Schools of Public Affairs and Administration, Commission on Peer Review and Accreditation, 1995-99, implementing mission-driven accreditation; Standards Committee, 2003-2005, member, 2006-2009, chair; Standards 2009 Steering Committee, member.

Northwest Human Services, a social services agency, Board of Directors, 1984-85.

Teaching and Research Appointments:

Willamette University, (Assistant through Full Professor, 1978-). Courses: Public Policy Studies; Politics and Public Policies for Managers; Negotiation; Conflict Management; Managing Organizations (team taught); Managing Exchange (team taught); Government Regulation of Business; The Economics of Organizations; Management Audit and Operational Review; Law and Economics (College of Law)

Portland State University, Senior Fellow, Hatfield School of Government, College of Urban and Public Affairs, Spring, 2009

Washington University, St. Louis, Missouri, Olin School of Business, Visiting Research Professor, Spring, 1994

Tokyo International University, Kawagoe, Japan, Spring, 1990

Yale Law School, New Haven, Conn., Visiting Research Scholar, 1985-86

University of Wisconsin-Milwaukee, 1974-78 Assistant Professor of Political Science

Honors and Awards:

2011 Defense Acquisition University Alumni Association Research Paper Competition, 3rd Place (tie) for "Mitigating Spirals of Conflict in DOD Source Selections" (with Fred Thompson)

Willamette University Faculty Achievement Award, 2004

Beta Gamma Sigma Member, 2003

Pi Alpha Alpha, Member, 1998

Burlington Northern Faculty Achievement Award for 1989 at Willamette University

Decision Sciences Institute Instructional Innovation Competition for the course "Management and the Political Process," *Proceedings*: 1989 Annual Meeting of the Decision Sciences Institute, November 1989 (finalist)

Alpha Iota Delta, Honorary in the Decision Sciences, Honorary Member, 1989.

1988 Lon L. Fuller Prize in Jurisprudence from The Institute for Humane Studies for "A Bargaining Theory Approach to Default Provisions and Disclosure in Contract Law," (with Jules Coleman and Douglas Heckathorn).

Education:

Ph.D. University of Rochester (1975); M.A. (1972)

S.B. Massachusetts Institute of Technology (1969)

Research Activities:

"Conflicts With Outside Parties as Symptoms of A Misaligned Management Control System" (under revision)

"Dispelling Fear and Loathing in Government Contracting: A Proposal for Cultivational Governance in DOD Source Selections" (under review; with Fred Thompson)

"How Bid-Protest Mechanisms Mitigate Opportunism in Government Contracting" *International Public Management Review* (forthcoming; with Vladimir Subbotin and Fred Thompson)

"Organizational Economics and Lessons from Administrative Appeals in U.S. Department of Defense Contracting" *Global Business and Economics Anthology* (2011)

"Mitigating Spirals of Conflict in DOD Source Selections" *Defense Acquisition Research Journal* April 2011 (with Fred Thompson)

"The Fox and the Henhouse: On the Wisdom of GAO Audits of the Federal Reserve," (with Fred Thompson) *The Economists' Voice*: Vol. 7 : Iss. 4, Article 3, 2010.

"Public Administration Competencies for Students in the 21st Century" (with Jeff Raffel and Crystal Calarusse) in *The State of Public Administration: Issues, Challenges and Opportunities*, Donald Menzel and Harvey White, Editors (M.E.Sharpe: 2011)

"Helping Legislators Legislate: An Executive Education Program for State Senators" (with L. Leete), 13 *Journal of Public Affairs Education*, 2, Summer, 2007; Reprinted in 14 *Journal of the American Society of Legislative Clerks and Secretaries*, 2, 2008.

"The New Scholarship of Learning: What If You Want to Improve...Grading?" 6 *Journal of Public Affairs Education*, July, 2000 (with F. Truitt).

"Looking for Reform in All the Right Places: Japan, Germany, Sweden, and Theory: A Review Essay," 2 *International Public Management Journal*, Fall, 1999.

"Constitutions as Relational Contracts: Explaining Procedural Safeguards in Municipal Charters," 8 *Journal of Public Administration Research and Theory*, October, 1998

"Comparing Contrasts: Government Regulation of Business in the U.S. & Japan," *Journal of Business and Management*, Fall, 1995.

