

**Forrest Maltzman**  
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## **Education**

Ph.D. 1993, Political Science, University of Minnesota. Political Science Department Distinguished Alumni Award (2006).

B.A. 1986, double major in Government and History, Wesleyan University. High honors.

## **Administrative Appointments at George Washington University**

*Provost and Executive Vice President for Academic Affairs (June, 2016 – November, 2019)*

*Interim Provost and Executive Vice President for Academic Affairs (January, 2016 - June, 2016)*

As the university's provost, I worked with the GW faculty, staff, and students and our Board to strategically develop initiatives to enhance GW's academic mission and the experience of GW students. I favor data driven approaches to the design and delivery of services, achieving our enrollment objectives (including retention/graduation rates, diversity, academic disciplinary mix, and net revenue), meeting the fund-raising targets for each of the units that report to the Provost (cumulatively, approximately \$100M annually), ensuring that the academic affairs units have a balanced budget and make a contribution to the university reserves, and creating a diverse and inclusive community. Units I oversaw were responsible for approximately \$800M in tuition, \$200M in sponsored research, \$75M in philanthropy, and enroll approximately 12,000 students pursuing a bachelor's degree and 16,000 students pursuing a graduate degree. My direct reports and partners in achieving our objectives included: the Deans of GW's ten schools; the Dean of the Libraries and Academic Innovation; five vice provosts/presidents (Budgeting and Finance; Enrollment and the Student Experience; Research; Faculty Affairs; Diversity, Equity and Community Engagement), the Director of the GW Museum, the Director of Athletics (until 2018) and the Directors of the George Washington Institute of Public Policy and the Global Women's Institute.

## Leadership Accomplishments

### Academic Excellence

Strategy: Promoted interdisciplinary learning opportunities for our students by eliminating procedural roadblocks to enrolling in courses across the university; developed a series of cross-disciplinary research institutes (e.g. Global Women's Institute, Autism and Neurological Development Institute); developed space for innovative teaching (e.g. SCALE-UP classrooms designed to ensure students work collaboratively in teams with seating at round tables); and began implementation of an online strategy that moved course development to "in-house" and away from very expensive for-profit online providers that gave us less control; required all online courses to meet the standards of "Quality Matters" (a non-profit independent organization that promotes high quality online courses). University has sought Carnegie Classification for Community Engagement (final determination will be made in the first part of 2020).

Outcome: Middle States Commission of Higher Education Accreditation in 2018 was extremely positive (full reaccreditation) and external committee report gave particular kudos to our online program. I also partnered with the Faculty Senate and the schools on ensuring a university wide "excellence" teaching and research standard for tenure and promotion decisions. 100% of GW Physics courses (and many other departments) teach in SCALE-UP mode. Number of undergraduate students who are pursuing majors/minors in more than one of GW's schools (e.g. Business and Arts and Sciences) has grown from 1,002 in 2015 to 1,413 in 2018 (41%). In FY 2019, the majority of GW's online enrollment is in courses designed by GW instructional designers, not corporate online providers. In FY 2015, the vast majority was provided by corporate partners.

### Research

Strategy: Enhanced the university's research contributions by building state-of-the art core research facilities (Nano-fabrication; Imaging; BSL 3; Genomics) and incentivizing schools to hire faculty who would utilize and support core facilities; increased the number of faculty engaged in biomedical research; and created institutes for Cancer, Computational Biology, Global Women, and Autism and Neurodevelopmental Disorders. We streamlined our grant submission process and enhanced the capabilities of the research office to assist faculty in grant preparation. We also created and invested in a Technology Transfer program that incentivizes and assists faculty in ensuring that their research ideas make into the market place.

Outcomes: In FY 19 the university secured \$197M in overall research support; \$156M in federal research support, and \$33M in indirect support to subsidize our research mission. This is a 9.7% (overall), 4.3% (federal) and 13.5% (indirects) improvement over our three-year average and will ensure GW's federal research ranking will be approximately #80. We also secured over \$25M in revenue from the university's intellectual property rights.

## Access

Strategy: Moved to test-optional admissions; partnered with a variety of organizations committed to enhancing educational opportunities (e.g. Posse Foundation, Say Yes to Education) and created GW-based program that provides full need financial packages to low income residents of the District of Columbia. [The university does not meet full-need for most students.]

