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POSITIONS* (*Lists post-doctoral work-experience only)

University of Kansas, *Associate / Assistant Professor*, Dept. of Public Administration, 2006-Present (aware of tenure effective 07/01/2008)

Rutgers University, *Assistant Professor*, Dept. of Public Policy & Administration, 2000-2006.

University of Medicine & Dentistry of New Jersey, *Assistant Professor*, Health Systems & Policy Division, 2002-2006 (Courtesy Appointment)

Rutgers University, *Director*, MPA -- Health Care Management & Policy Concentration, 2001-2003, 2004-2006.

University of Maryland, Baltimore County, *Director of Evaluation Studies, Member of the Senior Staff and Senior Research Analyst*, Center for Health Program Development & Management, 1996-2000 (**Non-academic appointment**)

Health Services Medical Corporation, Syracuse, NY, *Senior Research Analyst*, 1995-1996

EDUCATION

Ph.D., *Social Science*, Maxwell School of Citizenship & Public Affairs, Syracuse University, 1995.

M.A., *Social Science*, Maxwell School of Citizenship & Public Affairs, Syracuse University, 1994.

B.Tech., *Metallurgical Engineering*, Indian Institute of Technology, Kanpur, 1987.

HONORS

- Marshall E. Dimock Award for the Best Lead Article in *Public Administration Review*, 2008 (article published in 2007)
- Best Paper Award for paper presented at the *Hawaii International Conference on System Science, 2007* in the Electronic Government Track
- Outstanding Reviewer Award, *Academy of Management*, PNP Division, 2006

- Honorable Mention, Best Journal Article of 2006, *Public Management Review*
- Charles H. Levine Best Conference Paper Award for paper presented at the *Academy of Management*, PNP Division, 2005

PROFESSIONAL SERVICE

- Board of Editors, *Journal of Public Administration Research & Theory*, 2006- Present
- Board of Editors, *International Public Management Journal*, 2007- Present
- Member, Academic Network of Alliance for Innovation
- Panelist, Junior Faculty Consortium, Public and Non-Profit Division of the Academy of Management, 2005.
- Member, Best Dissertation Award Committee of the Public and Non-Profit Division of the Academy of Management, 2004, 2006.
- Member, Best Article Award Committee of the Public and Non-Profit Division of the Academy of Management, 2003.
- Member, Executive Committee, Section on Public Administration Research, ASPA (1996-1999).
- Occasional reviewer for
 - *Public Administration*
 - *Public Administration Review*
 - *Organizational Research Methods*
 - *Public Management Review*
 - *Public Performance and Management Review*
 - *Administration & Society*
 - *American Review of Public Administration*
 - *Journal of Public Administration Research and Theory*
 - *International Public Management Journal*
 - *International Review of Administrative Sciences*
 - *European Journal of Information Systems*
 - *Information Systems Management*
 - *Personnel Review*

- *Social Science and Medicine*
- *Annals of Behavioral Medicine*
- *Academy of Management Annual Meeting*
- *Hawaii International Conference on System Sciences*

TEACHING

- 1) Intellectual History of Public Administration (Doctoral)
- 2) Public Management (Masters and Doctoral)
- 2) Health Care Policy & Administration (Undergraduate and Masters)
- 3) Survey Research Methods and Local Government (Doctoral)
- 4) Foundations of Policy Analysis (Masters)
- 5) Principles of Health Care Management (Masters)
- 6) Managed Care & the Health Professions (Masters)
- 7) Research Workshop (MPA Capstone Course)
- 8) Research Seminar in Health Care Management and Policy (MPA Capstone Course)

MANUSCRIPTS (Under Review or Work In Progress)

Sanjay K. Pandey, Bradley E. Wright, and Edmund C. Stazyk, "Understanding Organizational Commitment in the Public Sector: The Importance of Institutional Context."

Sanjay K. Pandey and Leisha DeHart-Davis, "An Examination of Prospects and Limitations of Internal Deregulation Policies in State Health and Human Service Agencies."

Kelly LeRoux and Sanjay K. Pandey, "City Managers, Career Incentives, and Municipal Service Decisions: The Effects of Managerial Ambition on Interlocal Service Delivery"

Don Moynihan and Sanjay K. Pandey, "Empirical Evidence on Performance Information Use Among Local Government Officials."

