Class schedule for **Prof. Dvora Yanow**, Vrije University Amsterdam

**Monday, 25.06.07** to **Tuesday 03.07.07**

<table>
<thead>
<tr>
<th>Day</th>
<th>Room</th>
<th>Time</th>
<th>Unit</th>
<th>Title</th>
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<tbody>
<tr>
<td>Mon. 25.06.</td>
<td>SRS</td>
<td>09.00-10.30</td>
<td>1</td>
<td>Varieties of meaning-centered data and methods; Generating versus accessing data</td>
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<td></td>
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<td>11.00-12.30</td>
<td>1</td>
<td>Introduction and Overview. Symbolic representations of social meaning(s)</td>
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<tr>
<td>Tue. 26.06.</td>
<td>SRS</td>
<td>09.00-10.30</td>
<td>1</td>
<td>Philosophical underpinnings of interpretive research: Methodology, epistemology, ontology, and the senses</td>
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<tr>
<td>Wend. 27.06.</td>
<td>SRS</td>
<td>09.00-10.30</td>
<td>1</td>
<td>“Thick description” in fieldwork</td>
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<td>11.00-12.30</td>
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<td>“Thick description” in textwork</td>
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<tr>
<td>Thu. 28.06.</td>
<td>SRS</td>
<td>09.00-10.30</td>
<td>1</td>
<td>The relational character of interpretive research II: Positionality and power</td>
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<td>11.00-12.30</td>
<td>1</td>
<td>The relational character of interpretive research I: Problems of dual identities in the field and other issues in the researcher-participant relationship</td>
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<td>16.30-18.00</td>
<td>1</td>
<td>Public Lecture: Ways of Knowing</td>
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<tr>
<td>Mon. 02.07.</td>
<td>SRS</td>
<td>09.00-10.30</td>
<td>1</td>
<td>Reflexivity in the field and on the page: Evaluative “standards” for interpretive research</td>
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<td>11.00-12.30</td>
<td>1</td>
<td>Documentary evidence in interpretive research</td>
</tr>
<tr>
<td>Tue. 03.07.</td>
<td>SRS</td>
<td>11.00-12.30</td>
<td>1</td>
<td>Analyzing interpretive data</td>
</tr>
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Interpretive Research Methods

Seminar: 25.06. 2007 - 03.07.2007
Public Lecture: 28.06.2007, 16:00-18:30
(For more information see: http://www.ihs.ac.at/pdf/soz/kursinfoyanow.pdf)

SRS, Dep. Sociology

However, I'm becoming more and more convinced that, at best, survey research illuminates a piece of reality through one prism. ...[It] usually falls short in uncovering process and change, deeper meanings, and social patterns between groups and individuals. There is a real need to round out survey techniques with...methods such as participant observation, in-depth interviews, and case studies.


This course reflects 20th-21st century developments in the philosophy of social science. Unless they explicitly include qualitative methods in their curricula, most social science programs treat "research methods" as "statistics." Other ways of knowing – forms for the generation and validation of knowledge – including the interpretive methods that are the subject of this course have typically not been taught or sanctioned (whether for thesis/dissertation research or in the publication of research results), based on an understanding of what it means to be "scientific" and to do "science." This situation is, however, changing. Since the late 1970s, more social scientists have begun (again) to access or generate data through conversational interviews, observation (with various degrees of participation), and document analysis. Together with various other methods for analyzing those data, these methods for generating data retain their word-based form, rather than converting word-data into numbers.

Often, these two broad classes of method are referred to as "quantitative" and "qualitative." But the conceptual distinction is mis-named: researchers using "qualitative" methods also count, and those analyzing numbers also interpret their data and their findings. What is being captured in those two terms is a difference in philosophical presuppositions, based on different understandings of the nature of human or social reality and whether and how
that reality might be known. In other words, choices of specific methods are grounded in methodological arguments; and these are, themselves, rooted in ontological and epistemological positions. Making this explicit renders “methodology” as, in a sense, applied ontology and epistemology. But more than that: “qualitative” methods have increasingly come under pressure to conform to quantitative ones. And so today, we increasingly have a tripartite division among methods (as seen from a presuppositional perspective): quantitative (informed by positivist notions of ontology and epistemology); qualitative (also following positivist presuppositions); and interpretive (informed by such philosophies as phenomenology, hermeneutics, some critical theory, pragmatism, symbolic interactionism, and ethnomethodology and their ontological and epistemological presuppositions).