Outcomes: Between the Fall of 2015 and the Fall of 2018, the number of underrepresented minority (URM) students at GW increased by 22.8% (from 4547 to 5583) and at the undergraduate level by 32.7% (from 1622 to 2152). During the same period, GW's overall student population grew 5.4% and its undergraduate population 11%.

## Diversity and Equity

Strategy: Promoted a climate on campus where there was a greater sense of belonging by institutionalizing faculty and student training, launching a bias reporting hotline, creating an office of diversity education, and having faculty search committees designate a diversity advocate and undergo unconscious bias training. The Provost's office also worked with schools to define positions to facilitate more diverse hiring.

Outcomes: Increased first to second year retention (Fall census) for URM students who first enrolled in 2014 and who first enrolled in 2017 from 91.8% to 92.8% and from first to third year students (2013 and 2016) from 82.7% to 87.8%. The progress made in retention of URM students is more significant than the progress for the student body as a whole. During the same period, the overall first to second year retention rates improved from 92.5% to 92.9% and for the first to third year from 86.0% to 87.7%. Between the 2015 to the 2018 Fall censuses, the proportion of URM faculty increased from 132 to 145 (9.8%) compared to an overall faculty growth rate of 9.4%. The university's progress is still insufficient.

## Enrollment Management

Strategy: Established a state of the art enrollment operation committed to data-informed decision-making to increase applications, to design financial aid packages to ensure limited budget could best help the university meet its objectives, to improve the campus visit experience, and to meet a variety of enrollment objectives adopted via discussions with Faculty Senate and Board of Trustees (e.g. academic quality, academic disciplines mix).

Outcome: Increased the number of undergraduate applications for the Fall term from 22,513 in 2015 to 29,802 (33%); increased the percentage of students pursuing a STEM degree from 15% in 2015 to 18.9% in 2018; consistently achieved net revenue goals (GW is a need aware institution); and improved the academic strength of the students (as

measured by high school grade distribution and by an academic quality measure used to predict success).

### Student Experience

Strategy: Expanded the role of the library system to ease access to academic support, created a STEM works center to provide support for students who needed assistance in quantitative reasoning (analogous to our writing center that we have run for over a decade), established a first generation student support initiative, and reduced graduate and undergraduate food insecurity on campus with changes to our undergraduate dining plan and the creation of a food pantry on our campus, created a “summer academy” to help at risk students, and established an office of student retention to coordinate academic support for at risk students.

Outcome: GW’s six-year graduation rate exceeded 80% for the fifth year straight in 2019 for the first time in university history. The university’s four-year graduation rate improved four years straight and hit an all-time high in 2018 (78.3%), and the university’s first-to-second year retention rate hit a modern-time high in 2018 (92.9%).

### Resource Base

Strategy: Ensured that GW has the resources to meet its research and teaching missions by offering non-credit educational programs (e.g. coding boot camps, summer programs for high school students, corporate training programs, summer language institutes for international students), developing in-house capability to offer on-line courses in an efficient manner and to ensure students can pursue a hybrid model where they are not committed to exclusively being online or face-to-face, and increasing philanthropy by utilizing a data centric approach to enhance development efforts. In addition, I ensured units have funds to invest in new priorities by making part of our annual school budgeting process the creation of an innovation fund that is equal to at least 2% of a school’s operating budget that is self-funded through the identification of low-priority items that can be stopped in lieu of items of higher priority.

Outcome: Between 2015 and 2018, our annual growth in non-credit based programs increased approximately 5% annually and our online enrollment increased an average of approximately 10%. [Note in 2019, we will report flat online enrollments.] We significantly reduced the proportion of our online revenue that comes via partnerships with online program management companies and 40% of the 10,000 (\$150M in on-line revenue) students who took an online course at GW in 2018-19 were enrolled in at least one face-to-face course. Four years ago, very few online students could take face-to-face courses. For the last three years, our schools cumulatively exceeded their fund-raising targets, and the university raised between \$110 and \$120M annually. Between 2008 and 2017, the university raised an approximately \$100M annually, including two large gifts (\$80M and \$110M) that came in before 2017.