Bradley E. Wright and Sanjay K. Pandey, "Public Organizations and Mission Valence: When Does Mission Matter?."

Justin Marlowe, Edmund C. Stazyk, and Sanjay K. Pandey, "Are Professional Local Governments 'Leaner and Meaner'?"

Sanjay K. Pandey, Susan Keim, and Justin Marlowe, "Diversity in Local Government Personnel Decisions: A Study of the Effects of Managerial Values"

Sanjay K. Pandey and Eric W. Welch, "E-government and Organizational Performance: Some Counter-intuitive results"

PUBLICATIONS

1. Bradley E. Wright and Sanjay K. Pandey (forthcoming) Transformational leadership in the Public Sector: Does Structure Matter? *Journal of Public Administration Research and Theory*.
2. Kelly LeRoux, Paul Brandenburger, and Sanjay K. Pandey (forthcoming) Interlocal Service Cooperation in U.S. Cities: A Social Network Explanation. *Public Administration Review*.
3. Eric Welch, Sanjay K. Pandey, and Nilay Yavuz (forthcoming) Modeling the Relationship between Website Effectiveness and Service Quality: A Study of State Level Human Services Agencies. *Advances in Management Information Systems*.
4. Kaifeng Yang and Sanjay K. Pandey (forthcoming) How Do Perceived Political Environment and Administrative Reform Affect Employee Commitment? *Journal of Public Administration Research and Theory*.
5. Bradley E. Wright and Sanjay K. Pandey 2008. Public Service Motivation and the assumption of person-organization fit: Testing the mediating effect of value congruence. *Administration & Society*. 40(5): 502-521
6. Sanjay K. Pandey and Edmund C. Stazyk. 2008. Antecedents and Correlates of Public Service Motivation. In *Motivation in Public Management: The Call of Public Service*, James L. Perry and Annie Hondeghem (eds.), pp. 101-117. Oxford: Oxford University Press.
7. Sanjay K. Pandey, Bradley E. Wright, and Donald P. Moynihan. 2008. Public Service Motivation and Interpersonal Citizenship Behavior in Public Organizations: Testing a Preliminary Model. *International Public Management Journal*. 11(1): 89-108.
8. Donald P. Moynihan and Sanjay K. Pandey. 2008. The Ties that Bind: Social Networks, Person-Organization Fit and Turnover Intention. *Journal of Public Administration Research and Theory*. 18(2): 205-227.
9. James Garnett, Justin Marlowe and Sanjay K. Pandey 2008. Penetrating the Performance Predicament: Communication as Mediator or Moderator of Organizational Culture's Impact on Public Organizational Performance. *Public Administration Review*. 68(2): 266-281.

10. Kaifeng Yang and Sanjay K. Pandey 2007. Public Responsiveness of Government Organizations: Testing a Preliminary Model. *Public Performance and Management Review*. 31(2): 215-240.
11. Donald P. Moynihan and Sanjay K. Pandey. 2007. Finding Workable Levers over Work Motivation: Comparing Job Satisfaction, Job Involvement and Organizational Commitment. *Administration & Society*. 39(7): 803-832. [Lead Article]
12. Sanjay K. Pandey, David H. Coursey and Donald P. Moynihan 2007. Organizational Effectiveness and Bureaucratic Red Tape: A Multi-method Study. *Public Performance and Management Review*. 30(3): 398-425.
13. David H. Coursey and Sanjay K. Pandey 2007. Public Service Motivation Measurement: Testing an Abridged Version of Perry's Scale. *Administration & Society*, 39(5): 547-568. [Lead Article]
14. Eric Welch and Sanjay K. Pandey 2007. E-government and Bureaucracy: Towards a Better Understanding of Intranet Implementation and its Effect on Red Tape. *Journal of Public Administration Research and Theory*. 17(3): 379-404.
15. David H. Coursey and Sanjay K. Pandey 2007. Content Domain, Measurement, and Validity of the Red Tape Concept: A Second-Order Confirmatory Factor Analysis. *American Review of Public Administration*. 37(3): 342-361.
16. Donald P. Moynihan and Sanjay K. Pandey 2007. The Role of Organizations in Fostering Public Service Motivation. *Public Administration Review*. 67(1): 40-53. [Lead Article; Dimock Award Winner]
17. Sanjay K. Pandey and Bradley E. Wright 2006. Connecting the Dots in Public Management: Political Environment, Organizational Goal Ambiguity and the Public Manager's Role Ambiguity. *Journal of Public Administration Research and Theory*, 16(4): 511-532.
18. Sanjay K. Pandey and Donald P. Moynihan 2006 Bureaucratic Red Tape and Organizational Performance: Testing the Moderating Role of Culture and Political Support. In George A. Boyne, Kenneth J. Meier, Laurence J. O'Toole Jr. and Richard M. Walker (Eds.), *Public Services Performance: Perspectives on Measurement and Management*. Cambridge University Press.
19. Leisha DeHart-Davis, Justin Marlowe and Sanjay K. Pandey 2006. Gender Dimensions of Public Service Motivation. *Public Administration Review*. 66(6): 873-887.
20. Sanjay K. Pandey and Hal G. Rainey 2006. Public Managers' Perceptions of Goal Ambiguity: Analyzing Alternative Models. *International Public Management Journal*. 9(2): 85-112. [Lead Article]