This course explores these issues in theory and in practice, in fieldwork, deskwork, and textwork phases of research.
Public Lecture:
Dvora Yanow, Vrije Universiteit, Amsterdam

Ways of Knowing

Date: 28 June 2007
Time: 16:30-18:00
Place: Institute for Advanced Studies, Department of Sociology

What authorizes a way of knowing? What validates the knowledge it generates? The ‘interpretive turn’ calls for reflexivity in a number of areas: in interpretive research, reflective practice, and interpretive policy analysis. Reflection includes a willingness to subject one’s position to questioning. Yet what might incline someone to engage in reflection is not always clear: how might we move toward such inquiry? I argue that this is accomplished through adopting a posture of humility to accompany passionate conviction.

Dvora Yanow (Ph.D., 1982, Planning, Policy, and Organizational Studies, M.I.T., Department of Urban Studies and Planning) teaches and conducts research in two substantive areas, public policy and organizational studies, as well as in the philosophy of social science and interpretive research methods.
Literaturliste von Prof. Dvora Yanow, 24.06.07 bis 04.07.07, Dep. Soziology:

**Pflichtliteratur:**

**Bücher:**

<table>
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<tr>
<th>Autor(en)</th>
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**Artikel / Paper:**

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<th>Autor(en)</th>
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<th>Artikel</th>
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<tr>
<td></td>
<td>Clifford Geertz</td>
<td><em>The Interpretation of Cultures</em></td>
<td></td>
<td>NY: Basic Books.</td>
<td>Chapter 1</td>
<td>1973</td>
</tr>
<tr>
<td>★Ed Schatz, ed.</td>
<td>Dvora Yanow</td>
<td><em>Political Ethnography: What Immersion Contributes to the Study of Power</em></td>
<td>“Reading as Method.”</td>
<td>Erscheint in Kürze</td>
<td>-</td>
<td>-</td>
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<tr>
<td>★Caleb Wall, Peter Mollinga</td>
<td>Wilkinson, Claire</td>
<td><em>Field work in difficult environments: Discussing the divergence between theory and practice</em></td>
<td>“Positioning ‘Security’ and Securing One’s Position: The Researcher’s Role in Investigating ‘Security’ in Kyrgyzstan.”</td>
<td>Berlin: Lit Verlag</td>
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★ ist noch nicht erschienen, Paper stehen zur Verfügung
### Ergänzende Literatur:

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<tr>
<td>Polkinghorne, Donald E.</td>
<td><em>Narrative Knowing and the Human Sciences</em></td>
<td>Albany: SUNY Press.</td>
<td>1988</td>
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Interpretive Research Methods

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This course explores these issues in theory and in practice, in fieldwork, deskwork, and textwork phases of research.

**Class Schedule and specific Reading**

**Monday, 25.06**
1. 9.00-10.30 **Introduction and Overview**

2. 11.00-12.30 **Symbolic representations of social meaning(s); Varieties of meaning-centered data and methods; Generating versus accessing data**
   - Think: What is a symbol? What are the characteristics of symbols? Where might one find symbols in social research? What is the relationship between “symbol” and human, or social, meaning? What is the difference between “accessing” social data and “generating” data? What are the various ways in which we can generate meaning-centered data? Are these the same as or different from the ways in which we might analyze those data?

**Tuesday, 26.06**
3. 9.00 – 10.30 **Philosophical underpinnings of interpretive research:**
4. 11.00 – 12.30 **Methodology, epistemology, ontology, and the senses**
   - Think: What arguments are made for the differences between qualitative and quantitative research? What is it about human social reality that makes it require different methods from the natural or physical world? What do these methods allow us to understand about social reality that positivist (or “quantitative”) methods do not?
   - Readings: YSS, chs. 1, 2, 3 (Yanow, Hawkesworth, Adcock)

**Wednesday, 27.06**
5. 9.00 – 10.30 **‘Thick description’ in fieldwork**
   - Think: What might it mean, in field research, to “see the world in a grain of sand”? Is this the same thing as “thick description”?
The late journalist David Halberstam apparently “talked about marshaling a library of facts and interviews about any subject — density, he sometimes called it — before actually winnowing that thick mass to its essence.”¹

Reading: YSS, chs. 8, 21 (Pader, Pachirat)

Background: Clifford Geertz (1973), *The Interpretation of Cultures*, ch. 1.