## Shared Governance and Transparency

Strategy: Developed annual goals and worked in partnership with the Senate and the Board of Trustees to revise a number of critical policies and the Faculty Code. My office also took the lead in providing the university community with critical data to facilitate understanding of enrollment goals and strategies, progress on key university goals, and changes in university hiring and budgeting.

Outcome: Senate, administration, and Board all endorsed a revised equal opportunity policy, a prohibited relationship policy (banning relationships between employees and GW students), a policy to ensure academic freedom, and revision of the faculty code. Relationship between Faculty and the Office of the Provost was excellent.

### *Senior Vice Provost for Academic Affairs and Planning (2011-2015)*

As the university's senior vice provost, I had primary responsibility for academic strategic planning and the design, management, and use of all academic space on our main Foggy Bottom campus, as well as our satellite campuses. These responsibilities included facilitating the design and operation plan for the Science and Engineering Hall (opened in January 2015) and the integration of the Textile Museum and the Albert Small Washingtoniana Collection into a newly constructed GW Museum (opened March 2015). I also led a number of initiatives to strengthen our study abroad and honors programs and I helped the university enhance the diversity of the student body by creating additional community college transfer pathways, developing partnerships/scholarship programs that ensured that the university met full-need for targeted student populations and by leading the university efforts to go test-optional. As the senior vice provost, I managed a budget of approximately \$225 million (including \$180 million in student aid). Offices that reported to me as the senior vice provost included the Office International Programs, the Office of Institutional Research and Assessment, University Honors, Office of Admissions, Office of Student Financial Assistance, the Office of Graduate Enrollment, the Associate Provost for the Mount Vernon Campus and the Associate Provost for the Virginia Science and Technology Campus

### *Chair, Department of Political Science (2008-2011)*

As chair, I oversaw the largest academic department in the Columbian School of Arts and Sciences: 44 tenure-track faculty, 650 undergraduate majors, and 90 graduate students. I increased annual giving from under \$5,000 (10 donors) to approximately \$200,000 (including 150 first-time donors to the department) and developed a grant writing incentive and peer review program that significantly increased grant productivity of faculty.

## Academic Appointments at George Washington University

Professor of political science, 2003-present  
Associate professor of political science (with tenure), 1998-2003  
Assistant professor of political science, 1993-1998

## Publications

### *Peer reviewed books*

Bailey, Michael A. and Forrest Maltzman. 2011. *The Constrained Court: How the Law and Politics Shape the Decisions Justices Make*. Princeton, NJ: Princeton University Press.

[Runner up for the C. Herman Pritchett Award, given annually by the American Political Science Association's Law and Courts Section for the best book.]

Binder, Sarah A. and Forrest Maltzman. 2009. *Advice and Dissent: The Struggle to Shape the Federal Judiciary*. Washington, D.C.: The Brookings Institution Press.

Maltzman, Forrest, James F. Spriggs, and Paul J. Wahlbeck. 2000. *Crafting Law on the Supreme Court: The Collegial Game*. New York: Cambridge University Press.

[Winner of the Lasting Contribution Award, given annually by the American Political Science Association's Law and Courts Section for the book or article, 10 years old or older, that has made a lasting impression on the field of law and courts.]

[Winner of the C. Herman Pritchett Award, given annually by the American Political Science Association's Law and Courts Section for the best book.]

Maltzman, Forrest. 1997. *Competing Principals: Committees, Parties, and the Organization of Congress*. Ann Arbor, MI: University of Michigan Press.

### *Peer reviewed judicial process articles*

Moffett, Kenneth W., Forrest Maltzman, Karen Miranda, and Charles R. Shipan. 2016. "Strategic Behavior and Variation in the Supreme Court's Case Load Over Time." *Justice System Journal* 37 (1): 20-38.

Maltzman, Forrest; Alyx Mark; Charles R. Shipan, and Michael Zilis. 2014. "Stepping on Congress: Courts, Congress, and Inter-Institutional Politics." *Journal of Law and Courts* (2): 219-240.

Bailey, Michael A. and Forrest Maltzman. 2008. "Does Legal Doctrine Matter? Unpacking Law and Ideology on the U.S. Supreme Court." *American Political Science Review* 102 (August): 369-384.

[Winner of American Political Science Association's Law and Courts Section annual award for the best article in any journal.]

