

NAME: Raymond D. Horton  
ADDRESS: Columbia University  
Graduate School of Business  
3022 Broadway, Room 725  
New York, NY 10027  
(718) 499-4936

EDUCATION:

<u>Institution</u>	<u>Location</u>	<u>Dates</u>	<u>Degree</u>
Grinnell College	Grinnell, Iowa	1958-1962	B.A. (History)
Harvard University	Cambridge, Mass.	1962-1965	J.D. (Law)
Columbia University	New York, New York	1965-1971	Ph.D. (Political Science)
New York Law School	New York, New York	1997	J.D. (Honorary)
Grinnell College	Grinnell, Iowa	2002	Ph.D. (Honorary)

ACADEMIC EMPLOYMENT:

<u>Position</u>	<u>Employer</u>	<u>Dates</u>
Frank R. Lautenberg Professor of Ethics And Corporate Governance	Columbia University	2004-present
Professor of Business	Columbia University	1982-present
Associate Professor of Business with Tenure	Columbia University	1977-82
Senior Research Associate and Co-director, Setting Municipal Priorities Project	Conservation of Human Resources, Columbia University	1977-90
Executive Director, New York City Temporary Commission on City Finances (leave)	The City of New York	1975-77
Associate Professor of Business	Columbia University	1974-77
Assistant Professor of Business	Columbia University	1970-74

## SELECTED LIST OF PUBLICATIONS:

BOOKS

Municipal Labor Relations in New York City: Lessons of the Lindsay-Wagner Years (New York: Praeger Publishers, 1973).

The Urban Labor Market: Institutions, Information, Linkages (New York: Praeger Publishers, 1974), with David Lewin, Robert Shick, and Charles Brecher.

The City in Transition: Prospects and Policies for New York (New York: Arno Press, 1978).

Collective Bargaining and Manpower Utilization in Big-City Governments (Montclair, NJ: Allenheld Osmun & Co., 1979), with David Lewin and James Kuhn.

Setting Municipal Priorities 1980 (Montclair, NJ: Allenheld Osmun & Co., 1979), co-editor with Charles Brecher.

Setting Municipal Priorities 1981 (Montclair, NJ: Allenheld Osmun & Co., 1980), co-editor with Charles Brecher.

Setting Municipal Priorities 1982 (New York: Basic Books, 1981), co-editor with Charles Brecher.

Setting Municipal Priorities 1983 (New York: New York University Press, 1982), co-editor with Charles Brecher.

Setting Municipal Priorities 1984 (New York: New York University Press, 1983), co-editor with Charles Brecher.

Setting Municipal Priorities: American Cities and the New York Experience (New York: New York University Press, 1984), co-editor with Charles Brecher.

Setting Municipal Priorities 1986 (New York: New York University Press, 1985), co-editor with Charles Brecher.

Setting Municipal Priorities 1988 (New York: New York University Press, 1987), co-editor with Charles Brecher.

Setting Municipal Priorities 1990 (New York: New York University Press, 1989), co-editor with Charles Brecher.

Political Change in New York City: Politics and Policy Since 1960 (New York: Oxford University Press, 1993), with Charles Brecher.

### Journal Articles

- "Municipal Labor Relations: The New York City Experience," Social Science Quarterly, 52 (December, 1971), pp. 680-96.
- "Government Collective Bargaining and the Merit System," The Arbitration Journal, 7 (September, 1975), pp. 199-211, with David Lewin.
- "Arbitration, Arbitrators, and the Public Interest," Industrial and Labor Relations Review, 28 (July, 1975), pp. 497-507.
- "Some Impacts of Collective Bargaining on Local Government: A Diversity Thesis," Administration and Society, 7 (February, 1976), pp. 498-516, with David Lewin. Reprinted in Fred Lane, (ed.), Current Issues in Public Administration (New York: St. Martin's Press, 1978), pp. 288-301.
- Productivity and Productivity Bargaining in Government: A Critical Analysis," Public Administration Review, 36 (July/August, 1976), pp. 407-414.
- "Retrenchment and Recovery: American Cities and the New York Experience," Public Administration Review, 45 (March/April, 1985), pp. 267-274.
- "Expenditures, Services, and Public Management," Public Administration Review, 47 (September/October, 1987), pp. 378-384.
- "Budget Balancing in Difficult Times: The Case of the Two New Yorks," Public Budgeting and Finance (Summer, 1994), pp. 79-102, with Charles Brecher and Dean Michael Mead.