6. 11.00 – 12.30 ‘**Thick description**’ in textwork

Think: How to write ‘up’ the mass of field data? What’s the relationship between field research and theory? Is there a difference between finding much in a grain of sand – making a complicated picture out of what seems to others a detail – and piling those grains sky-high – making a fine-grained picture with many details? Are there special characteristics of ethnographic writing that distinguish it from other genres of research writing? Do these have any bearing on the trustworthiness of the researcher’s claims?

“Solid journalism isn’t about fancy verbiage, he says; rather, ‘it’s about ideas, about narration, about setting things out, about telling the story.’ And what really comes first is legwork, ‘The more the better.’ The more interviews you do, the better. The more anecdotes you get, the better. Because when you’ve got a hundred different angles on a story, Halberstam says, you can write with authority. When you’ve got a hundred different anecdotes, you can leave the lame ones out.

Do both, and your writing will have -- and this is a key characteristic, Halberstam says -- it will have density. ‘I can always tell when a writer is cheating,’ Halberstam says. ‘I can tell when it’s a two phone-call story.’”²

Is interpretive research writing different?


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**Thursday, 28.06**  
7. 11.00 – 12.30  
**The relational character of interpretive research I:**  
**Problematics of dual identities in the field and other issues in the researcher-participant relationship**

Think: What is involved in “accessing” the research field? How does one manage one’s own identity, in all its aspects, in the field? What is entailed in being a researcher at the same time that one is an observer (with whatever degree of participation)?

Reading:  

8. 16.30-18.00  **Public Lecture:**  **Ways of Knowing**

What authorizes a way of knowing? What validates the knowledge it generates? The ‘interpretive turn’ calls for reflexivity in a number of areas: in interpretive research, reflective practice, and interpretive policy analysis. Reflection includes a willingness to subject one’s position to questioning. Yet what might incline someone to engage in reflection is not always clear: how might we move toward such inquiry? I argue that this is accomplished through adopting a posture of humility to accompany passionate conviction.

**Friday 29.06**  
9. 11.00 – 12.30  
**The relational character of interpretive research II:**  
**Positionality and power**

Think: How does researcher positionality shape the character of the research?

Reading:  
Monday, 02.07  Reflexivity in the field and on the page:
10. 9.00 – 10.30  Evaluative “standards” for interpretive research

Think:  In the context of interpretive philosophies/methodologies, how might we engage the questions of “rigor” and “objectivity,” “reliability” and “validity”? What makes ethnographic (and other forms of interpretive) research trustworthy?

Reading:  YSS, chs. 4, 5 (Yanow, Schwartz-Shea)

11. 11.00 – 12.30  Documentary evidence in interpretive research

Think:  Interpretive research involves not only observing (with whatever degree of participating) and talking, but also locating and reading research-relevant documents. What are some of the issues that arise concerning this aspect of the research?

Reading:  YSS, chs. 9 (Weldes), 10 (McHenry), 12 (Brandwein).
Optional:  YSS, chs. 19 (Ginger), 18 (Maynard-Moody and Musheno).

Tuesday, 03.07  Analyzing interpretive data
12. 11.00 – 12.30

Think:  Generated data in hand, what are different ways of analyzing them? Can we make a case for textual ethnography?

Readings:  YSS, chs. 17, 20, 11, 14 (Schmidt, Yanow, Oren, Jackson).
Dvora Yanow

Department of Public Affairs and Administration
California State University, Hayward
Hayward, CA 94542 US
tel 510/885-3253    fax 510/885-3726
<DYanow@csuhayward.edu>

Research interests
Interpretive approaches to policy analysis (the communication of public policy meanings; policy implementation as text; reading race/ethnicity)
Analysis of organizational learning, culture, identity, image (collective knowing-learning, reflection, and practice; symbolism in language, objects, acts; organizational metaphors; meanings and built space; change)
Interpretive philosophies and research methods

Teaching interests
Public policy studies (interpretive-deliberative policy analysis; formulation and implementation processes; social policies -- immigration, race/ethnicity-related policies; evidence-based policies and practices)
Organizational studies (theory; culture; learning; history of ideas; diagnosis and change)
Philosophy of social science (post-positivism, pragmatism, feminist theories)
Interpretive research methods (ethnography, participant observation, metaphor analysis, category analysis, built space analysis, narrative analysis)

Education
Ph.D.  Massachusetts Institute of Technology (1982)
Degree:  Planning, Policy, and Organizational Studies
(Department of Urban Studies and Planning)

