

## Curriculum Vitae

Liang Ma (马亮)

### Current Position

August 2012 - , Research Fellow, Nanyang Centre for Public Administration (NCPA), Nanyang Technological University (NTU), Singapore

May 2012 - , Adjunct Research Fellow, Center for Performance Management and Center for Chinese Local Governance Innovation, School of Public Policy and Administration (SPPA), Xi'an Jiaotong University (XJTU), China

### Research Interests

Public organizational innovation and change

Public service performance measurement and management

Urban studies

Electronic government and digital governance

### Contact Information

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### Education Background

1. Ph.D. in Management, School of Management, Xi'an Jiaotong University, June 2012 (Supervisor: Prof. Jiannan Wu)

Dissertation: *The Diffusion Mechanisms of Local Government Information Technology Innovations in China*

2. M.S. in Public Administration, School of Public Policy and Administration, Xi'an Jiaotong University, June 2008 (Supervisor: Prof. Jiannan Wu)

Thesis: *Government Performance and Political Promotion: An Empirical Analysis on Provincial Party Secretaries and Governors (2000-2004)*

3. B.A. in Public Administration, School of Public Policy and Administration, Xi'an Jiaotong University, June 2006

Thesis: *Local Government Innovations in China: A Content Analysis of Multiple*

## Cases

### Academic Appointments

1. July - October 2012, Lecture, MPA Education Center, School of Humanities, Economics, and Law (SHEL), Northwestern Polytechnical University (NWPU), China
2. November 2011 - August 2012, Research Fellow, Administrative Committee of Xi'an High-Tech Industries Development Zone (XHTZ), Xi'an, China
3. March - December 2010, Research Fellow, Department of Health Sciences and International Evaluation Office (Bureau of Planning), National Natural Science Foundation of China (NSFC), Beijing, China
4. September 2008 – May 2012, Research Associate, Center for Performance Management and Center for Chinese Local Governance Innovation, School of Public Policy and Administration (SPPA), Xi'an Jiaotong University (XJTU), China

### Books and Monographies

1. **Ma, L.** (2012). *Public Service Performance and Political Elite Career Advancement: Evidence from China*. Saarbrücken, Germany: LAP Lambert Academic Publishing.

### Journal Articles and Accepted Submissions

#### *In English*

1. **Ma, L.**, Tang, H., & Yan, B. (2014). Public Employees' Perceived Promotion Channels in Local China: Merit-Based or *Guanxi*-Orientated? *Australian Journal of Public Administration*, forthcoming.
2. Yu, W., & **Ma, L.** (2014). External Government Performance Evaluation in China: Evaluating the Evaluations. *Public Performance & Management Review*, forthcoming.
3. Yu, W., & **Ma, L.** (2014). External Government Performance Evaluation in China: A Case Study of the Lien Service-Oriented Government Project. *Public Money and Management*, forthcoming.
4. **Ma, L.** (2014). Diffusion and Assimilation of Government Microblogging: Evidence from Chinese Cities. *Public Management Review*, 16(2), 274-295.
5. Wang, Z., & **Ma, L.** (2014). Fiscal Decentralization in China: A Literature Review. *Annals of Economics and Finance*, 15(2): 751-770.
6. **Ma, L.** (2013). The Diffusion of Government Microblogging: Evidence from