Primo, David M; Sarah A. Binder, and Forrest Maltzman. 2008. "Who Consents? Competing Pivots in Federal Judicial Selection." *American Journal of Political Science* 52 (July): 471-489.

Bonneau, Chris, Thomas Hammond, Forrest Maltzman, and Paul Wahlbeck. 2007. "Agenda Control, the Median Justice, and the Majority Opinion on the U.S. Supreme Court." *American Journal of Political Science* 51 (October): 890-905.

Bailey, Michael A., Brian Kamoie, and Forrest Maltzman. 2005. "Signals from the Tenth Justice: The Political Role of the Solicitor General in Supreme Court Decision-making." *American Journal of Political Science* 49 (January): 72-85.

Maltzman, Forrest and Paul J. Wahlbeck. 2004. "A Conditional Model of Opinion Assignment on the Supreme Court." *Political Research Quarterly* 57 (December): 551-564.

Binder, Sarah A. and Forrest Maltzman. 2004. "The Limits of Senatorial Courtesy." *Legislative Studies Quarterly* 24 (February): 5-22.

[Winner of the Jewell-Loewenberg Award, given annually by the American Political Science Association's Legislative Studies Section for the best article published in *Legislative Studies Quarterly*.]

Binder, Sarah and Forrest Maltzman. 2002. "Senatorial Delay in Confirming Federal Judges, 1947-1998." *American Journal of Political Science* 46 (January): 190-199.

Wahlbeck, Paul J.; James F. Spriggs; and Forrest Maltzman. 1999. "The Politics of Dissents and Concurrences on the U.S. Supreme Court." *American Politics Quarterly* 27 (October): 488-514.

Spriggs, James F.; Forrest Maltzman; and Paul J. Wahlbeck. 1999. "Bargaining on the U.S. Supreme Court: Justices' Responses to Majority Opinion Drafts." *Journal of Politics* 61 (May): 485-506.

Wahlbeck, Paul J.; James F. Spriggs; and Forrest Maltzman. 1998. "Marshalling the Court: Bargaining and Accommodation on the United States Supreme Court." *American Journal of Political Science* 42: 294-315.

Maltzman, Forrest and Paul J. Wahlbeck. 1996. "Strategic Policy Considerations and Voting Fluidity on the Burger Court." *American Political Science Review* 90: 581-592.

Maltzman, Forrest and Paul J. Wahlbeck. 1996. "May It Please the Chief? Opinion Assignments in the Rehnquist Court." *American Journal of Political Science* 40: 421-433.

Maltzman, Forrest and Paul J. Wahlbeck. 1996. "Inside the U.S. Supreme Court: The Reliability of the Justices' Conference Records." *Journal of Politics* 58: 528-539.

*Peer reviewed legislative politics articles*

Balla, Steven J.; Jennifer M. Deets, and Forrest Maltzman. 2012. "Outside Participation and OMB Review of Agency Regulations." *Administrative Law Review* 63: 2011.

Lawrence, Eric; Sarah A. Binder; and Forrest Maltzman. 2011. "The Impact of Party Cues on Citizen Evaluation of Senators." *Congress and the Presidency* 38 (1): 1-15.

Maltzman, Forrest and Charles R. Shipan. 2008. "Continuity, Change and the Evolution of the Law." *American Journal of Political Science* 52 (April): 252-267.

Lawrence, Eric D.; Forrest Maltzman, and Steven S. Smith. 2006. "Who Wins? Party Effects in Legislative Voting." *Legislative Studies Quarterly* 31 (February): 33-69.

Auerswald, David and Forrest Maltzman. 2003. "Policymaking through Advice and Consent: Treaty Consideration by the United States Senate." *Journal of Politics* 65 (November): 1097-1110.

Balla, Steven J., Eric Lawrence, Forrest Maltzman, and Lee Sigelman. 2002. "Partisanship, Blame Avoidance, and the Distribution of Legislative Pork." *American Journal of Political Science* 46 (July): 515-525.

Lawrence, Eric D., Forrest Maltzman, and Paul J. Wahlbeck. 2001. "The Politics of Speaker Cannon's Committee Assignments." *American Journal of Political Science* 45 (July): 551-562.

Binder, Sarah A., Eric D. Lawrence, and Forrest Maltzman. 1999. "Uncovering the Hidden Effect of Party." *Journal of Politics* 61 (August): 815-831.