Ed.M.  Harvard Graduate School of Education (1976)
Field:  Administration, Planning, and Social Policy

B.A.  Brandeis University (1971)
Field:  Politics
(1969-1970  Hebrew University of Jerusalem, Israel)
**Academic appointments**

Professor, 1997 - (Chair, 2000 - 2003) Department of Public Administration, California State University, Hayward

Associate Professor, 1992-1997

Assistant Professor, 1990-1992

Lecturer, 1988-90

Lecturer, 1985-86 College of Business Administration, Northeastern University

Lecturer, February 1984 - June 1985 Programs in Administration, Planning, and Social Policy, Harvard Graduate School of Education

Adjunct Assistant Professor, 1982 - 1983 Community Organization/Social Planning Department, Graduate School of Social Work, Boston College

**Visiting appointments**

Visiting Scholar, 2003-2004 Center for the Study of Law and Society, Boalt Hall School of Law, University of California, Berkeley

Faculty Resource Person Annual Faculty Retreat, Department of Political Science, University of Utah

Visiting Professor May 19-21, 2002 Department of Public Administration, North East University (Shenyang, China)

Visiting Professor September 30-October 4, 1996 Department of Public Administration, Goteborg University (Sweden)

Visiting Professor, Spring 1994 Department of Public Administration, Leiden University (The Netherlands)

Visiting Scholar, 1994-1995 Stanford Law School

Visiting Scholar in Political Science, 1986-87 Hoover Institution on War, Revolution, and Peace, at Stanford University
Books


Journal articles and book chapters


"Considering passionate humility." Administrative Theory & Praxis 21, 440-454 (with Hugh Willmott).


"Can you see an organization learn?" Comportamento Organizacional e Gestao 5:2, 55-67.


"Space stories; Or, Studying museum buildings as organizational spaces, while reflecting on interpretive methods and their narration." Journal of Management Inquiry 7, 215-239.


"Ontological and interpretive logics in organizational studies." *Methods* 1, 73-89.

**Conference papers and presentations** (selected)

2004 "Neither rigorous nor objective? Interrogating criteria for knowledge claims." Presented at the American Political Science Association Annual Meeting, Chicago (September 2-5).


“Constituting knowing, learning and change: Language and epistemology.” Presented to European Group for Organizational Studies Annual Conference, Subtheme on “Epistemological Foundations of Organizational Knowledge and Knowing: Knowledge between Reflexivity and Practice,” Ljubljana, Slovenia (July 1-3).

2003 “Privileging text, ignoring context: On the importance of ‘objects’ in the communication of organizational meaning.” Presented in the “Discourse analysis and management practice” stream, 10th APROS International Colloquium, Oaxaca, Mexico (December 7-10).


“Is there a Jewish tradition of administration?” Prepared for the roundtable on “Administration in Translation: Beyond Traditional Boundaries,” Public Administration Theory Network Annual Conference, Anchorage, AL (June 19-21).


"'Edah'-'ethnicity' construction in the census." Presented at the session "Mizrahim in Israel: (Re-) Posing the Problem?" Association for Israel Studies, 16th Annual Meeting, Tel Aviv (June 25-27).

"Metaphor analysis in public policy." Roundtable on "Narrative and other interpretive research methods," Western Political Science Association Annual Meeting, San Jose, CA (March 24-26).


"Collective organizational learning and local knowledge." Society for Organizational Learning Research Greenhouse on Managing Knowledge, Learning and Change, Cambridge, MA (October 8-9).

"Improvisation's lessons for cultural organizational learning, interpretive research methods, and teaching." All Academy theme session, From theatre to management: Reflections on Second City Improvisation Company. Academy of Management, Chicago (August 8-11).

"Organizational theory as interpretive science." Invited for the "Organization theory as science" track, European Group on Organization Studies Annual Meeting, Warwick University, UK (July 4-6).

"Accessing local knowledge: Cultural policy analysis as interpretive analysis." Theory, Policy, & Society Invitational Symposium, Leiden University, NL (June 24-25).

"The languages of change and learning: Four metaphoric moments in the study of organizational change." Invitational conference on Language and Organizational Theory, Ohio State University (May 14-16).

"The personal is the methodological." Roundtable, "Capturing the 'material moment': Feminist epistemology and feminist empirical research." Western Political Science Association, Seattle (March 25-7).
1998 "Interpretive policy analysis." Theory, Policy, and Society Conference Group, American Political Science Association, Boston (September 3-6).