21. Sanjay K. Pandey and James L. Garnett 2006. Exploring Public Sector Communication Performance: Testing a Model and Drawing Implications. *Public Administration Review*, 66(1): 37-51.
22. Donald P. Moynihan and Sanjay K. Pandey 2006. Creating Desirable Organizational Characteristics: How Organizations Create a Focus on Results and Managerial Authority. *Public Management Review*, 8(1): 119-140.
23. Sanjay K. Pandey and Eric W. Welch 2005. Beyond Stereotypes: A Multistage Model of Managerial Perceptions of Red Tape. *Administration & Society*, 37(5): 542-575.
24. Donald P. Moynihan and Sanjay K. Pandey 2005. Testing How Management Matters in an Era of Government by Performance Management. *Journal of Public Administration Research and Theory*, 15(3): 421-439.
25. Patrick G. Scott and Sanjay K. Pandey 2005. Red Tape and Public Service Motivation: Findings from a National Survey of Managers in State Health and Human Services Agencies. *Review of Public Personnel Administration*, 25(2): 155-180.
26. Leisha DeHart-Davis and Sanjay K. Pandey 2005. Red Tape and Public Employees: Does Perceived Rule Dysfunction Alienate Managers? *Journal of Public Administration Research and Theory*, 15(1): 133-148.
27. Sanjay K. Pandey and Joel C. Cantor 2004. The Changing Profile of the Urban Uninsured: Exploring Implications of the Rise in Number of Moderate-Income Uninsured. *Journal of Urban Health*, 81(1): 135-149.
28. Barry Bozeman and Sanjay K. Pandey 2004. Public Management Decision Making: Effects of Decision Content. *Public Administration Review*, 64(5): 542-554.
29. Sanjay K. Pandey, John J. Hart, and Sheela Tiwary 2003. Women's Health and the Internet: Understanding Emerging Trends and Implications. *Social Science & Medicine*, 56(1): 179-191.
30. Sanjay K. Pandey 2002. Assessing State Efforts to Meet Baby Boomers' Long-term Care Needs: A Case Study in Compensatory Federalism. *Journal of Aging and Social Policy*, 14(3/4): 161-179. [Reprinted in *Devolution and Aging Policy* edited by Francis G. Caro and Robert Morris, Binghamton, NY: Haworth]
31. Sanjay K. Pandey and Patrick G. Scott 2002. Red Tape: A Review and Assessment of Concepts and Measures. *Journal of Public Administration Research and Theory*, 12(4): 553-580.
32. Sanjay K. Pandey, Mary G. Mussman, Harriet W. Moore, John G. Folkemer, and John J. Kaelin. 2000. An Assessment of Maryland Medicaid's Rare and Expensive Case Management Program. *Evaluation and the Health Professions*, 23(4): 457-479.