### Book Chapters

- "Municipal Labor Relations in New York City," in Robert H. Connery and William V. Farr (eds.), Unionization of Municipal Employees (New York: Praeger Publishers, 1970), pp. 68-80.
- "Productivity Bargaining in the Public Sector: Caveat Emptor," in Chester Newland et. al. (eds.), MBO and Productivity Bargaining in the Public Sector, PERL Series No. 45, (Chicago: International Personnel Management Association, 1974), pp. 37-47.
- "Public Employee Labor Relations Under the Taylor Law," in Robert H. Connery and Gerald Benjamin (eds.), Governing New York State: The Rockefeller Years (New York: Academy of Political Science, 1974), pp. 161-174.
- "Economics, Politics, and Collective Bargaining," in A. Lawrence Chickering (ed.), Public Employee Unions (San Francisco, CA: Institution for Contemporary Studies, 1976), pp. 183-201.

- “Services,” in Charles Brecher and Raymond D. Horton (eds.), Setting Municipal Priorities 1981 (Montclair, NJ: Allenheld Osmun & Co., 1980), pp. 85-112, with Mary McCormick.
- "Agenda for the Next Administration," in Charles Brecher and Raymond D. Horton (eds.), Setting Municipal Priorities 1982 (New York: Basic Books, 1981), pp. 3-27, with Charles Brecher.
- "Expenditures and Services," in Charles Brecher and Raymond D. Horton (eds.), Setting Municipal Priorities 1983 (New York: New York University Press, 1982), pp. 77-119, with John Palmer Smith.
- "Expenditures," in Charles Brecher and Raymond D. Horton (eds.), Setting Municipal Priorities 1984 (New York: New York University Press, 1983), pp. 1-16, with Charles Brecher.
- "Introduction," in Charles Brecher and Raymond D. Horton (eds.) Setting Municipal Priorities: American Cities and the New York Experience (New York: New York University Press, 1984), pp. 1-12.
- "Human Resources," in Charles Brecher and Raymond D. Horton (eds.), Setting Municipal Priorities 1986 (New York: New York University Press, 1985), pp. 170-194.
- "Community Power and Municipal Budgets," in Irene Rubin (ed.), New Approaches to Budgeting (New York: SUNY Press, 1988), with Charles Brecher.
- "Expenditures and Services," in Charles Brecher and Raymond D. Horton (eds.), Setting Municipal Priorities 1988 (New York: New York University Press, 1987), pp. 105-130.
- "Human Resources," in Gerald Benjamin and Charles Brecher, (eds.), The Two New Yorks: State and City in a Changing Federal System (New York: Russell Sage, 1988), pp. 267-306, with David Lewin.
- "Managing Relations with Organized Employees," in James L. Perry (ed.), Handbook of Public Administration (San Francisco, CA: Jossey Bass, 1989), pp. 437-50, with John Thomas Delaney.
- “Introduction,” in Charles Brecher and Raymond D. Horton (eds.), Setting Municipal Priorities, 1990 (New York: New York University Press, 1989), pp. 1-23, with Charles Brecher.
- "Politics in the Post-Industrial City," in Manuel Castells and John Mollenkopf (eds.), Dual City: Restructuring New York (New York: Russell Sage Foundation, 1990), pp. 103-127, with Charles Brecher.
- “Budget,” in Kenneth Jackson (ed.), Encyclopedia of New York City (New Haven, CT: Yale University Press, 1995), pp. 165-167.

“Social Enterprise: Meaning, Scope, Potential,” in Sangdal Shim (ed.), Social Enterprise: Concepts and Emerging Trends (Seoul, Korea Development Institute, 2009), pp. 3-8.