Deering, Christopher J. and Forrest Maltzman. 1999. "The Politics of Executive Orders: Legislative Constraints on Presidential Power." *Political Research Quarterly* 52 (December): 767-783.



Binder, Sarah A., Forrest Maltzman, and Lee Sigelman. 1998. "Senators' Home-State Reputations: Why Do Constituents Love A Bill Cohen So Much More Than an Al D'Amato?" *Legislative Studies Quarterly* 23: 545-560.

Maltzman, Forrest. 1998. "Maintaining Congressional Committees: Sources of Member Support." *Legislative Studies Quarterly* 23 (2): 197-218.

Maltzman, Forrest and Lee Sigelman. 1996. "The Politics of Talk: Unconstrained Floor Time in the U.S. House of Representatives." *Journal of Politics* 58: 810-821.

Maltzman, Forrest. 1995. "Meeting Competing Demands: Committee Performance in the Post-Reform House." *American Journal of Political Science* 39: 653-682.

Maltzman, Forrest and Steven S. Smith. 1994. "Principals, Goals, Dimensionality, and Congressional Committees." *Legislative Studies Quarterly* 19: 457-476.

*"Lightly" peer reviewed humorous articles*

Maltzman, Forrest; James H. Lebovic; Elizabeth N. Saunders; Emma Furth. 2012. "Unleashing Presidential Power: The Politics of Pets in the White House." *PS: Political Science and Politics* 45 (July): 395-400.

Maltzman, Forrest; Melissa Schwartzberg; and Lee Sigelman. 2006. "Vox Populi, Vox Dei, Vox Sagittae" *PS: Political Science and Politics* 39 (April): 297-301.

Maltzman, Forrest, Lee Sigelman, and Paul J. Wahlbeck. 2004. "Supreme Court Justices Really Do Follow the Election Returns." *PS: Political Science and Politics* 37 (October): 839-842.

Maltzman, Forrest, Lee Sigelman, and Sarah Binder. 1996. "Leaving Office Feet First: Death in Congress." *PS: Political Science and Politics* 29 (December): 665-671.

*Chapters in edited volumes*

Binder, Sarah A. and Forrest Maltzman. 2017. "Is Advice and Consent Broken? The Contentious Politics of Confirming Federal Judges and Justices." In *Congress Reconsidered* 11th edition, ed. Lawrence Dodd and Bruce Oppenheimer, Washington, D.C.: Congressional Quarterly Press.

Binder, Sarah A. and Forrest Maltzman. 2013. "Advice and Consent: The Politics of Confirming Federal Judges." In *Congress Reconsidered* 10th edition, ed. Lawrence Dodd and Bruce Oppenheimer, Washington, D.C.: Congressional Quarterly Press.

Maltzman, Forrest and Charles R. Shipan. 2012. "Beyond Legislative Productivity: Enactment Conditions, Subsequent Conditions, and the Shape and Life of the Law." In *Living Legislation: Political Development and Contemporary American Politics*, ed. Jeffrey A. Jenkins and Eric M. Patashnik. Chicago, IL: University of Chicago Press.

Bailey, Michael A., Forrest Maltzman, and Charles R. Shipan. 2011. "The Amorphous Relationship Between Congress and the Courts." In *Oxford Handbook of the American Congress*, ed. Eric Shickler and Francis Lee. New York: Oxford University Press.

Binder, Sarah A. and Forrest Maltzman. 2009. "The Politics of Advice and Consent: Putting Judges on the Bench." In *Congress Reconsidered* 9th edition, ed. Lawrence Dodd and Bruce Oppenheimer. Washington, D.C.: Congressional Quarterly Press.

Maltzman, Forrest. 2007. "The Politicized Judiciary: A Threat to Executive Power." In *Presidential Leadership: The Vortex of Power*, ed. Richard W. Waterman and Bert Rockman. New York, NY: Oxford University Press.

Smith, Steven S.; Eric D. Lawrence; and Forrest Maltzman. 2007. "Reexamining the Direct and Indirect Influence of Party in the House and Senate." In *Party Influence in Congress*, ed. Steven S. Smith. New York: Cambridge University Press.

