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ACADEMIC **Texas A&M University** | College Station, Texas  
APPOINTMENTS Associate Professor, 2013-  
College of Liberal Arts, Department of Political Science  
George H.W. Bush School of Government & Public Service  
(by courtesy)  
Research Fellow, 2015-  
Institute for Science, Technology & Public Policy  
**Colgate University** | Hamilton, New York  
Assistant Professor, 2007-2013  
Department of Political Science

EDUCATION **University of Michigan** | Ann Arbor, Michigan  
College of Literature, Arts & Sciences | G.R. Ford School of Public Policy  
PhD Political Science & Public Policy, 2007  
**Cornell University** | Ithaca, New York  
MPA Public Administration, 1997  
**Seattle University** | Seattle, Washington  
BA Political Science, *summa cum laude*, 1995

BOOK Teodoro, Manuel P. 2011. *Bureaucratic Ambition: Careers, Motives, and the Innovative Administrator*. Baltimore: Johns Hopkins University Press.  
❖ 2016 *Herbert Simon Book Award*, American Political Science Association.  
❖ 2013 *Best Book Award*, American Society for Public Administration, Section on Public Administration Research.

PEER-REVIEWED Teodoro, Manuel P., Youlang Zhang & David Switzer. n.d. "Political  
ARTICLES Decoupling: Private Implementation of Public Policy," *Policy Studies Journal* (forthcoming).  
Switzer, David & Manuel P. Teodoro. 2019. "Comment on 'U.S. Urban Water Prices: Cheaper When Drier,' by Luby, Polasky, and Swackhamer," *Water Resources Research* 55.

- Maranto, Robert, Manuel P. Teodoro, Kristen Carroll & Albert Cheng. 2019. "Gendered Ambition: Men's and Women's Career Advancement in Public Administration," *American Review of Public Administration* 49(4): 469-481.
- Teodoro, Manuel P. 2019. "Water and Sewer Affordability in the United States," *AWWA Water Science* 1(2): e1129.
- Maranto, Robert, Kristen Carroll, Albert Cheng & Manuel P. Teodoro. 2018. "Boys will be superintendents: School leadership as a gendered profession," *Kappan* 100(2): 12-15.
- Teodoro, Manuel P. & Seung-Ho An. 2018. "Citizen-Based Brand Equity: A Model and Experimental Evaluation," *Journal of Public Administration Research and Theory* 28(3): 321-338.
- Switzer, David & Manuel P. Teodoro. 2018. "Class, Race, Ethnicity, and Justice in Safe Drinking Water Act Compliance," *Social Science Quarterly* 99(2): 524-535.
- Teodoro, Manuel P., Mellie Haider & David Switzer. 2018. "U.S. Environmental Policy Implementation on Tribal Lands: Trust, Neglect, and Justice," *Policy Studies Journal* 46(1): 37-59.
- Teodoro, Manuel P. 2018. "Measuring Household Affordability for Water and Sewer Utilities," *Journal of the American Water Works Association* 110(1): 13-22.  
❖ 2019 Best Paper Award, AWWA Management & Leadership Division.
- Wutich, Amber, Jessica Budds, Laura Eichelberger, Jo Geere, Leila Harris, Wendy Jepson, Emma Norman, Kathleen O'Reilly, Amber Pearson, Sameer Shah, K. Simpson, Chad Staddon, Justin Stoler, Manuel P. Teodoro & Sera Young. 2018. "Advancing methods for research on household water insecurity: Studying entitlements and capabilities, socio-cultural dynamics, and political processes, institutions and governance," *Water Security* 2: 1-10.
- Teodoro, Manuel P. & M. Anne Pitcher. 2017. "Contingent Technocracy: Bureaucratic Independence in Developing Countries," *Journal of Public Policy* 37(4): 401-429.
- Teodoro, Manuel P. & Jon R. Bond. 2017. "Presidents, Baseball, and Wins above Expectations: What Can Sabermetrics Tell Us about Presidential Success? Why Lyndon Johnson is like Joe Torre and Ronald Reagan is like Bobby Cox," *PS: Political Science & Politics* 50(2): 339-346.
- Konisky, David M. & Manuel P. Teodoro. 2016. "When Governments Regulate Governments," *American Journal of Political Science* 60(3): 559-574.