### Cases

Caspian Oil and the Baku-Ceyhan Pipeline (ECCH, 200-103-1)

“Sesame Workshop: When Mission Meets Marketplace,” by Brad Aspel and Raymond D. Horton, Published by Columbia Case Works as part of the Social Enterprise Program Case Series, Case 072001.

“Board Development at Added Value,” by Laura Clancy and Raymond D. Horton, Published by Columbia Case Work as part of the Social Enterprise Program Case Series, Case 0720002.

“Out2Play,” by Paul Glazer and Raymond D. Horton, Published by Columbia Case Works as part of the Social Enterprise Case Series, Case 092001.

### Professional Papers

"The Municipal Labor Relations System in New York City," American Political Science Association, Proceedings of Sixty-sixth Annual Meeting, Los Angeles, California, 1970.

“Productivity Bargaining in the Public Sector,” American Society for Public Administration, 1973 National Convention, Los Angeles, California, 1973.

"Productivity and Productivity Bargaining in Government," Society of Professionals in Dispute Resolution, Proceedings of Fall Convention, Chicago, Illinois, 1974.

"The Impact of Collective Bargaining on the Management of Government: A Diversity Thesis," American Society for Public Administration, 1975 National Convention, Chicago, Illinois, 1975, with David Lewin and James Kuhn.

"Sayre and Kaufman Revisited: New York City Government in the Post-1975 Period," Annual Meeting of the American Political Science Association, Washington, DC, 1977.

"Municipal Reform and Urban Change," 1978 Richard S. Childs Lectureship in Municipal Administration, New York, New York, 1978.

"Consequences of Retrenchment," XII World Congress of the International Political Science Association, Rio de Janeiro, Brazil, 1982.

"Building a Public Management Program at a Business School," American Society for Public Administration, 1983 National Conference, New York, New York, 1983.

"Monitoring and Evaluating the Delivery of Municipal Services," Fifth Annual Research Conference of the Association of Public Policy Analysis and Management, Philadelphia, Pennsylvania, 1983.

"Metropolitan Development and Policy," Urban Symposium "Metropolis 1984," Paris, France, 1984.

"Fiscal Stress and Labor Power," Industrial Relations Research Association Series, Proceedings of the Thirty-Eighth Annual Meeting, December 28-30, 1985, pp. 304-315; reprinted in David Lewin et.al., Public Sector Labor Relations (Lexington, Mass: Lexington Books, 1988), pp. 473-483.

"The Political Setting of Managerial Innovation," American Society of Public Administration, 1986 Annual Meeting, San Francisco, California, 1986, with Charles Brecher.

"Expenditures, Services and Public Management," Eighth Annual Research Conference of the Association for Public Policy Analysis and Management, Austin, Texas, 1986.

"The Theory and Practice of Public Management," National Symposium on Management Research, Ahmedabad, India, 1987.

"Politics in the Post-Industrial City," Social Science Research Council, New York, New York, 1988.

"Politics in the Post-Industrial City," revised paper presented at the Social Science Research Council Dual City Working Group Meeting, New York, New York, 1988.

"Political Change in New York City, 1961-1989," Annual Meeting of the American Political Science Association, San Francisco, California, 1990.

"Managing the City's Human Resources More Productively," Restructuring New York City Government Conference, Glen Cove, New York, 1991.

"Present and Future Fiscal Problems of the Two New Yorks," Fourteenth Annual Research Conference of the Association for Policy Analysis and Management," Seattle, Washington, 1992.

"New York City Politics: The End of the Liberal Experiment?," Annual Meetings of the American Political Science Association, New York, New York, 1994.

"Reassessing Robert Moses and His Vision for New York," Ideas at Work, Spring 2007.

"Schumpeter's Conception of Entrepreneurship Then and Now," Keynote Address at the Third Annual Conference on Innovation and Entrepreneurship in the Liberal Arts Curriculum, Grinnell College, Grinnell, Iowa, October 13-14, 2012.