1997 "'On Saturday, the members, but not the organization, rested': Organizational theory and Jewish congregations." Presentation at the Academy of Management, Boston (August 10-13); and at the Society for the Scientific Study of Religions, San Diego (November).


Invited presentations and public lectures
"Category errors and race-ethnic identity." Public Lecture, Bryn Mawr College, Center for Ethnicities, Communities and Social Policy, Feminist & Gender Studies, and Office for Institutional Diversity (October 20, 2003).

"Between ‘all' and ‘nothing': Reflecting on OMB 15 and California's Prop. 54." Faculty seminar, Center for Ethnicities, Communities and Social Policy, Bryn Mawr College (October 20, 2003).
“Writing and building narratives: Strategies for dealing with word-based data.” Guest lecture, Ph.D. Seminar, Department of City & Regional Planning, University of California, Berkeley (October 14, 2003).

"Classification by administrative practice." Noontime Seminar Series, Center for the Study of Law and Society, Boalt Hall, University of California, Berkeley (September 15, 2003).

“Interpretive theory in public policy and administration,” faculty seminar; and “Exploring ‘passionate humility’ in organizational learning and policy analysis,” roundtable with faculty, students, alumni; Annual Faculty Retreat, University of Utah, Department of Political Science (August 7, 2003).

“What makes this ‘interpretive’ research? Reflecting on *Constructing ‘race’ and ‘ethnicity’ in America.*” Seminar, Interpretive Political Science Group, University of California, Berkeley (May 2, 2003).


Plenary Dialogue: “Communication and interpretation,” with Linda Putnam (Professor, Organizational Communication; Director, Program on Conflict and Dispute Resolution, Texas A&M University), Public Administration Theory Network Annual Conference, Cleveland (May 30-June 1, 2002).

“Constructing American ‘race’ & ‘ethnicity.’” Women & Public Policy Speaker Series, Mills College Public Policy Program (February 5, 2002).

"Local knowledge and organizational learning." Seminar, Public Policy Faculty Workgroup, University of Amsterdam (June 25, 2001).

"Translating local knowledge at organizational peripheries." Seminar, Interdisciplinary Committee on Organizational Studies, University of Michigan, Ann Arbor (March 30, 2001). Also at <http://www.si.umich.edu/ICOS/Presentations/20010330/>.

"Interpretive approaches to policy implementation research and analysis." Staff seminar, Management Development Research Corporation, New York (February 9, 2001).

"Organizational learning and development." Faculty seminar, Beijing Administrative College (June 9, 2000).

"Interpretive inquiry." Workshop on "Logic of Inquiry," Association of Public
Policy Analysis and Management, Seattle (November 2-4, 2000).

"Organizational learning as a collective construct." Seminar, Institute for Research on Learning, Palo Alto, CA (September 14, 1999).

"Cultural and community perspectives on organizational learning." Faculty seminar, School of Business Administration, Lund University, Sweden (April 22, 1999).

"Accessing local knowledge: Interpreting policy and organizational acts." Faculty seminar, School of Social Sciences, Roskilde University, Denmark (April 21, 1999).

"Interpretive policy analysis." Two graduate seminars and a public lecture, Department of Public Administration, Goteborg University, Sweden (September 30-October 4, 1996).

"Researching built space." Seminar, Institute for Research on Learning, Palo Alto, CA (February 9, 1996).

"Interpretive methods of policy analysis." Graduate seminar, Departments of Public Administration and Political Science, Rutgers, Newark, NJ (April 30, 1995).

"Bringing reader/response theory to organizational 'texts': The case of built space." Faculty seminar on "The symbolic worlds of organizations," Copenhagen Business School (June 9, 1994).


"Race and ethnicity: An American perspective." Guest seminar, the Department of Anthropology and Philosophy, Universitat Rovira i Virgili, Tarragona, Spain (May 20, 1993).

"American ethnogenesis, political judgment, and administrative action." Public lecture, Conference on "Democracy and Difference" (Carol Greenhouse and Davydd Greenwood, conveners), Indiana University, Bloomington (April 22-25, 1993).

**Essays and reviews**

“Interpretive empirical political science: What makes this not a subfield of qualitative methods.” Qualitative Methods Newsletter #2 (new Organized Section of the American Political Science Association; Fall 2003).