- Teodoro, Manuel P. & David Switzer. 2016. "Drinking from the Talent Pool: A Resource Endowment Theory of Human Capital and Agency Performance," *Public Administration Review* 76(4): 564-575.
- Switzer, David, Manuel P. Teodoro & Stuart Karasik. 2016. "The Human Capital Resource Challenge: Recognizing and overcoming small utility workforce obstacles," *Journal of the American Water Works Association* 108(8): E416-E424.  
❖ 2017 Best Paper Award, AWWA Management & Leadership Division.
- Teodoro, Manuel P. 2014. "When Professionals Lead: Executive Management, Normative Isomorphism, and Policy Implementation," *Journal of Public Administration Research and Theory* 24(4): 983-1004.
- Teodoro, Manuel P. 2013. "Moving In, Managing Up: Executive Job Formation and Political Behaviour," *Journal of Public Policy* 33(2): 137-164.
- Hughes, Adam G. & Manuel P. Teodoro. 2013. "Assessing Professionalism: Street-Level Attitudes and Agency Accreditation," *State & Local Government Review* 45(1): 36-45.
- Teodoro, Manuel P. & Adam G. Hughes. 2012. "Socializer or Signal? How Agency Accreditation Affects Organizational Culture," *Public Administration Review* 72(4): 583-591.
- Teodoro, Manuel P. 2010. "Contingent Professionalism: Bureaucratic Mobility and Adoption of Water Conservation Rates," *Journal of Public Administration Research and Theory* 20(2): 437-459.
- Teodoro, Manuel P. 2010. "The Institutional Politics of Water Conservation," *Journal of the American Water Works Association* 102(2): 98-111.
- Teodoro, Manuel P. 2009. "Bureaucratic Job Mobility and the Diffusion of Innovations," *American Journal of Political Science* 53(1): 175-189.
- Teodoro, Manuel P. 2005. "Measuring Fairness: Assessing the Equity of Municipal Water Rates," *Journal of the American Water Works Association* 97(4): 111-124.
- Teodoro, Manuel P. 2002. "Tailored Rates," *Journal of the American Water Works Association* 94(10): 54-64.
- INVITED ARTICLES & CHAPTERS Pitcher, M. Anne & Manuel P. Teodoro. 2018. "The Bureaucracy: Policy Implementation and Reform," in *Institutions and Democracy in Africa*, Nic Cheeseman, ed. New York: Cambridge University Press.
- Switzer, David & Manuel P. Teodoro. 2017. "The Color of Drinking Water: Class, Race, Ethnicity, and Safe Drinking Water Act Compliance," *Journal of the American Water Works Association* 109(9): 40-45.

- Teodoro, Manuel P. & Travis E. Whisenant. 2015. "Water Utility Executive Leadership, Part 3: What Our CEOs Do," *Journal of the American Water Works Association* 107(1): 71-80.
- Davis, Jon P. & Manuel P. Teodoro. 2014. "Financial Capability and Affordability," in *Water and Wastewater Financing and Pricing, Fourth Edition*, ed. by George Raftelis. New York: Taylor & Francis (443-465).
- Teodoro, Manuel P. & Travis E. Whisenant. 2014. "Water Utility Executive Leadership, Part 2: What Our CEOs Think," *Journal of the American Water Works Association* 106(4): 55-63.
- Teodoro, Manuel P. & Travis E. Whisenant. 2013. "Water Utility Executive Leadership, Part 1: Who Our CEOs Are," *Journal of the American Water Works Association* 105(12): 22-30.
- OTHER PUBLICATIONS
- Metzler, Jake & Manuel P. Teodoro. 2019. "Dude, Where's My Rates? Best (and Worst) Practices in Providing Rates Information Online," *Journal of the American Water Works Association* 111(1): 40-47.
- Teodoro, Manuel P. 2018. "Affordability: Why Now | Why Us | Why it Matters," *AWWA Connections* (August).
- Konisky, David M. & Manuel P. Teodoro. 2016. "Flint Isn't Alone: Drinking water crisis reveals a pervasive weakness in America's environmental regulatory system," Op-Ed, [The Hill](#) (Feb. 8).
- Teodoro, Manuel P. & David M. Konisky. 2015. "Environmental Regulation: Can government regulate itself?" Mosbacher Institute's *The Takeaway* 6(6): 1-4.
- Teodoro, Manuel P. & David Switzer. 2015. "Workforce Quality & Regulatory Compliance in Economically Challenged Regions: Identifying New Strategies," report to the Workforce Strategies Committee, American Water Works Association.
- Teodoro, Manuel P. 2013. *Water Utility Executive Leadership for the 21<sup>st</sup> Century*. Denver: Water Research Foundation.
- Teodoro, Manuel P. 2013. Book review of *Congress vs. the Bureaucracy*, by Mordecai Lee. *Perspectives on Politics* 11(3): 953-955.
- Goering, John M., Katherine Carnevale & Manuel P. Teodoro. 1996. *Expanding Housing Choices for HUD-Assisted Families: Moving to Opportunity*. Washington, DC: HUD.
- WORK UNDER REVIEW
- Paper: "Coproduction in Political Context: Participatory Surveillance in Environmental Regulation," (with Youlang Zhang & David Switzer),

