

Curriculum Vitae

A. BRYCE HOFLUND

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Blacksburg, VA 24060
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EDUCATION

Doctor of Philosophy in Public Administration and Public Affairs currently completing
Virginia Polytechnic Institute and State University, Blacksburg, VA

Working Dissertation Title: "Conducting a Dissonant Symphony: A Case Study of Network Entrepreneurship in the National Quality Forum"

Committee Chair: Joseph V. Rees

Committee Members: Larkin S. Dudley, Karen M. Hult, Gary L. Wamsley, James F. Wolf

Master of Public Administration April 1996
Florida State University, Tallahassee, FL

Research Concentration: State Government

Action Report: "Should the State Maintain Its Land Acquisition Program? An Analysis of the Conservation and Recreational Lands Program"

Bachelor of Arts in Political Science, Minor in Public Administration May 1992
The American University, Washington, D.C.

RESEARCH AND TEACHING INTERESTS

Regulatory Theory and Self-Regulation
Networks and Network Management
Organization Theory

Leadership
Budgeting and Nonprofit Financial Management
Policy Analysis and Program Evaluation

RESEARCH AND ADMINISTRATIVE EXPERIENCE

Institute for Policy and Governance / Virginia Tech

Blacksburg, VA

Project Associate

June 2006-July 2008

- Participated as a research team member in the *Compensation and Classification Study of Customer Service Positions of the Virginia Department of Motor Vehicles (DMV)*, *Evaluation of the Virginia Individual Development Accounts (VIDA) Financial Literacy Curriculum*, *Discovering and Informing Strategies for VIDA Participation Improvement* and *A Research Project to Assess Human Resource Efficacy and Per Diem Rate Sensitivity for the Virginia Department of Mental Health, Mental Retardation and Substance Abuse Services* studies
- Provided day-to-day project management to the DMV and VIDA projects, including coordinating project activities, supervising and organizing the activities of the project staff, managing the project

budgets, obtaining IRB approval for projects and arranging and facilitating conference calls and meetings

- Gathered quantitative and qualitative data from primary and secondary sources
- Developed survey instruments and administer surveys using survey.vt.edu
- Developed interview instruments and conduct interviews with state and local administrators and employees throughout the Commonwealth of Virginia
- Conducted comparative research
- Conducted desk audits of DMV Customer Service Center and Motor Carrier Service Station (formerly Weigh Station) employees throughout the Commonwealth of Virginia
- Analyzed and interpret interview, survey and other data using quantitative and qualitative methods
- Identified and recommend “best practices”
- Authored reports presenting research findings and recommended changes to existing agency policies, procedures and protocols
- Participated in project development, including writing scopes of work and conducting grant research and writing

Graduate Associate for Communications

January 2006-May 2006

- Designed and administered a Core Competencies Checklist to forty IPG employees
- Created an expertise matrix to capture the experience, background and interests of staff members
- Authored memorandum recommending a system for administering the Core Competencies Checklist, updating the expertise matrix and outlining ideas for the use and dissemination of the matrix
- Conceptualized and authored a newsletter about project activities related to research, outreach and scholarship
- Participated in the development of an intranet

Research Assistant

October 2001-February 2002

- Developed focus group and interview questions as part of a project to evaluate the effectiveness of distributing food stamp benefits in Virginia via Electronic Benefits Transfer (EBT)
- Conducted focus groups at Local Departments of Social Services in Northern Virginia comprised of traditional food stamp recipients and EBT program participants
- Interviewed merchants in Northern Virginia about the use of EBT
- Reviewed literature for “best practices” information about the use and administration of the EBT program by other states

Office of the Executive Vice President and COO / Virginia Tech

Blacksburg, VA

Management Intern

January 2001-October 2001

- Served as special assistant to Executive Vice President and Chief Operating Officer Minnis Ridenour
- Assisted the Executive Vice President with document preparation and developed briefing books and agendas for Board of Visitors meetings
- Attended meetings of the University Advisory Council on Strategic Budgeting and Planning
- Reviewed, drafted and edited correspondence