33. Sanjay K. Pandey and Gordon A. Kingsley 2000. Examining Red Tape in Public and Private Organizations: Alternative Explanations from a Social Psychological Model. *Journal of Public Administration Research and Theory*, 10(4): 779-799.
34. Patrick G. Scott and Sanjay K. Pandey 2000. The Influence of Red Tape on Bureaucratic Behavior: An Experimental Simulation. *Journal of Policy Analysis and Management*, 19(4): 615-633.
35. Sanjay K. Pandey and Stuart I. Bretschneider 1997. The Impact of Red Tape's Administrative Delay on Public Organizations' Interest in New Information Technologies. *Journal of Public Administration Research and Theory*, 7(1): 113-130.
36. Sanjay K. Pandey and Barry Bozeman 1996. Government Laboratories as a 'Competitive Weapon': Comparing Cooperative R&D in the United States and Japan In *Advances in Global High-Technology Management, Vol. 6*, pp. 27-36, Edited by David Balkin, Julio De Castro, & Dale Meyer, Greenwich, CT: JAI Press, Inc.
37. Hal Rainey, Sanjay Pandey, and Barry Bozeman 1995. Research Note: Public and Private Managers' Perceptions of Red Tape. *Public Administration Review*, 55(6): 567-574.
38. Barry Bozeman and Sanjay Pandey 1994. Cooperative R&D in Government Laboratories: Comparing the U.S. and Japan. *Technovation*, 14(3): 145-159

REFEREED CONFERENCE PAPERS

Sanjay K. Pandey, Bradley E. Wright, and Edmund C. Stazyk. Understanding Organizational Commitment: A Public Sector Model. Paper accepted for presentation at the *Annual Meetings of the Academy of Management*, Philadelphia, PA, August 2007.

Sanjay K. Pandey and Edmund C. Stazyk. Antecedents and Correlates of Public Service Motivation. Accepted for presentation at the *Annual Meetings of the Academy of Management*, Philadelphia, PA, August 2007.

Eric W. Welch and Sanjay K. Pandey. Multiple Measures of Website Effectiveness and their Association with Service Quality in Health and Human Service Agencies. *Proceedings of the 40th Hawaii International Conference on System Sciences – 2007*.

[Winner of Best Paper Award in the Electronic Government Track at the Hawaii International Conference on System Sciences]

Don Moynihan and Sanjay K. Pandey. The Ties that Bind: Value-based Commitment, Social Networks and Turnover Intention. Paper prepared for presentation at the *Annual Meetings of the Academy of Management*, Atlanta, GA, August 2006.

Kaifeng Yang and Sanjay K. Pandey. Political Environment and Administrative Reform: How do

they Affect Employee Commitment? Paper prepared for presentation at the *Annual Meetings of the Academy of Management*, Atlanta, GA, August 2006.

Sanjay K. Pandey and Bradley E. Wright. Connecting the Dots in Public Management: Political Environment, Goal Ambiguity and Role Ambiguity" Paper presented at the *Annual Meetings of the Academy of Management*, Honolulu, HI, August 2005.

[Included in Best Paper Proceedings and Winner of Charles H. Levine Best Conference Paper Award from the PNP Division of the Academy of Management.]

David H. Coursey and Sanjay K. Pandey. Content Domain, Measurement and Validity of the Red Tape Concept. Paper presented at the *Annual Meetings of the Academy of Management*, Honolulu, HI, August 2005.

Eric W. Welch and Sanjay K. Pandey. E-Government and Network Technologies: Does Bureaucratic Red Tape Inhibit, Promote, or Fall Victim to Intranet Technology Implementation? Presented at the *Hawaii International Conference on System Sciences (HICSS-38)*, January 3-6 2005, *Hilton Waikoloa Village, Big Island, Hawaii*. [Published in HICSS-38 Conference Proceedings]

David Coursey, Eric W. Welch and Sanjay K. Pandey. Organizational Determinants of Internally Perceived Website Effectiveness in State Health and Human Service Agencies. Presented at the *Hawaii International Conference on System Sciences (HICSS-38)*, January 3-6 2005, *Hilton Waikoloa Village, Big Island, Hawaii*. [Published in HICSS-38 Conference Proceedings]

Sanjay K. Pandey, David H. Coursey and Donald P. Moynihan. Management Capacity and Organizational Performance: Can Organizational Culture Trump Bureaucratic Red Tape? (version 1) Paper prepared for presentation at the *Annual Meetings of the Academy of Management*, New Orleans, LA, August 2004.