“‘Qual’-‘quant’ and the methods project.” Clio (Newsletter, Politics & History Section, American Political Science Association) (May 2002).


"Toward a pleated ribbon career theory: A feminist theoretical approach to teaching about careers." the career forum (Careers Division, Academy of Management, Newsletter, 13:2, Spring 1994).


**Case studies**


"Recombinant DNA: Harvard University and the Cambridge City Council (B)." Cambridge, MA: Institute for Educational Management, Harvard University, #307, 1977.


**Other conference activities** (selected)
Remarks, Perestroika reception, American Political Science Association Annual Conference, Chicago, IL (September 2-5, 2004).


Respondent, “Questioning the applicability of the natural science model to political science.” Midwest Political Science Association Annual Conference, Chicago, IL (April 15-18, 2004).


Chair, “Race and political representation,” Western Political Science Association Annual Conference, Portland, OR (March 11-13, 2004).


Convenor and chair, "Remembering Murray Edelman: The difference he made." American Political Science Association Annual Meeting, Boston, MA (August 26-September 1, 2002).


Convenor and chair, "Theorizing organizational learning as situated practice." Symposium, Academy of Management, Toronto (August 4-9, 2000).


Co-convener and co-chair, "Critical management and research"; Presenter, "Doing and publishing critical field research"; Professional Development Session, Critical Management Studies Workshop, Academy of Management, Toronto (August 4-9, 2000).


Respondent, "Qualitative fieldwork: Traditions and methods." Panel at the Academy of Management, Chicago (August 8-11, 1999).

Presenter, Doctoral Student Workshops on Research and on Careers, Critical Management Studies Workshop, Academy of Management, Chicago (August 8-11, 1999).

Discussant, "Naming the public: The linguistic and social construction of public administration." Public Administration Theory Network Annual Conference, Portland, OR (March 4-5, 1999).

Program organizer, panel convener and presenter, Conference Group on Theory, Policy, and Society, American Political Science Association Annual Conference, Boston (September 3-6, 1998).

Convener and presenter, "Varieties of interpretive research methods." Pre-conference workshop, Research Methods Division, Academy of Management Annual Conference, San Diego, CA (August 7-12, 1998).

Presenter, "Researching built space." Pre-conference workshop, Research Methods Division, Academy of Management Annual Conference, San Diego, CA (August 7-12, 1998).

Participant, international workshop on "Public Sector in Common Europe" sponsored by the Chairs of Business and Public Administration of Lund University, Molle, Sweden (June 16-18, 1994).

Participant, invitational workshop on "Teaching Organizational Culture." Co-sponsored by the Organizational Behavior Teaching Society and Arizona State University - West, Phoenix (February 26-28, 1992).

Presenter, "The politics of women in management literature." Pre-conference Workshop on "Gender Issues in the Classroom," Women in Management Division, Academy of Management, Atlanta (August 7-8, 1993).

**Editorial, professional, and community service**

Editorial boards:
- *Leadership* (2004- )
- *Organization Studies* (2003- )
American Review of Public Administration (2000- )
Management Learning (1999- )
Qualitative Inquiry (1994-2000)
Contributing Editor, Judaism (1994- ).

Member, Perspectives on Politics Editor Search Committee, American Political Science Association (2004- ).
Invited participant, Workshop on Women in the Profession, American Political Science Association (March 5, 2004).
Member, Executive Council, Western Political Science Association (1997-2000).
Chair, Committee on the Status of Women, Western Political Science Association (1998-99; member, 1997-98).
Member, John Gauss Award Committee, American Political Science Association (1998-99).
Chair, Committee on Constitution and Bylaws, Western Political Science Association (1997-99).
President, Women's Caucus for Political Science-West (1996-97).
Nominating committee, Women's Caucus for Political Science, American Political Science Association (1996-98).
Chair, Committee on Professional Development, Western Political Science Association (1995-97).

Member, Board of Directors, C. E. Smith Museum of Anthropology, California State University, Hayward (1997 - ).
Founding Co-Chair, Center for Jewish Studies, California State University, Hayward (1997-99); Member, Executive Committee (1999 - ).
Faculty, and Member, Organizing Committee, National Havurah Committee-West Annual Institute (1999, 2000 ).
Member, Board of Directors, Temple Beth El, Santa Cruz, CA (1987-1989).