Office of Budget and Financial Planning / Virginia Tech

Blacksburg, VA

Research Assistant

January 2000-December 2000

- Conducted a year-long inventory of Virginia Tech’s existing space allocation and assessed the university’s future space needs
- Collected data about the use of space at Virginia Tech
- Used Filemaker Pro to develop and maintain database of space use and needs

Virginia Tech Transportation Institute

Research Assistant

Blacksburg, VA

January 1997-April 1998

- Developed interview questions, focus group questions and surveys as part of a project to assess the needs of rural transit users nationwide
- Conducted interviews with transit users and providers
- Used Access to create and maintain database of interview, focus group and survey data
- Prepared analyses and executive summaries of data
- Researched the impact of various institutional issues as part of a project to determine the factors that affect the successful deployment of Intelligent Transportation Technologies

Florida Natural Areas Inventory / The Nature Conservancy

Assistant Biologist II

Tallahassee, FL

May 1994-August 1996

- Answered requests for data about rare, threatened and endangered species tracked by FNAI
- Assisted with the preparation of proposals and budgets, solicited RFPs and maintained proposal files
- Edited, formatted and produced reports about natural communities and threatened and endangered species in Florida
- Elected to represent the assistant biologists on the seven-member FNAI Steering Committee; served as first Chair
- Performed quality-control procedures on data prepared for entry into the database
- Created a professional poster for FNAI

Carnegie Commission on Science, Technology, and Government

Staff Writer / Staff Assistant

Washington, D.C.

June 1992-December 1993

- Co-conceptualized and co-created the monthly *Science and Technology in Congress* bulletin
- Researched and wrote more than thirty science and technology-related articles for the bulletin
- Monitored, analyzed and reported the status of key science and technology legislation in the “Status of Major Legislation” section; designed the layout of the bulletin’s “Status of Major Legislation” section
- Interviewed members of Congress and Clinton administration officials about science and technology policy and wrote profiles for the bulletin
- Participated in the development of a proposal for the American Association for the Advancement of Science’s (AAAS) Center for Science, Technology and Congress
- Developed and maintained a database of approximately fifteen hundred bulletin subscribers
- Assisted with the production of the bulletin and Commission reports

Senator Connie Mack

Intern

Washington, D.C.

January 1992-April 1992

- Answered constituents’ correspondence about environmental, immigration and health care issues
- Transcribed speeches from audiotape
- Assisted legislative staff with various research projects and office duties

Ethics and Public Policy Center

Research Assistant

Washington, D.C.

June 1990-August 1990

- Translated manuscripts from French to English
- Indexed a four hundred page book
- Edited books, papers and newsletters

Senator Robert Dole

Legislative Correspondent / Intern

Washington, D.C.

January 1990-May 1990

- Handled legislative correspondence for foreign affairs, veterans' affairs, defense, United Nations and space and technology issues
- Researched and tracked legislation
- Prepared memoranda for staff about various legislative issues
- Coordinated support for proposed foreign affairs and veterans' legislation

SCHOLARLY ACTIVITY**Peer-Reviewed Publications**

Hoflund, A. Bryce and Marybeth Farquhar. 2008. "Challenges of Democratic Experimentalism: A Case Study of the National Quality Forum in Health Care." *Regulation and Governance* 2 (1), 121-135.

Trubek, Louise G., Joseph V. Rees, A. Bryce Hoflund, Marybeth Farquhar and Carol Heimer. 2008. "Health Care and New Governance: The Quest for Effective Regulation." *Regulation and Governance* 2 (1), 1-8.

Manuscripts in Progress

Hoflund, A. Bryce. "Leadership and Network Management: A Case Study of the National Quality Forum."

Journals Edited

Trubek, Louise G., Joseph V. Rees, A. Bryce Hoflund, Marybeth Farquhar and Carol Heimer, eds. 2008. Guest Editor of special issue *Regulation and Governance* on Health Care and New Governance.

Conference Papers, Participation and Presentations

Dunkenberger, Mary Beth, A. Bryce Hoflund, Sujit Subramani and Nancy J. White . "The Changing Role of State Mental Health and Mental Retardation Facilities in Virginia: Policy and Management Impacts and Challenges." Paper presented at the Annual Meeting of the Southeastern Conference on Public Administration, Orlando, FL. September 26, 2008.