Donald P. Moynihan and Sanjay K. Pandey. Creating Desirable Organizational Characteristics: How Organizations Create a Focus on Results and Managerial Authority (version 1). Paper prepared for presentation at the *Annual Meetings of the Academy of Management*, New Orleans, LA, August 2004.

Sanjay Pandey and Eric Welch, "Beyond Stereotypes: Examining Determinants of Managerial Perceptions of Red Tape and its Implications for Public Management." Presented at the *Annual Meetings of the Academy of Management*, Seattle, WA, August 2003.

Sanjay Pandey and Patrick Scott "Red Tape: A Review and Assessment of Concepts and Measures", Paper presented at the *Annual Meetings of the Academy of Management*, Washington, DC, August 2001.

RESEARCH PROJECTS, FUNDING & RECOGNITION:

- **National Administrative Studies Project, Phase IV (NASP-IV)**, Project Director

and Principal Investigator of this national study of city managers and department heads in local government jurisdictions over 50,000 in population.

- **National Administrative Studies Project, Phase II (NASP-II)**, Project Director and Principal Investigator of this national survey of managers in state health and human service agencies. Study sponsored in part by the Center for State Health Policy and Forum for Policy Research & Public Service at Rutgers University. Data collected in 2002-2003.
- **Needs Assessment of Senior Citizens in Montgomery County**: Project Director of a team at UMBC that bid and won a competitive grant to conduct a community needs assessment of low-income and frail elderly (Funding level: approx. \$140,000), 2000.
- **The Maryland Study on Physician Experience with Managed Care**: Project director and principal investigator of statewide survey of physicians' experience with managed care to determine the impact of managed care on physicians and its differential impact on minority physicians (Funding Level: approx. \$183,000), 1999-2000.
- **Individual Long-term Care Planning Survey**: Project director and principal investigator of a statewide public opinion survey to establish a baseline for Maryland residents' knowledge, attitude, and behavior pertaining to health, retirement, long term care, and planning for long-term care (Funding Level: approx. \$100,000), 1999-2000.

ACADEMIC CONFERENCE PRESENTATIONS

Kelly LeRoux and Sanjay K. Pandey, "City Managers, Career Incentives, and Service Delivery Decisions: The Role of Managerial Progressive Ambition in Promoting Interlocal Cooperation" *Presented at the Annual Meeting of the American Political Science Association, Boston, MA, September, 2008.*

Donald P. Moynihan and Sanjay K. Pandey, "Empirical Evidence on Performance Information Used Among Local Government Officials." *Presented at the Annual Meeting of the American Political Science Association, Boston, MA, September, 2008.*

Sanjay K. Pandey, Susan Keim, and Justin Marlowe, "Diversity in Local Government Personnel Decisions: A Study of the Effects of Managerial Values." Presented at the *Annual Meeting of the American Society of Public Administration, Dallas, TX, April 2008*

Kelly LeRoux, Paul Brandenburger, Sanjay K. Pandey, "Interlocal Service Cooperation in U.S. Cities: A Social Network Explanation". Presented at the *Annual Meeting of the American Society of Public Administration, Dallas, TX, April 2008*

Justin Marlowe, Ed Stazyk, and Sanjay K. Pandey. "Are Professional Local Governments "Leaner and

Meaner"? The Financial Performance Dividend of Professional Management" Presented at the *Annual Meeting of the American Society of Public Administration, Dallas, TX, April 2008*

Bradley E. Wright and Sanjay K. Pandey, "What Makes Mission Matter? Mission Valence, Public Service Motivation and Human Resource Outcomes." *Presented at the 9th Public Management Research Conference, October 25-27, 2007.*

Wilson Wong, Eric Welch, and Sanjay K. Pandey, "Beyond Pure Efficiency and Technological Features: Developing a Model of Measuring E-Governance and Exploring its Performance". Paper presented at *The Determinants of Performance in Public Organizations II Conference, University of Hong Kong, December 7-10, 2006.*

Bradley Wright and Sanjay K. Pandey, "Exploring the Nomological Map of the Public Service Motivation Concept." Paper presented at the *8th Public Management Research Conference, Los Angeles, California, September 29-October 1, 2005.*