Maltzman, Forrest and Paul J. Wahlbeck. 2006. "Strategic Policy Considerations and Voting Fluidity on the Burger Court." In *Courts and Judges*, ed. Lee Epstein. Aldershot, United Kingdom: Ashgate Publishing. [reprint of peer reviewed article].

Maltzman, Forrest. 2005. "Advice and Consent: Cooperation and Conflict in the Appointment of Federal Judges." In *The Legislative Branch and American Democracy: Institutions and Performance*, ed. Paul Quirk and Sarah A. Binder. New York: Oxford University Press.

Binder, Sarah A. and Forrest Maltzman. 2005. "Congress and the Politics of Judicial Appointments." 2005. In *Congress Reconsidered* 8th edition, ed. Lawrence Dodd and Bruce Oppenheimer. Washington, D.C.: Congressional Quarterly Press.

Reprinted in ed. Samuel Kernell and Steven S. Smith, *Principles and Practice of American Politics* (2006), Washington D.C.: Congressional Quarterly Press.

Wahlbeck, Paul J.; James F. Spriggs; and Forrest Maltzman. 2002. "Marshalling the Court: Bargaining and Accommodation on the United States Supreme Court." In *Courts, Judges & Politics: An Introduction to the Judicial Process*, ed. Walter F. Murphy, C. Herman Pritchett, and Lee Epstein. New York: McGraw-Hill. [reprint of peer reviewed article].

Maltzman, Forrest; James F. Spriggs; and Paul J. Wahlbeck. 1999. "Strategy and Judicial Choice: New Institutional Approaches to Supreme Court Decision Making."

In *Supreme Court Decision-Making: New Institutional Approaches*, ed. Cornell W. Clayton and Howard Gillman. Chicago: University of Chicago Press.

Maltzman, Forrest and Steven S. Smith. 1995. "Principals, Goals, Dimensionality, and Congressional Committees." In *Positive Theories of Congressional Institutions*, ed. Kenneth A. Shepsle and Barry R. Weingast. Ann Arbor, MI: University of Michigan Press. [reprint of peer reviewed article].

### *Commentary and reviews*

Deering, Christopher J. and Forrest Maltzman. 2010. "In Memoriam: Lee Sigelman." *PS: Political Science and Politics* 43 (July): 588-590.

Sarah A. Binder and Forrest Maltzman, "How to Fix the Senate," *Washington Post*, February 21, 2010.

Binder, Sarah A. and Forrest Maltzman. 2009. "Advice and Consent During the Bush Years: The Politics of Confirming Federal Judges." *Judicature* 92 (6): 320-330.

Maltzman, Forrest and Paul J. Wahlbeck. 2005. "Opinion Assignment on the Rehnquist Court." *Judicature* 89 (November/December): 121-126.

Binder, Sarah A.; Forrest Maltzman, and Alan Murphy. 2005. "Op-Chart: History's Verdict." *New York Times*, May 19.

Maltzman, Forrest. 2004. Review of *Overruled? Legislative Overrides, Pluralism, and Contemporary Court–Congress Relations* by Jeb Barnes. *Perspectives on Politics* 2 (December): 834-835,

Maltzman, Forrest and Will Adams. 2002. "The Inevitable, Institutional Road to Cabinet Status." *Roll Call Daily*. June 11.

Maltzman, Forrest and Eric Lawrence. 2000. "Why Did Speaker Henderson Resign? The Page 799 Mystery is Solved." *Public Affairs Report* 41 (4): 7-8.

Binder, Sarah and Forrest Maltzman. 2000. "A Nomination for Change in the Senate: Process for Confirming Judicial Appointees in Desperate Need of Reform." *Roll Call*, June 19: 38.

Maltzman, Forrest. 1995. Review of *Reconceiving Decision-Making in Democratic Politics: Attention, Choice, and Public Policy* by Bryan D. Jones. *Political Science Quarterly* 110: 463-465.