Hoflund, A. Bryce and Marybeth Farquhar. (invited). "Networks and Regulation in Healthcare: A Case Study of the National Quality Forum." Paper presented at an Interdisciplinary Workshop for Faculty, Students and Practitioners: Regulation and Governance of Healthcare: Alternative Practices, Theories and Visions. University of Wisconsin, Madison, Law School, March 2, 2007.

Hoflund, A. Bryce. "Decision Making Processes and Social Equity in Network Organizations: A Case Study of the National Quality Forum." Paper presented at the Annual Meeting of the Southeastern Conference on Public Administration, Athens, GA. September 28, 2006.

Hoflund A. Bryce and Marybeth Farquhar. "Networks and Regulation in Health Care." Paper presented at the Annual Meeting of the Law and Society Association, Baltimore, MD. July 7, 2006.

Hoflund, A. Bryce and Marybeth Farquhar. "Network Organizations in Health Care: Implications for Public Administration." Paper presented at the Public Administration Theory Network Annual Conference, Olympia, WA. February 9, 2006.

Hoflund, A. Bryce. "An Exploration of the Costs associated with Consensus Making in Health Care." Paper presented at the Annual Meeting of the Law and Society Association, Las Vegas, NV. June 4, 2005.

Hoflund, A. Bryce. "The Emergence of a Health Care Regulatory Network." Paper presented at the Annual Meeting of the Law and Society Association, Chicago, IL. May 29, 2004.

Hoflund, A. Bryce. "Leadership and Network Management: A Case Study of the National Quality Forum." Paper presented at the American Society for Public Administration's 65th Annual Conference, Portland, OR. March 30, 2004.

Other Presentations

Hoflund, A. Bryce. "Critical Tasks of a Network Entrepreneur." HSCI/NURS 866, Public Health Policy, George Mason University, Fairfax, VA. September 19, 2005.

Professional Reports

Dunkenberger, Mary Beth, A. Bryce Hoflund, Sujit Subramani and Nancy J. White. "A Research Project to Assess Human Resource Efficacy and Per Diem Rate Sensitivity for the Virginia Department of Mental Health, Mental Retardation and Substance Abuse Services." Prepared for the Virginia Department of Mental Health, Mental Retardation and Substance Abuse Services. Virginia Institute for Policy and Governance. August 2008.

Hoflund, A. Bryce and Dunkenberger, Mary Beth. "Discovering and Informing Strategies for Virginia Individual Development Accounts (VIDA) Participation Improvement." Prepared for the Virginia Department of Housing and Community Development. Virginia Tech Institute for Policy and Governance. March 2008.

Talbott, John and A. Bryce Hoflund. "A Compensation and Classification Study of Customer Service Positions as a Basis for Supporting Current and Future Staffing Decisions and the Organizational Structure of the Virginia Department of Motor Vehicles." Prepared for the Virginia Department of Motor Vehicles. Virginia Tech Institute for Policy and Governance. July 2007.

Dunkenberger, Mary Beth and A. Bryce Hoflund. "An Evaluation of VIDA's Financial Literacy Curriculum." Prepared for the Virginia Department of Housing and Community Development. Virginia Tech Institute for Policy and Governance. May 2007.

Schroeder, Aaron and A. Bryce Hoflund. "ITS Deployment Issues: A Comprehensive Literature Analysis with Recommendations." Prepared for the Center for Transportation Research, Virginia Institute of Technology, Blacksburg, VA. 1998.

Laster, Jeff, A. Bryce Hoflund, Siva Sivanandan and Robert James. "Rural Public Transportation User Needs and Applications." Prepared for the Federal Transit Administration and the Federal Highway Administration. Center for Transportation Research. June 1997.

Other Academic Contributions

(with Cary Coglianese, Christine Parker and Joseph V. Rees). Panel Organizer for the Regulatory Governance Collaborative Research Network. The Annual Meeting of the Law and Society Association, Baltimore, MD. July 6-9, 2006.

Hoflund, A. Bryce. Review of Karen L. Baird, *Gender Justice and the Health Care System*, in *Bridging the Gap*, the newsletter of the ASPA Section on Women in Public Administration. Winter 1998.