James Garnett, Justin Marlowe and Sanjay K. Pandey, "Penetrating the Performance Predicament: Communication as Mediator or Moderator of Organizational Culture's Impact on Public Organizational Performance." Paper presented at the *8th Public Management Research Conference, Los Angeles, California, September 29-October 1, 2005.*

Leisha DeHart-Davis, Justin Marlowe and Sanjay K. Pandey, "Gender Dimensions of Public Service Motivation." Paper presented at the *8th Public Management Research Conference, Los Angeles, California, September 29-October 1, 2005.*

Sanjay K. Pandey and Hal G. Rainey, "Public Managers' Perceptions of Goal Ambiguity: Analyzing Alternative Models." Paper presented at the *101st Annual Meeting of the American Political Science Association, Washington, DC, September 1-4, 2005.*

James Garnett, Justin Marlowe and Sanjay K. Pandey, "Unraveling the Performance Predicament: The Role of Communication in Achieving Public Organizational Performance." Paper presented at the *Eighteenth Annual Meeting of the Public Administration Theory Network, Krakow, Poland, June 9-11, 2005.*

David H. Coursey and Sanjay K. Pandey. Measuring Administrative Red Tape: Formative versus Reflective Comparisons. Paper presented at the *66th Annual Meeting of the American Society for Public Administration, Milwaukee, WI, April 2-5, 2005.*

Eric W. Welch, Sanjay K. Pandey and David Dunn. Multiple Measures of Website Effectiveness and their Effect on Service Quality in Health and Human Service Agencies. Paper presented at the *66th Annual Meeting of the American Society for Public Administration, Milwaukee, WI, April 2-5, 2005.*

Donald P. Moynihan and Sanjay K. Pandey. Individual, Job and Organizational Influences on Work Engagement: Evidence from a National Study of Managers in State Health and Human Service Agencies. Paper presented at the annual meeting of the *Association for Public Policy*

Analysis and Management, Atlanta, GA, October 28-30, 2004.

Sanjay K. Pandey, David H. Coursey and Donald P. Moynihan. Management Capacity and Organizational Performance: Can Organizational Culture Trump Bureaucratic Red Tape? (version 2) Paper presented at the *Determinants of Performance in Public Organizations Conference*, May 6th-8th, 2004, Cardiff University, Wales, U.K.

Sanjay K. Pandey and Leisha DeHart-Davis. An Examination of Prospects and Limitations of Internal Deregulation Policies in State Health and Human Service Agencies. Presentation at the *65th Annual Meeting of the American Society for Public Administration*, Portland, OR, March 27-30, 2004.

Sanjay K. Pandey and Barry Bozeman. Back to the Future?: Reform Redux or Dawn of a New Era in Public Management. Presentation at the *65th Annual Meeting of the American Society for Public Administration*, Portland, OR, March 27-30, 2004.

David H. Coursey, Eric W. Welch and Sanjay K. Pandey. Organizational Determinants of Perceived Website Effectiveness in Public Agencies. Presentation at the *65th Annual Meeting of the American Society for Public Administration*, Portland, OR, March 27-30, 2004.

Donald Moynihan and Sanjay K. Pandey. Creating Desirable Organizational Characteristics: How Organizations Create a Focus on Results and Managerial Authority (version 2). Paper presented at the *Eighth International Symposium on Public Management*, Budapest University of Economic Sciences and Public Administration, Hungary, March 31—April 4, 2004

Coursey, David H. and Sanjay K. Pandey. 2004. Public Service Motivation Measurement: Testing a Shortened Version of Perry's Scale. Paper presented at *the Southern Political Science Association Conference*, New Orleans, Louisiana, January 8-10, 2004.

Sanjay Pandey, David Coursey and Don Moynihan, "Red Tape and Organizational Effectiveness: An Exploratory Analysis." Paper presented at the *Southeastern Conference for Public Administration (SeCoPA)*, Savannah, GA, October 2003.

Pratik Mhatre, Sanjay Pandey, and Eric Welch, "Impact of Organizational Capability in Developing Internet-based Solutions on Perceived Website Effectiveness" Paper presented at the *Southeastern Conference for Public Administration (SeCoPA)*, Savannah, GA, October 2003.