### **Invited Political Science Talks**

Princeton University, Department of Politics (2012); Stony Brook University, Department of Political Science (2009); University of Georgia, Department of Political Science (2007); University of Minnesota (Twin Cities Campus), Political Science Department (2006); Washington University, Political Science Department (2006); George Washington University, Law School (2006); Dartmouth College, Department of Government (2006); State University of New York at Buffalo, Department of Political Science (2005); University of Pittsburgh, Department of Political Science (2005); University of Pennsylvania, Department of Political Science (2004); University of Texas, Department of Government (2004); University of North Carolina at Chapel Hill, Department of Political Science (2004); University of Wisconsin at Madison, Department of Political Science (2004); Georgetown University, Law School (2003); Woodrow Wilson International Center for Scholars (2003); University of California at Berkeley, Department of Political Science (2002); University of North Carolina at Charlotte, Department of Political Science (2002); College of William and Mary, Department of Government (2002); Pennsylvania State University, Department of Political Science (2002); New York University, Law School (2001); Harvard University, John F. Kennedy School of Government (2001); Georgetown University, Department of Government (2001); George Washington University, Law School (2001); University of Arizona, Department of Political Science (2001); Georgetown University, Department of Government (2000); University of Rochester, Department of Political Science (2000); University of California at Davis, Department of Political Science (2000); University of California at Berkeley, Institute of Governmental Studies (2000); George Washington University, Liberal Arts Graduation Ceremony (1998); Columbia University, Department of Political Science (1998); University of North Carolina at Chapel Hill, Department of Political Science (1998); Washington University, St. Louis, Department of Political Science (1996); U.S. Department of State (1994).

### **Fellowships and Grants**

National Science Foundation, “Graduate Research Fellowship Support.” [DGE-1746914]. (Amount: \$586,334). 2017-2022. [This grant is to support graduate education generally at GW.]

National Science Foundation, “Graduate Research Fellowship Support.” [DGE-1246908]. (Amount: \$1,342,499). 2012-2017. Dianne Martin was a co-principal investigator. [This grant is to support graduate education generally at GW.]

National Science Foundation, “Graduate Research Fellowship Support.” [DGE-0749446]. (Amount: \$438,400). 2007-2013. Dianne Martin was a co-principal investigator. [This grant is to support graduate education generally at GW.]

National Science Foundation, “Legislative Tactics and the Durability of Legislation.” [SES-961303; SES-0962203]. Charles Shipan was a co-principal investigator. 2010-2013. (Amount \$164,845, GW share \$83,047; received a \$4,800 REU supplement in 2011).

National Science Foundation, “Creating Cross-Institutional Preference Measures: Methodological Improvements for Studying Constraints on the Supreme Court.” [SES-0351469; SES-03151763]. Michael Bailey was a co-principal investigator. 2004-2007. (Amount \$138,067; GW share \$45,192).

National Science Foundation, “Research Experience for Undergraduates— supplement to SBR-9818709.” [SES-0099076]. 2001. (Amount \$5,000).

National Science Foundation, “Party Effects in Congress.” [SES-0099076; SES-0095787]. Eric Lawrence and Steven Smith were co-principal investigators. 2001-2004. (Amount \$182,000, GW share \$72,142).

National Science Foundation, “Documenting Collegial Interaction in Opinion Writing on the U.S. Supreme Court, 1969-1985 Terms.” [SBR-9818709; SBR-9818843]. Paul Wahlbeck and James Spriggs were co-principal investigators. 1999-2004. (Amount \$150,000; GW share \$105,066).

Congressional Research Grant, The Dirksen Congressional Center and the Caterpillar Foundation, “Speaker Cannon and the Committee Assignment Process.” 1998. (Amount: \$1,500).

University Facilitating Fund, George Washington University, “Speaker Joseph Cannon and the Committee Assignment Process.” 1998-1999. (Amount: \$9,396).

University Facilitating Fund, George Washington University, “Strategic Choices and the Deliberative Process on the U.S. Supreme Court.” Paul Wahlbeck was a co-principal investigator. 1996-1997. (Amount: \$15,080).

National Science Foundation, “Opinion Assignment on the U.S. Supreme Court.” [SBR-9512817]. Paul Wahlbeck was a co-principal investigator. (Amount: \$50,000). 1995-1997.

Congressional Fellowship, American Political Science Association, Washington, D.C. 1994-1995. (Value: \$26,000).

Robert W. Hartley Fellowship in Governmental Studies, Brookings Institution, Washington, D.C. 1991-92. (Value: \$13,000)

Doctoral Dissertation Special Grant, University of Minnesota, 1991. (Amount: approx. \$1,000).