- Chinese Municipal Police Bureaus. *Public Management Review*, 15(2): 288-309.
7. Wu, J., **Ma, L.**, Yang, Y. (2013). Innovation in the Chinese Public Sector: Typology and Distribution. *Public Administration*, 91(2): 347-365.  
*In Chinese*
  8. **Ma, L.** (2014). Government Performance Information Use: Theoretical Synthesis, Literature Review, and Research Prospect. *Journal of University of Electronic Science and Technology of China (UESTC): Social Sciences*, forthcoming.
  9. **Ma, L.**, Yu, W., & Wu, W. (2014). External Involvement, Performance Assessment and Service-Oriented Government: Implications from the Lien Index. *Huxiang Public Management Research*, forthcoming.
  10. **Ma, L.** (2014). Information Disclosure, Accountability, and Government Honesty: An Empirical Study of Chinese Cities. *Comparative Economic & Social Systems*, forthcoming.
  11. **Ma, L.** (2014). Media Coverage and Public Perceptions of Food Safety: An Empirical Study of Chinese Municipalities. *Chinese Public Administration*, forthcoming.
  12. **Ma, L.** (2014). Public Management Reform and Public Service Performance: Evidence from Super-Department Experiment in China. *Public Administration and Policy Review*, 2014, 3(2): 45-56.
  13. **Ma, L.** (2014). The Antecedents of Citizen Usage of Government Website: An Empirical Study of Chinese Major Cities. *E-government*, (4): 34-48.
  14. **Ma, L.** (2014). The Antecedents of Businesses' Satisfaction with E-Government: An Empirical Study of Chinese Major Cities. *E-government*, (4): 49-60.
  15. **Ma, L.** (2014). The Usage of and Satisfaction with E-Government: A Comparison of the Mainland, Taiwan, and Hong Kong. *E-government*, (4): 61-68.
  16. Wu, W., Yu, W., **Ma, L.**, Meng, Y., Wang, J., & Lin, T. (2014). Building Service-Oriented Government to Make Quality Cities in China: 2013 Lien Chinese Cities Service-Oriented Government Report. *E-government*, (4): 18-33.
  17. **Ma, L.**, Yu, W., Wu, W. Public Service Delivery, Performance Evaluation, and Government Trust: A Review of the 2013 Lien Conference on Public Administration. *Journal of Gansu Administration Institute*, 2014, (1): 4-16.
  18. **Ma, L.** (2014). The Diffusion of Government 2.0 and Its Antecedents: A Cross-Country Empirical Study. *Journal of Public Management*, 11(1): 127-136.
  19. **Ma, L.** (2013). The Diffusion of Government Microblogging: Evidence from Chinese Cities. *Fudan Public Administration Review*, 10 (Jing, Y. Ed., Shanghai: Shanghai People's Publisher).
  20. **Ma, L.** (2013). The Antecedents of E-Government Development: Evidence from

- Chinese Cities. *E-government*, (9): 50-63.
21. **Ma, L.**, & Yu, W. (2013). Assessing Third-Party Public Service Performance Assessments: A Comparative Case Study. *Nanjing Social Sciences*, (5): 55-63.
  22. **Ma, L.** (2013). City Rankings: Prevalence, Pitfalls, and Prospects. *Journal of Gansu Administration Institute*, (3): 24-35.
  23. **Ma, L.** (2013). Cadre Promotion Incentive and Government Performance Target-Setting: An Empirical Analysis of Provincial Panel Data in China. *Journal of Public Management*, 10(2): 28-39.
  24. **Ma, L.** (2013). Public Service Performance and Citizens' Happiness: An Empirical Study of Chinese Prefecture-level Cities. *Chinese Public Administration*, (2): 104-109.
  25. Wu, W., Yu, W., Lin, T., **Ma, L.**, Sheng, M., & Wang, J. (2013). Perfect Service-Oriented Government, Achieve Integrative and Balanced Development: 2012 Lien Chinese Cities Service-Oriented Government Report. *Review of Economic Research*, (10): 22-40.
  26. **Ma, L.** (2012). The Diffusion of Police Microblogging: Evidence from Chinese Cities. *Journal of Gansu Administration Institute*, (6): 4-14.
  27. **Ma, L.** (2012). The Diffusion Mechanisms of Government Information Technology Innovations. *Journal of Public Administration*, (5): 161-177.
  28. **Ma, L.**, & Sun, X. (2012). On the Sources, Characteristics and Consequences of Red Tape: A Literature Review. *Journal of Jishou University (Social Sciences)*, 33(6): 87-95.
  29. **Ma, L.** (2012). The Determinants of Government Information Disclosure: An Empirical Study of Chinese Prefecture-level Cities. *Journal of Intelligence*, 31(9): 142-146.
  30. **Ma, L.** (2012). The Development of E-Government from the Perspective of Government Innovation Diffusion: An Empirical Study on Chinese Provincial Governments. *Library and Information Service*, 56 (7): 117-124.
  31. **Ma, L.**, Wu, J., & Shi, Z. (2012). Determinants of Science Project Performance: An Empirical Analysis of General Programs of the DHS in NSFC. *Science of Science and S&T Management*, 33(7): 12-20.
  32. Wu, J., **Ma, L.**, & Zheng, Y. (2012). International Evaluation of NSFC's Performance by Evidence-Based Design. *Science Research Management*, 33(6): 137-145.
  33. Liu, J., Wu, J., & **Ma, L.** (2012). Local Officials' Promotion and Land Finance in China: An Empirical Analysis of Panel Data from Municipal-Level Cities. *Journal of Public Management*, 9 (2): 11-23.