- "Rational Rhetoric in Politics: The Debate over Ratifying the U.S. Constitution," *Rationality and Society*, October, 1994 (with D. Anthony and D. Heckathorn).
- "Promoting Exports for State Economic Development: An Empirical Note," in Robert McGowan and Edward Ottensmeyer, eds., *Economic Development Strategies for State & Local Government* (Nelson-Hall, Publishers, 1993, with S. Archer).
- "The Impact of Asset Specificity on Single-Period Contracting," *Journal of Economic Behavior and Organization*, Fall, 1992 (with G. Choate).
- "The Contractual Architecture of Public Policy: A Critical Reconstruction of Lowi's Typology," *Journal of Politics*, November, 1990 (with D. Heckathorn)."
- "A Bargaining Theory Approach to Default Provisions and Disclosure in Contract Law," 12 *Harvard Journal of Law and Public Policy*, Summer, 1989 (with J. Coleman and D. Heckathorn). Reprinted in *Liability and Responsibility: Essays in Law and Morals*, R. G. Frey and Christopher Morris, eds. (Cambridge University Press, 1991); *Social Norms and Economic Institutions*, K. Koford and J. Miller, eds. (University of Michigan Press, 1991); and in *Contract Law*, Volume I, Larry Alexander, ed. (New York University Press, 1991).
- "State Export Promotion for Economic Development," 3 *Economic Development Quarterly*, August, 1989 (with S. Archer).
- "Bargaining and the Sources of Transaction Costs: The Case of Government Regulation," 3 *Journal of Law, Economics, and Organization*, 1987 (with D. Heckathorn).
- "Bargaining and Constitutional Contracts," 31 *American Journal of Political Science*, 1987 (with D. Heckathorn). Reprinted in *Constitutional Political Economy* (2002), Stefan Voight, ed., Edward Elgar Publishing, Ltd., Northampton.
- "Transaction Costs in Public Administration" in Don Calista, Ed., *Bureaucratic and Governmental Reform*, Greenwood, CT; JAI Press (1986).
- "Demographic Factors Affecting Constitutional Decisions: The Case of Municipal Charters," 47 *Public Choice* (1985).
- "Two Pedagogical Games for Teaching Introductory Political Science," *APSA's News for Political Scientists*, Summer, 1984 (with J. Orbell).
- "Regulation-past, present and future," and "How to influence regulation," in *Oregon Business* (February, 1981).
- "Redefining Civil Rights in Urban Government: The Political Economy of Institutional Reform," *Urban Affairs Papers* (Fall, 1980).
- "A Reassessment of Axiomatic Models in Policy Studies," in Richard Wagner and Gordon Tullock, eds., *Deductive Reasoning in the Analysis of Public Policy* (Lexington Books, 1978, with J. Blair).
- "Axiomatic Versus Empirical Models in Policy Studies," *Policy Studies Journal*, Spring 1977 (with J. Blair). Reprinted in *Policy Studies Review Annual*, Volume 2, Howard Freeman, ed. (Sage, 1978)
- "The Effects of Zoning and Externalities on the Price of Land in Monroe County, New York," *Journal of Law and Economics*, Spring 1977 (with W. Riker and R. Rosett).
- "Municipal Zoning and Real Estate Markets," *State and Local Government Review*, January, 1977 (with W. Riker and R. Rosett).
- Presented papers, chaired panels, served as panelist, and participated in programs for doctoral students at a variety of professional conferences.

Current Scholarship

Grounding public mediation practice in theories of psychology, social choice, and rhetoric

Analyzing organizations as systems for resolving disputes

Learning About Ethics: An Experiential Approach (with J. Caldwell, L. Ettner and J. Roney)

Trading Off Conflict and Management Control: An Exploration

Teaching is to Bargaining as Learning is to Negotiation

Reviewer: Member, Editorial Board, *Rationality and Society*, 1999-
Member, Editorial Board, *Electronic Hallway and Online Case Journal*, 2004-
International Public Management Journal
Journal of Public Affairs Education
Journal of Public Policy and Management
Journal of Institutional & Theoretical Economics

Member: Academy of Management
American Political Science Association

Consulting/Faculty Extern Activities:

Chair, City of Portland Mayor's Task Force on Major League Soccer/AAA Baseball, (2008-09)

Facilitation: Oregon Department of Human Services, Department of Justice, Judicial System on
Allocating Drug Treatment Resources (2007); Willamette University Library Strategic
Planning Retreat (2007)

NW Natural Gas: Integrating NWNatural and PGE (2002)

Portland General Electric: Integrating New Businesses (2001)

Illustrative negotiation, conflict management, teamwork and ethics executive education
programs delivered:

Willamette Certificate in Public Management (mid-level State managers: 20 hours)

Aomori Prefecture (mid-level government managers; Aomori, Japan: 24 hours)

State Farm Insurance Companies, Northwest Regional Office (senior managers: 16 hours;
mid-level managers: 8 hours)

Oregon State Accident Insurance Fund: SAIF (mid- to senior managers: 8 hours)

CH2MHill (nationwide team: 8 hours)