Barry Bozeman and Sanjay Pandey, "Public Management Decision-Making: Technical vs. Political Decisions." Paper presented at the *7th National Public Management Research Conference*, Washington, DC, October 2003.

Leisha DeHart-Davis and Sanjay Pandey, "Red Tape and Public Employees: Does Perceived Rule Dysfunction Alienate Managers?" Paper presented at the *7th National Public Management Research Conference*, Washington, DC, October 2003.

Don Moynihan and Sanjay Pandey, "Testing a Model of Public Sector Performance: How Does

Management Matter?" Paper presented at the *7th National Public Management Research Conference, Washington, DC, October 2003.*

Eric Welch and Sanjay Pandey, "Intranet Adoption, Use, and Information Quality in Public Organizations: Interactive Effects of Red Tape and Innovativeness." Paper presented at the *7th National Public Management Research Conference, Washington, DC, October 2003.*

Sanjay Pandey and David Frankford, "Reforms in State Health and Human Service Agencies: Relative Role of Individual Propensities and Institutional Environment." Paper presented at the *131st Annual Meeting of the American Public Health Association, San Francisco, CA, November 17 2003.*

Sanjay Pandey and Patrick Scott, "Red Tape and Public Service Motivation: An Exploratory Analysis." Presented at the *Annual Meeting of the Southwestern Political Science Association, San Antonio, Texas, April 18, 2003.*

Sanjay Pandey, Gordon Kingsley, and Patrick Scott "Coping with Red Tape: Does Public Service Motivation Separate the Victor from the Vanquished." Paper presented at the *6th National Public Management Research Conference, Bloomington, Indiana, October 2001.*

Sanjay Pandey and Patrick Scott "Research on Red Tape: Making progress toward convergent and discriminant validation", Annual Meeting of the *Western Social Science Association, Reno, NV, April 2001.*

Sanjay Pandey, John Hart and Sheela Tiwary "Women's Health and the Internet: Emerging Trends and Implications", Annual Meeting of the *Academy for Health Services Research and Health Policy, Atlanta, GA, June 2001.*

John Kaelin and Sanjay Pandey, "An Examination of the Pitfalls in Under-/Over-Interpreting Medical Loss Ratio." Presentation at the *Annual Meeting of the International Society for Research in HealthCare Financial Management, Baltimore, Maryland, August 12, 2000.*

Sanjay Pandey and John Kaelin, "Examining the Relationship between Medical Loss Ratio and Plan Performance in Medicaid Managed Care." Presentation at the *American Society of Public Administration National Conference, Orlando, Florida, April 10-14, 1999.*

Sanjay Pandey and Patrick Scott, "Measuring and Assessing Construct Validity of Red Tape." Paper presented at the *Fourth National Public Management Conference, Athens, Georgia, October 30-November 1, 1997.*

Patrick Scott and Sanjay Pandey, "The Influence of Red Tape on Bureaucratic Behavior: An Experimental Simulation." Paper presented at the *American Society of Public Administration National Conference, Philadelphia, Pennsylvania, July 28, 1997.*

Sanjay Pandey and Gordon Kingsley, "Perception of Red Tape in Public and Private Organizations: A Comparison of Sources." Paper presented at the *Third National Public*

Management Conference, Lawrence, Kansas, October 5-7, 1995.

Sanjay Pandey, "Refashioning Pigeonholes in Social Sciences: A Review of Taxonomic Studies in Organization Theory." Paper presented at the *Taxonomic Studies Workshop, UQAM, Montreal, May 1-2, 1995.*

Sanjay Pandey and Barry Bozeman, "Government Laboratories as a 'Competitive Weapon': Comparing Cooperative R&D in the U.S. and Japan." Paper presented at the *Third Biennial High Technology Management Conference, Boulder, Colorado, June 16-18, 1993.*

Hal Rainey, Sanjay Pandey, and Barry Bozeman, "Red Tape, Myths, and Management: Similarities and Differences in Public and Private Managers' Perceptions of Red Tape." Paper presented at the *Second National Public Management Conference, Madison, Wisconsin, September 30-October 2, 1993.*

TECHNICAL REPORTS

Policy Options for Capitalizing Case Management Services for the Rare and Expensive Case Management Program. Center for Health Program Development and Management, UMBC (Mimeo), January 1999.