invitation to revise & resubmit at *Journal of Public Administration Research & Theory*).

Paper: “A Labor Market Theory of Bureaucratic Politics,” (with Nathan Favero).

WORK IN  
PROGRESS

Paper: “Conservation Enforcement Action and Water Use: Evidence from the California Drought, 2014-2017” (with Youlang Zhang).

Paper: “Bureaucratic Politics and the Use of Science in Environmental Policy: ESA Listing Decisions,” (with Kathryn Smith-Hicks & Michael L. Morrison).

Paper: “Normative Isomorphism and Organizational Performance: Physicians vs. Professional Administrators as Hospital Executives,” (with Austin McCrea).

Paper: “Honeymoons, Lame Ducks, and Election Cycles: A Sabermetric Analysis of Presidential Time,” (with Jon R. Bond).

Paper: “Representative Technocracy: Attitudinal Congruence as Bureaucratic Representation,” (with Seung-Ho An).

Paper: “The Jackie Robinson Effect in Public Administration: Race, Performance, and Bureaucratic Ambition” (with Kristen Carroll).

Paper: “An ‘A’ for Effort: Performance, Behavior, and Public Executive Salary” (with Kristen Carroll).

Paper: “Pipelines to the Talent Pool: How Public and Private Organizations Leverage Human Capital,” (with D. Switzer).

Book manuscript: *When Governments Regulate Governments* (with David Konisky).

GRANTS &  
RESEARCH  
FUNDING

Spring Point Partners, “New Directions in Water & Sewer Affordability;” 2019-2021 (\$305,250).

Cascade Water Alliance, “Water & Sewer Affordability;” 2018 (\$60,000).

American Water Works Association, “Workforce Quality & Regulatory Compliance in Economically Challenged Regions,” *Technical and Educational Council Grant*; 2015 (\$25,000).

Water Research Foundation, “Water Utility Executive Leadership for the 21<sup>st</sup> Century;” *Unsolicited Grant*, 2011-12 (Project No. 4342; \$223,347).

Colgate University Research Council, *Discretionary Research Grant*; 2007, 2008-2012 (various amounts, \$900-4,000).