TEACHING EXPERIENCE

Center for Public Administration and Policy / Virginia Tech **Blacksburg, VA**
Visiting Lecturer August 2007-December 2007

- PAPA 5014, Concepts and Approaches in Public Administration (3 credit hours)

Center for Public Administration and Policy / Virginia Tech **Blacksburg, VA**
Co-Instructor January 2007-April 2007

- PAPA 6254, Advanced Topics: Regulatory Policy and Global Business Regulation (3 credit hours)

Department of Political Science / Virginia Tech **Blacksburg, VA**
Adjunct Instructor August 2005-December 2005

- PSCI 3415, Introduction to Public Administration (3 credit hours)

Department of Political Science and Public Administration / Elon University **Elon, N.C.**
Adjunct Instructor February 2005-May 2005

- POL/PUB 231-A, Introduction to Public Administration (4 credit hours)
- POL/PUB 384-A, Leadership in Public and Nonprofit Organizations (4 credit hours)
- POL/PUB 431-A, Policy Analysis and Program Evaluation (4 credit hours)

Center for Public Administration and Policy / Virginia Tech **Blacksburg, VA**
Lecturer and Teaching Assistant May 1998-December 1999

- UAP 5544, Public and Nonprofit Financial Management (3 credit hours)

Center for Public Administration and Policy / Virginia Tech **Blacksburg, VA**
Teaching Assistant August 1996-December 1996

- PAPA 6014, Public Administration Theory (3 credit hours)

Center for Public Administration and Policy / Virginia Tech **Blacksburg, VA**
Invited Guest Lectures

- Conducting a Dissonant Symphony: A Case Study of Network Entrepreneurship in the National Quality Forum." PAPA 6114, Complex Public Organizations, March 26, 2008
- "Leadership and Network Management." PAPA 6114, Complex Public Organizations, November 1, 2006
- Panel Chair. PAPA 6014, Public Administration Theory, May 1, 2006
- "Leadership: Theory and Practice." PAPA 5316, Governmental Administration II, March 22, 2006
- "Qualitative Methods and QSR N6." PAPA 7994, Proseminar, November 1, 2005
- "The Elements of a Prospectus." PAPA 7994, Proseminar, September 20, 2005
- Panel Discussant. PAPA 6014, Public Administration Theory, December 11, 2004
- "An Overview of Grounded Theory." PAPA 7994, Proseminar, October 19, 2004
- "The National Quality Forum: A Case Study of Network Management." PAPA 7994, Proseminar, September 6, 2002
- Farquhar, Marybeth, A. Bryce Hoflund and Edie A. Moussa. "Dispersed Public Action in Health Care." High Table, April 5, 2002
- "The Reagan Revolution: The Effects on the Middle Class." PAPA 6314, Public Budgeting Processes and Their Policy Implications, April 21, 1998

MEMBERSHIP IN PROFESSIONAL ASSOCIATIONS

American Political Science Association (APSA)
American Society for Public Administration (ASPA)
Law and Society Association (LSA)
Public Administration Theory Network (PAT-NET)

CERTIFICATIONS

Institutional Review Board (IRB) Human Subjects Protection Certificate Virginia Polytechnic Institute and State University	October 2001
Campaign Management Institute Certificate The American University	January 1992

AWARDS

Graduate Student Association Travel Fund Award, 2004
Graduate Research Assistantship, Virginia Tech, 1996-2002
Tuition Exchange Scholarship, 1988-1992

SKILLS

- Microsoft Office Applications (Excel, Word, Power Point, Access and Outlook)
- Adobe Acrobat Professional
- QSR N6 Qualitative Analysis Software
- SPSS
- Blackboard
- Virginia Tech On-line Survey Software (survey.vt.edu)
- Working knowledge of French (written and spoken)
- Cultural and political knowledge through extensive travel of Asia (China and Japan), Europe (Austria, Belgium, England, France, East and West Germany, Holland, Hungary, Italy, Luxembourg, Poland, Portugal, Switzerland and Yugoslavia), North America (Belize, Grand Cayman, Mexico and the United States), Oceania (Australia) and South America (Brazil)