Northwest Natural Gas (management and labor collective bargaining team: 16 hours)

Port of Portland (mid- to senior managers: 8 hours)

Hispanic Business Association, Portland (mid-level managers: 8 hours)

Oregon State Senate (State senators: 8 hours)

Fortune 500 Corporate Client (16 hours)

Designed Executive Education Programs on Ethics, Organizational Change and Conflict
Management, Certificate in Utility Management, Certificate in Business Lawyering

Delivered public talks (pro bono) on negotiation and on ethics for professional associations

Competitive Funding Activities:

Aligning management practices: Lessons from administrative appeals in DOD acquisitions; IBM Center for the Business of Government, 2011
The Bid Protest Process at DOD; Naval Postgraduate School, 2009-2010
Service-learning pedagogy in required coursework: Oregon Community Foundation, 1999.
Innovative curriculum materials on dispute resolution for management students: National Institute for Dispute Resolution, The Program on Professional Education, 1988.
Program to teach state legislators about international trade and public policy: United States Economic Development Administration, 1985-6.
Research on the impact of demographic changes on municipal governance: Center for Population Research, The National Institute for Child Health and Human Development, 1978-1980.

Monographs and Cases:

“Improving Government Contracting: Lessons from Bid Protests of Department of Defense Source Selections,” IBM Center for the Business of Government (2012)
“Understanding and Mitigating Protests Of Department of Defense Acquisition Contracts,” Research report to the Naval Postgraduate School, 2010 (with Fred Thompson)
LINE Management Manual: introduction to law, international issues, negotiation, and ethics for entering students at the Atkinson School, 1992, Rev. 1993.
"Management and the Political Process: Curriculum materials in dispute resolution for the graduate management course on the environment of business," 1989; distributed by the National Institute for Dispute Resolution.
"Negotiated Rulemaking: The Wood Stove New Source Performance Standard at EPA," 1989, distributed by the National Institute for Dispute Resolution and the Program on Negotiation at Harvard Law School; also distributed by the Electronic Hallway (1999).
"WWCC: Diagnosing the sources of conflict within management control systems."

Book Reviews:

Politics, Markets, and America's Schools by John Chubb and Terry Moe, *Journal of Management Science and Policy Analysis*, Spring/Summer 1991.
History-The Human Gamble by Reuven Brenner, *American Political Science Review*, June 1985.
Shifting Involvements by Albert Hirschman, *American Political Science Review*, June 1984.
The Politics of Rational Man by Robert Goodin, *Journal of Politics*, November 1978.

Selected Community Activities:

United Way of the Columbia-Willamette, Capital Project Review Committee, 2012
Chair, City of Portland Citizen’s Task Force on Major League Soccer/AAA Baseball, November 2008-March 2009
Chair, Accreditation Standards Committee, National Association of Schools of Public Affairs and Administration, 2007-2009

Business/Family Climate Advisory Committee to Portland City Commissioner Sam Adams,
2005-06
Portland Business Alliance, Government Relations Committee 2006-08
Audit Advisory Committee, Oregon Department of Human Services, 2004-2005
Steering Committee, Oregon Ethics in Business Program, 2003-2008
President, Irving Town Home Maintenance Association, 2001-2004
Board of Directors, Salem Outreach Shelter (long-range planning committee for a homeless
shelter), 1996-2000
Budget Advisory Committee, Dallas Public Schools, Fall, 1994-95
MIT Educational Council, 1979-present
State of Oregon Advisory Council on Occupational Safety and Health, appointed by the
Governor; October, 1984-85.
Board of Directors, Northwest Human Services, Inc., Salem, Oregon, a nonprofit social service
agency; August, 1984-85.
Numerous talks and presentations to local professional associations

Selected University Service

Lead, Workshop on Technology-Enhanced Learning: Using Social Networking (May, 2012)
Chair, Atkinson Curriculum Committee, 2006-07, 2008, 2009-
Chair, Atkinson Task Force on Course Evaluations, 2009-2010
Chair, Management Faculty Search Committee, 2006-07
Co-Director, *Atkinson Management Today*, electronic student-run newsletter, 2004-09
Chair, Atkinson Personnel Committee, 1994, 2004-06
Certificate in Dispute Resolution Liaison, 1995- (except 2001-03)
Liaison to the Oregon State Management Association, Annual Conference: 1998, 1999
University Accreditation Review Committees: 1990, 1995
Atkinson-Law Joint-Degree Student Advisor, 1984-2006
Chair, AGSM Curriculum Committee: 1986-87, 1990-91
Organizer, Atkinson Research Colloquium: 1982-85, 1991-92
University Task Force on Assessment, 1995

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