Cost of Care Analysis for the Rare and Expensive Case Management Program. Center for Health Program Development and Management, UMBC (Mimeo), December 1998.

Impact of HealthChoice Waiver on Provider Payment Rates. Center for Health Program Development and Management, UMBC (Mimeo), December 1998.

An Assessment of Three Case-Mix Methodologies: Comparing ACG, DPS, and HCC. Center for Health Program Development and Management, UMBC (Mimeo), April 1997.

First Year Progress Report: The Sickle Cell Disease Program Evaluation Project. Center for Health Program Development and Management, UMBC (Mimeo), October 1996.

Notes on Statistical Methodology: Aggregating Delivery System-Specific Quality Indicators to Plan-Wide Indicators. Health Services Medical Corporation (Mimeo). June 1996.

NON-ACADEMIC PROFESSIONAL EXPERIENCE

Director, Evaluation Studies and Member of the Senior Staff (2000 Spring & Summer)

Senior Research Analyst (September 1996 - December 1999)

Center for Health Program Development and Management
University of Maryland, Baltimore County

Conducted a variety of evaluation studies using multiple methods and data sources, responsibilities included supervising analysts. Select accomplishments:

- Built from the ground-up a survey research practice at the Center that attracted significant amount of external funding -- directed major statewide surveys of physicians and citizens on experiences with the health care system.
- Led an effort to develop and implement variety of financial monitoring tools to monitor a statewide Medicaid managed care program.
- Directed a comprehensive audit of the process by which capitation rates were developed for two managed care contracts.
- Developed policy options for the procurement of case management services for a seventy million dollar program serving approximately two thousand medically vulnerable recipients.
- Designed and implemented a cost-effectiveness study of Maryland Medicaid's Rare and Expensive Case Management Program.
- Conducted a study of the impact of Maryland's Section 1115 Waiver on provider reimbursement rates.
- Designed a study to assess the cost-effectiveness of a sickle cell disease outreach program -- formulated a strategy to implement the study using administrative data.

Senior Research Analyst (February 1995 - August 1996)

Health Services Medical Corporation (HSMC), Syracuse, NY.

(HSMC is an HMO with full NCQA accreditation and offers a variety of managed care products serving over 100,000 members through its care delivery systems.)

Responsible for carrying out analyses on large multi-year administrative databases to support decision making and meet statutory reporting requirements. Project accomplishments included:

- Developed programs and procedures for computing HEDIS measures using enrollment, encounter, and claims databases; Devised specifications for and built intermediate databases to create efficiencies in deriving HEDIS measures from the administrative data.
- Developed programs and procedures for computing QARR (Quality Assurance Reporting Requirements) measures for New York State Department of Health; Formulated a strategy for validating QARR measures derived from administrative data using medical records review in cooperation with clinical personnel.
- Devised and implemented a statistical methodology for aggregating delivery system-specific quality indicators to plan-wide quality indicators.

- Coordinated efforts with HSMC departments to present HEDIS quality data to QA/UM councils as part of ongoing performance measurement & improvement.

PROFESSIONAL ASSOCIATIONS

Public Management Research Association

Academy of Management

American Society for Public Administration

DEPARTMENT & UNIVERSITY SERVICE

- KU Department and University Committees

Public Administration Doctoral Committee → AY06-

Graduate Council → AY06-AY08

Departmental Liaison

with KU Libraries → AY08-

Special Service Assignments

(e.g., Curriculum Review; Role in

P&T and Mid-term reviews) → AY08-AY09

- Rutgers Department and University Committees

MPA-HCMP Admissions and

Academic Standing Committee → AY01-06

MPA-HCMP Curriculum Committee → AY01-06

MPA-HCMP Executive Committee → AY01-03, 04-06

MPA Awards Committee → AY01-02

MPA Curriculum Committee → AY01-02

MPA Admissions Committee → AY00-01

UMDNJ School of Public Health

Executive Committee → AY01-02

UMDNJ Stratford/Camden

Executive Committee → AY02-06

Rutgers University Faculty Senate → AY02-03; Fall 05