#### MAJOR COLUMBIA UNIVERSITY ACTIVITIES:

Senate Structure and Operations Committee  
(1971-72)

Elections Commission  
(1971-72)

Committee on Admissions  
Graduate School of Business  
(1972-73)

Public Policy Management Committee  
Graduate School of Business  
(1972-74)

Board of Trustees, Columbia Journal of World Business  
(1972-1975)

MBA Program Committee  
Graduate School of Business  
(1972-74)

Co-Chair, Columbia University Metropolitan Seminar  
(1973-75)

University Judicial Board  
(1974-75)

Chair, Columbia University Seminar on Labor  
(1974-76)

Planning Committee for Public Management Program  
Graduate School of Business  
(1975-77)

Tripartite Committee  
Graduate School of Business  
(1977-78)

Search Committee for New Dean  
Graduate School of Business  
(1975)

Editorial Board, Public Productivity Review  
(1975-76)

Committee on Instruction  
Graduate School of Business  
(1978-81; 1984-86; 1990-93)

- Dean's Planning Group  
Graduate School of Business  
(1980-81)
- Dean's Committee on Executive Programs  
Graduate School of Business (1982)
- Panel Chair, Annual Meeting of American  
Society for Public Administration (1982)
- Program Committee, Annual Meeting of American  
Society for Public Administration (1983)
- Chair, Committee to Evaluate the Joint Program with the  
School of Public Health (1984)
- Board of Editors, Public Administration Review  
(1984-1988)
- Personnel Committee  
School of International and Public Affairs  
(1986-1987)
- Fellowship Committee (1985-1989)
- Chair, Search Committee, Business Law & Taxation  
(1986-87)
- Chair, Search Committee, Corporate Relations and Public Affairs  
(1988-89)
- Chair, Lichtenberg Internal Ad Hoc Committee  
(1989-90)
- Committee on Integrity  
(1991)
- Chair, Committee on Part-Time Program (1992)
- Member, Faculty Advisory Committee to Presidential Search Committee  
(1992-93)
- Member, Search Committee for Executive Vice President for Administration  
(1993-94)



Chair, Curriculum Implementation Committee (1993-95)

Student-Faculty Academic Affairs Committee (1994-95)

Committee on Academic Standards (1989-1992)

University Senate (1995-1997)

University Senate Budget Committee (1995-1997)

Director, Social Enterprise Program (1977-present)

Dean's Committee on Public Relations (1995-2003)

Selection Committee for CORPS Fellowship (1996-present)

Chair, Management Division (1998-2004)

Member, Committee on Faculty Assignments and Responsibilities  
(1998-99)

Member, Curriculum Reform Committee (1999)

Member, Executive Committee (1998-2004)

Member, Executive Committee, Public Policy Consortium (1998-present)

Member, Curriculum Committee on Corporate Governance and Ethics (2002)

Core Course Coordinator of Business Values and Ethics course (2003-04)

Member, Search Committee for Bernstein Chair (2005-06)

Member, Committee on Corporate Governance Core Course (2007)

Member, Advisory Committee on Socially Responsible Investing (2008-2010)

Faculty Director, Programs In Social Enterprise in Executive Education (2009-present)

Member, Executive Committee (2009-2012)

Member, Committee on Conflicts and Commitment (2011)

Member, University Senate Ad Hoc Conflict of Interest Review Committee (2011)

Chair, Kuziemko Search Committee (2011)

Member, President's Search Committee for Provost (2011-2012)

Chair, Governance Committee (2012-13)

Member, Provost's Committee on Admissions and Financial Aid (2012-14)

Member, Curriculum and Instruction Committee (2014-present)

#### OUTSIDE ACTIVITIES

Consultant, American Academy in Berlin (2011)

Member, Board of Directors, Community Resources Exchange (1994-present)

Preschool education institutions where the number of children exceeds the number of places . 29 3.3. Bachelor's, specialist's and master's degree programmes graduates by field of study and direction of education. 43 4.11. Training of the academic and teaching staff in postgraduate studies .  
\* Excluding general education institutions for students with limited health capacities; specialized (correctional) educational institutions for students with deviant (socially dangerous) behavior; sanatorium educational institutions for students who need long-term medical care; educational institutions for students who need psycho-pedagogical and medico-social assistance.