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FELLOWSHIPS & SCHOLARSHIPS	<p><i>G.R. Ford Doctoral Fellowship</i>, Gerald R. Ford Foundation; 2006-07.</p> <p><i>Graduate Research Fellowship</i>, National Science Foundation; 2003-06.</p> <p><i>Institute for Public Affairs Graduate Fellowship</i>, Cornell University; 1995-97.</p> <p><i>Harry S. Truman Scholarship</i>, Truman Scholarship Foundation; 1994.</p> <p><i>William J. Sullivan Scholarship</i> (4-year full cost), Seattle University; 1991-95.</p>
AWARDS	<p><i>Best Paper Award</i>, AWWA Management &amp; Leadership Division; 2017, 2019.</p> <p><i>Herbert Simon Book Award</i>, American Political Science Association (for <i>Bureaucratic Ambition</i>); 2016.</p> <p><i>Best Book Award</i>, American Society for Public Administration, Section on Public Administration Research (for <i>Bureaucratic Ambition</i>); 2013.</p> <p><i>Artinian Travel Award</i>, Southern Political Science Association; 2013.</p> <p><i>Norton Long Young Scholar Award</i>, APSA Urban Politics Section; 2010.</p> <p><i>Fredric Jablin Dissertation Award</i>, International Leadership Association; 2007.</p> <p><i>NASPAA Dissertation Award</i>, National Association of Schools of Public Affairs and Administration; 2007.</p> <p><i>Lurie Teaching Prize</i>, University of Michigan Honors Program; 2003.</p>
KEYNOTE ADDRESSES	<p>Oregon Government Finance Officers Association (Oct. 2019).</p> <p>Metcalf Institute <i>Public Lecture Series</i> (June 2019).</p> <p>Jersey Water Works <i>Annual Conference</i> (Dec. 2018).</p> <p>California Water Association <i>Annual Conference</i> (Oct. 2018).</p> <p>American Water Works Association <i>Transformative Issues Symposium</i> (Aug. 2018).</p> <p>Connecticut AWWA <i>Annual Conference</i> (May 2018).</p> <p>Michigan AWWA <i>Annual Conference</i> (Sept. 2017).</p> <p>Utility CFO Forum (Apr. 2016).</p> <p>American Water Works Association <i>General Managers' Dinner</i> (June 2015).</p> <p>American Water Works Association <i>Young Professionals Summit</i> (Feb. 2015).</p> <p>Association of Metropolitan Water Agencies <i>Annual Conference</i> (Oct. 2013).</p>



- INVITED TALKS      NAACP Legal Defense Fund (July 2019); University of Kansas (Apr. 2019); University of Toronto (Mar. 2019); Washington University St. Louis (Feb. 2019); University of Michigan (Jan. 2019); California Public Utilities Commission (Jan. 2019); Michigan Drinking Water Workshop (Dec. 2018); California State Water Resources Control Board (Apr. 2018); University of Gothenburg (Nov. 2017); Indiana University (Oct. 2017); American Water Works Association (Feb. 2017); Water Environment Foundation (Feb. 2016); Arizona State University (Oct. 2015); University of Michigan (Sept. 2014); Florida State University (Feb. 2013); University of Southern California (Oct. 2012); Texas A&M University (Feb. 2012); American Water Works Association (Feb. 2011).
- RECENT  
CONFERENCE  
PRESENTATIONS      “Water Kiosks and the Profits of Distrust,” *Annual Conference, American Political Science Association*; Washington, DC (Aug. 2019) (with S. Zuhlke).
- “Trump Support? Conventional Measures in an Era of an Unconventional President,” *Annual Conference, American Political Science Association*; Washington, DC (Aug. 2019) (with J. Bond).
- “In the Green Panopticon: Environmental Coproduction as Political Participation,” *Environmental Politics & Governance Conference*; Santa Barbara, CA (June 2019) (with Y. Zhang & D. Switzer).
- “The Green Panopticon: Coproduction as Political Behavior,” *Public Management Research Conference*; Chapel Hill, NC (June 2019) (with Y. Zhang & D. Switzer).
- “The Politics of Affordable Water in America,” *Annual Conference, Midwest Political Science Association*; Chicago, IL (Apr. 2019) (with D. Switzer).
- “Going to Bat for the White House: A Sabermetric Analysis of Congressional Support for the President,” *Annual Conference, Midwest Political Science Association*; Chicago, IL (Apr. 2019) (with J. Bond).
- “Rate Design for Affordability,” *Utilities Management Conference, American Water Works Association*; Nashville, TN (Mar. 2019).
- “Who’s gonna take your garbage out? Regulatory politics of public & private landfills,” *Annual Conference, Southern Political Science Association*; Austin, TX (Feb. 2019) (with D. Konisky).
- “Conservation Enforcement and Water Use: The 2014-2017 California Drought,” *Annual Conference, American Political Science Association*; Boston, MA (Sept. 2018) (with Y. Zhang).
- “Environmental Federalism in Indian Country: does primacy improve enforcement?” *Annual Conference, American Political Science*