Honors and awards

External examiner, dissertation (G. Kuiper, “Asking awkward questions about public environmental information”), Institute for Sustainable Futures, University of Technology, Sydney, Australia (April 2002).


Named Fulbright Senior Lecturer/Researcher in Spain, 1994-1995 (declined).

Fellow, Erasmus Ascension Symposium on "The limits of pluralism," Stichting Praemium Erasmianum (Amsterdam) (May 11-14, 1994).

"Breaking the Frame," awarded in March 1994 by the Journal of Management Inquiry for best contribution in its first two years of publication, for "Culture and Organizational Learning" (with Scott Cook), JMI 2:4 (December 1993).

Consulting
Pew Charitable Trusts, Philadelphia, PA.
Program and impact evaluation of the Pew Fellowships in the Arts.

Facilitated annual conference session on implementation of major organizational cultural change effort.

New England Environmental Mediation Center, Boston, MA.
Analyzed agency structure, professional practice, definition of "good" work.

   Analyzed effectiveness of Institute School and designed reorganization.

Mayor's Commission To Study the Rent Control Board, Cambridge, MA.
   Commissioner and research associate. Analyzed organizational structure,
   use and training of professionals, executive-board relations.

Joint Distribution Committee, Jerusalem, Israel.
   Evaluated the role of community organizers in a multi-service agency and
   their implementation of national policies and agency programs.

Neighborhood Dispute Resolution Project, Kennedy School of Government,
   Analyzed community and neighborhood dispute resolution mechanisms,
   and their relation to formal organizations for adjudicating disputes.

Department of Housing and Urban Development, Office of Personnel, Field
   Analyzed personnel policy development and wrote organizational history
   of Departmental reorganization.

Community Organization Division, Israel Corporation of Community Centers,
   Advised community center staffs on program planning and
   implementation. Member, Committee for In-service Training for Center
   Personnel.

Training workshops
Department of Public Administration (CSUH) Summer Workshop to Train
Professors of Public Administration from Chinese Universities (2002).
   Courses: Public policy analysis; organizational analysis; interpretive
   research methods; case study development and writing.

CSUH Mid-career Administrators programs, Provinces of Hunan, Guizhou,
China (Fall 2001; Winter 2002).
   Course: Organizational diagnosis and change.

CSUH Mid-career Administrators programs, Provinces of Beijing (Fall 2000,
Spring 2001), Guizhou (Spring 2001, Fall 2001), Hunan (Winter 2002).
   Course:  Public policy analysis.

Consultants for Global Programs, Cyprus-American Scholarship Program
Training Workshops, Oakland, CA (September 7, 2000).
   Course:  Organizational diagnosis.

**Reports**

*Evaluation of the Pew Fellowships in the Arts* (Pew Charitable Trusts,
Planning and Evaluation/Culture).  April 2003.  (with the assistance of Zara
Mirmalek)

*Developing Cultural Leadership Awards* (Pew Charitable Trusts, Planning and

*Evaluation of Mediation Services of the New England Environmental
Cook)

*Planning Study on the Reorganization of the Humanities at MIT*. 1983. (with
S. Cook)

*Report of the Special Commission To Study the Administration of the Rent
Control Board* (Cambridge, MA).  September 24, 1982.  (coauthored)

*Community Organization in the Israel Corporation of Community Centers:
an Organizational Analysis*.  January 1981.

September 1978.

**Other positions**

Assistant to Paul N. Ylvisaker, Dean, Harvard Graduate School of Education,
   Conducted policy research and analysis, formulated policy
   recommendations.  Developed major School policy on case study use;
wrote cases.

Community organizer, Mirelman Community Center, Or Akiva, Israel.
*Department Head, Community Development*. 1974-75.
*Department Head, Adult Education*. 1974-75.
Community outreach and program development with working and non-working adults, homemakers, elderly, teens in-school and dropouts-delinquents, children. Liaison with public, private, and voluntary community agencies and local and regional government departments. Created and implemented annual Community Arts Fair. Designed and administered planning survey. Organized town, neighborhood, and youth councils. Supervised staff of 10 program leaders, 3 full-time community workers, and 50 volunteers.


**Professional memberships**
- Academy of Management (Organization & Management Theory, Managerial and Organizational Cognition, Research Methods, Critical Management Studies Divisions)
- European Group for Organizational Studies
- American Political Science Association (Public Policy, Public Administration, Race & Ethnicity, Qualitative Methods Sections)
- Western Political Science Association
- Public Administration Theory Network