Hubert Humphrey Fellowship, University of Minnesota, 1987-88. (Value approx. \$7,000).

CORO Fellowship in Public Affairs, CORO Foundation, San Francisco, CA. 1986-87.  
(Value approx. \$7,500).

## **Service**

### *Professional*

Chair, C. Herman Pritchett Award Committee, Law and Courts Section, American Political Science Association, 2011.

Political Science Panel Member, National Science Foundation, 2011 and 2007.

Associate Editor, *American Journal of Political Science*, 2006-2009.

Editorial Board, eJournal, Legislatures in the new Political Science Network (PSN) [part of the Social Science Research Network.]

Editorial Board, *Congress and the Presidency*, 2007-2010.

Editorial Board, *State Politics and Policy Quarterly*, 2005-2011.

Editorial Board, *American Political Science Review*, 2001-2007.

Chair, Jewel-Loewenberg Award Committee, Legislative Studies Section, American Political Science Association, 2006.

Speaker, American Political Science Association, Congressional Fellows Program (2005, 2003, 2002).

Program Committee Member (Legislative Studies), American Political Science Association, 2004 meeting.

Executive Committee, Legislative Studies Section, American Political Science Association, 2003-2004.

Editor selection committee, *American Journal of Political Science*, 2003-2004.

IGERT review panel member, National Science Foundation, 2002.

Editorial Board, *Legislative Studies Quarterly*, 1999-2001.

Program Committee Member (Legislative Studies), Midwest Political Science Association Annual Meeting, 2001 meeting.

Program Committee Member (Legislative Studies), Midwest Political Science Association Annual Meeting, 1998 meeting.

Reviewer: *American Political Science Review*, *American Politics Quarterly*, *American Journal of Political Science*, *Electoral Studies*, *Journal of Law Economics and Organization*, *Journal of Politics*, *Jurimetrics*, *Law and Policy*, *Law and Society*, *Legislative Studies Quarterly*, *Perspectives on Politics*, *Political Behavior*, *Political Communication*, *Political Methodology*, *Political Research Quarterly*, *Presidential Studies Quarterly*, *Social Science Journal*; *Social Science Quarterly*; *South Eastern Political Review*, *State Politics and Policy Quarterly*, *The Journal of Legislative Studies*; Cambridge University Press, Congressional Quarterly Press, Ohio State University Press, University of Michigan Press, University of Chicago Press.

*University/Department at George Washington University (exclusive of roles associated with being Provost)*

University Representative, Board of GW Museum, 2015-2016

Chair, Science and Engineering Hall Operations Committee, 2013-2015.

Chair, GW/Corcoran Merger Leadership Committee, 2014-2015

Non-voting member, Dean Search Committee, School of Nursing, 2014

Member, Committee on Access and Success, 2014.

Non-voting member, Dean Search Committee, School of Business, 2013-2014.

Non-voting member, Director Search, Sustainability Initiative, 2012-2013.

Non-voting member, Director Search, Global Women's Institute, 2012-2013.

Chair, Director Search, Graduate School of Political Management, 2011-2012.

Chair, Department of Political Science, 2008-2011. (elected in 2008; re-elected in 2011).

Chair, Provost and Executive Vice President of Academic Affairs Search Committee, 2009-2010.

Chair, Columbian College, Learning Assessment Task Force, 2008-2009.

Director of Graduate Studies, Department of Political Science, 2006-2008.

Chair, Middle States Reaccreditation Steering Committee, 2006-2008.

Columbian College Dean's Council, 2000-2003; 2004-2007. (Chair 2002-2003; 2004-2005). (Elected by the Arts and Science faculty in 2000 and 2004).

University Committee on Research, 2004-2006.

Graduate Admissions Committee, Department of Political Science. 2002-2008.

Graduate Student Placement Director, Department of Political Science. 2000-2006

Faculty Search Committee, Department of Political Science (1993-1994; 1994-1995; 1997-1998; 2002-2003, 2003-2004, 2004-2005; 2005-2006; 2006-2007).

University Roundtable (advisory group to vice president of academic affairs), 1999-2000.

Institutional Review Board (Committee for Research on Humans), 1996-2000.

Faculty Representative, Truman Fellowship Foundation, 1996-1999.

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