- Association; Boston, MA (Sept. 2018) (with M. Haider).
- “The MBAs Strike Back: Executive professionalism & hospital performance,” *Annual Conference*, American Political Science Association; Boston, MA (Sept. 2018) (with A. McCrea).
- “Affordability Where it Matters Most: Measuring Water Costs for Working Class Households,” *Transformative Issues Forum*, American Water Works Association; Washington, DC (Aug. 2018).
- “Measuring Household Affordability for Sound Rate Setting,” *Annual Conference and Exposition*, American Water Works Association; Las Vegas, NV (June 2018) (with K. Sorensen).
- “Political Decoupling: Private Implementation of Public Policy,” *Annual Conference*, Midwest Political Science Association; Chicago, IL (Apr. 2018) (with Y. Zhang).
- “A Whole New Ball Game? Sabermetric Analysis of Presidential Legislative Success through Trump’s First Year,” *Annual Conference*, Midwest Political Science Association; Chicago, IL (Apr. 2018) (with J. Bond).
- “Measuring Household-Level Water & Sewer Affordability,” *Utilities Management Conference*, American Water Works Association; San Antonio, TX (Feb. 2018).
- “Aquatic Panopticon: Participatory Surveillance in Environmental Enforcement,” *Annual Conference*, American Political Science Association; San Francisco, CA (Sept. 2017) (with Y. Zhang).
- “Ownership and the Talent Pool: Exploring the Conditional Effect of Human Capital,” *Annual Conference*, American Political Science Association; San Francisco, CA (Sept. 2017) (with D. Switzer).
- “Pipelines from the Talent Pool: How Investor-Owned Utilities Leverage Human Capital,” *Annual Conference and Exposition*, American Water Works Association; Philadelphia, PA (June 2017) (with D. Switzer).
- “Water Kiosks: A Canary in the Coalmine for Trust in Utilities?” *Annual Conference and Exposition*, American Water Works Association; Philadelphia, PA (June 2017) (with S. Zuhlke).
- “Fresh Starts, Blown Saves, or Late-Inning Rallies? A sabermetric analysis of presidential time and legislative success,” *Annual Conference*, Midwest Political Science Association; Chicago, IL (Apr. 2017) (with J. Bond).
- “Representative Technocracy? Attitudinal Congruence as Bureaucratic Representation Beyond the Street Level,” *Annual Conference*, Midwest Political Science Association; Chicago, IL (Apr. 2017) (with S. An).



- EDITORIAL SERVICE Associate Editor, *AWWA Water Science*; 2019-  
Editorial Board, *Journal of Public Administration Research and Theory*, 2018-  
Editorial Board, *Public Administration Review*; 2014-2017.  
Co-editor (with David Konisky), *Studies in American Public Policy and Management*, book series by Johns Hopkins University Press; 2012-2015.  
Titles include:
- ❖ *Governors, Grants and Elections* by Sean Nicholson-Crotty
  - ❖ *Rethinking the Administrative Presidency* by William Resh
    - 2016 Herbert Simon Award, American Political Science Association.
- Referee, *Administrative Theory & Praxis*, *Administration & Society*, *American Journal of Criminal Justice*, *American Political Science Review*, *Environmental Politics*, *Global Environmental Politics*, *Governance*, Johns Hopkins University Press, *Journal of the American Water Resources Association*, *Journal of the American Water Works Association*, *Journal of Planning Education & Research*, *Journal of Politics*, *Journal of Public Administration Research and Theory*, *Journal of Public Policy*, *Law & Social Inquiry*, Lake Champlain Sea Grant, National Science Foundation, Oxford University Press, *Perspectives on Public Management & Governance*, *Policy Studies Journal*, *Political Research Quarterly*, *Public Administration*, *Public Administration Review*, *Society & Natural Resources*, *State & Local Government Review*, *Urban Affairs Review*, *Utilities Policy*, *Water Economics & Policy*, *Water Resources Research*.
- PUBLIC SERVICE *Affordability Collaboration*, Natural Resources Defense Council, 2019.  
*Affordability Workshop*, California Public Utilities Commission, 2019.  
*Water Affordability Advisory Group*, Chicago Metro Planning Council, 2018.  
*Transformative Issues Symposium: Affordability planning committee*, American Water Works Association, 2018.  
*Affordability Symposium participant*, California State Water Resources Control Board, 2018.  
*Water, Sanitation & Hygiene (WASH) Expert Consultative Group*, UNICEF/World Health Organization, 2018-2019.  
*Academic Council*, Water Research Foundation, 2016-.  
*Water Rates Summit*, Alliance for Water Efficiency, 2012, 2014.  
*Workforce Strategies Committee*, American Water Works Association, 2012-  
*Rates & Charges Committee*, American Water Works Association, 2005-2011; 2018-

ACADEMIC SERVICE	<p>Chair, <i>Public Administration Section</i>, American Political Science Association, 2017-2018.</p> <p>Member, <i>Public Administration Section Council</i>, American Political Science Association, 2013-2019.</p> <p>Chair, 2017 <i>Herbert Simon Book Award Committee</i>, American Political Science Association.</p> <p>Program Chair, Public Administration section, American Political Science Association <i>Annual Conference</i>, 2016.</p> <p>Program Chair, Science, Technology, and Environmental Politics section, American Political Science Association <i>Annual Conference</i>, 2012.</p> <p>Chair, 2014 <i>Don K. Price Award</i> (best book on science and technology politics) <i>Committee</i>, APSA Science, Technology, and Environmental Politics Section.</p> <p>Chair, 2012 <i>Best Dissertation Award Committee</i>, APSA Urban Politics Section.</p> <p>Award Committee Member: 2015 APSA <i>Leonard White Award</i>, 2013 APSA <i>Herbert Kaufman Award</i>, 2013 APSA <i>Harrell Rodgers Scholarship</i>, 2011 <i>Herbert Simon Award</i>.</p> <p>Conference discussant/chair, American Political Science Association <i>Annual Conference</i> (2011, 2015, 2016), Midwest Political Science Association <i>Annual Conference</i> (2007, 2009, 2014, 2015, 2016, 2017, 2019), Southern Political Science Association <i>Annual Meeting</i> (2016, 2019).</p>
UNIVERSITY SERVICE	<p>Texas A&amp;M University</p> <p>Director, Program in Politics &amp; Public Policy, 2017- Political Science Graduate Committee, 2015-2017 Political Science Post-tenure Review Committee, 2015-2017. Political Science Diversity Committee, 2013-2015. Political Science Undergraduate Committee, 2013-2015.</p> <p>Colgate University</p> <p>Truman Scholarship Committee (chair), 2008-2013.</p>
PHD COMMITTEES	<p>Seung-Ho An (2018, Arizona); Kristen Carroll (2017, Vanderbilt); Ohbet Cheon (2016, Houston Methodist Research Institute); Nathan Favero (2016, American University); Nathalie Mendez; Abhisekh Ghosh Moulick (2015, Oklahoma); Amanda Rutherford (2015, Indiana); Brian Shreck (2015, Wyoming); Kathryn Smith-Hicks<sup>†</sup> (2017); David Switzer* (2017, Missouri); Youlang Zhang* (2019, Renmin University); Samantha Zuhlke.*</p> <p style="text-align: right;">*Chair; <sup>†</sup>Cognate.</p>

- TEACHING**
- Texas A&M University**  
POLS 207 State & Local Government  
POLS 316 Urban Politics  
POLS 347 Politics of Energy & the Environment  
POLS 623/641 Comparative Federalism & U.S. Local Government  
(graduate seminar)  
POLS 642 Politics & Public Administration (graduate seminar)  
POLS 646 Public Policy Theory & Analysis (graduate seminar)  
POLS 689 Environmental Politics & Public Policy (graduate seminar)
- Colgate University**  
POSC 150 America as a Democracy  
POSC 335 U.S. Environmental Politics  
POSC 340 Politics of the American Metropolis  
POSC 420 Street-level Bureaucracy (seminar)
- OTHER APPOINTMENTS**
- Independent public policy consultancy**  
Principal, 2001-
- FCS Group, Inc.** | Redmond, Washington  
Senior Economist, 1997-2001.
- US Department of Housing & Urban Development** | Washington, DC  
Social Science Analyst, 1995.
- AFFILIATIONS**
- American Political Science Association  
American Society for Public Administration  
American Water Works Association  
Association for Public Policy Analysis & Management  
Midwest Political Science Association  
Southern Political Science Association  
Public Management Research Association