34. **Ma, L.** (2011). Intergovernmental Relations and the Diffusion of Government Innovation: A Literature Review and Implications for China. *Journal of Gansu Administration Institute*, 2011, (6), 33-41.
35. Yang, Y., Wu, J., & **Ma, L.** (2011). Service Oriented Government and Innovations in Performance Evaluation Systems--- Findings from a Delphi Study. *Comparative Economic & Social Systems*, (5), 141-148.
36. Tang, M., **Ma, L.**, Xing, S., & Li, T. (2011). The Management Mode of the Fundamental Research Funds for the Central Universities: An Exploratory Study. *Science and Technology Management Research*, (10), 77-81.
37. Liu, J., **Ma, L.**, & Wu, J. (2011). Province-Managing-County Reform and Mitigation of Fiscal Deficiencies of County Governments in China: An Empirical Analysis of Panel Data from Six Provinces. *Journal of Public Management*, 8(3), 33-43.
38. Zhang, F., **Ma, L.**, & Wu, J. (2011). Science Funding Agency Performance Evaluation in the Pattern of Multi-Funding Sources: Case Study and Curriculum Vitae Analysis. *Science of Science and S&T Management*, (6), 5-11.
39. Wu, J., **Ma, L.**, & Yang, Y. (2011). Typology and Characteristics of Government Innovations: A Multi-case Analysis Based on Winning Programs from “Chinese Local Governance Innovations Awards”. *Journal of Public Management*, 8(1), 94-103.
40. Wu, J., **Ma, L.**, & Yang, Y. (2011). Xiaoneng Jianshe in the Comparative Perspective: Performance Improvement, Innovation and Service Oriented Government. *Chinese Public Administration*, (3), 35-40.
41. Wu, J., **Ma, L.**, & Zheng, Y. (2010). The Framework, Issues, and Methods of International Evaluation of National Science Funding Institutions: A Cross-national Comparative Multi-Case Study. *Science of Science Studies*, 28 (5): 704-712.
42. Wu, J., **Ma, L.**, Bai, B., & Zheng, Y. (2010). Management Performance Evaluation of Science Funding Agencies: Perspective from Project Funding and Organizational Management. *Science of Science and S&T Management*, (7): 10-16.
43. Xu, G., **Ma, L.**, & Wu, J. (2010). Measurement of Investor Protection: A Literature Review. *Forecast*, 29 (2): 76-80.
44. Yan, B., **Ma, L.**, & Wu, J. (2010). A narrative analysis of performance accountability and performance reports --- lessons from National Science Foundation (NSF). *Science of Science Studies*, 28 (11): 1619-1628.
45. Zhang, F., **Ma, L.**, Wu, J., & Dong, E. (2010). Case Study and NSFC

- Performance Evaluation: The Practices of the Department of Health Sciences. *Science Fund of China*, 24 (4): 240-243.
46. Wu, J., **Ma, L.**, & Zheng, Y. (2009). How do International Science Foundations Report Their Performance?: A Narrative Analysis on the Performance Report of Japan Society for the Promotion of Science. *Science of Science and S&T Management*, (12): 55-59.
  47. **Ma, L.** (2009). Public Network Performance: A Literature Review in the Perspective of Interorganizational Network. *Journal of Gansu Administration Institute*, (6): 46-54.
  48. Wang, Q., **Ma, L.**, & Wu, J. (2009). The Status and Future of Tools Applied in Local Government Performance Evaluation: Research Based on the Delphi Method. *Journal of Intelligence*, (10): 15-18.
  49. Wu, J., & **Ma, L.** (2009). Government Performance and Officials' Promotion: A Literature Review. *Journal of Public Administration*, 2(2):172-196.
  50. Wu, J., **Ma, L.**, & Yang, Y. (2007). The Impetus, Characteristics and Performance of Local Government Innovations in China: A Content Analysis Based on Multiple cases from "Chinese Local Governance Innovations Awards". *Management World*, (8):43-51.

### **Book Chapters and Research Reports**

#### *In English*

1. **Ma, L.**, & Zhang, Z. (2014). Microblogging (Weibo) and urban air pollution monitoring in China: The case of Green Beagle campaign. In H. Asencio & R. Sun (Eds.), *Cases on Strategic Social Media Utilization in the Nonprofit Sector*: IGI Global, forthcoming.
2. Wu, W., Yu, W., **Ma, L.**, Meng, Y., Wang, J., & Lin, T. (2013). Building Service-Oriented Government to Make Quality Cities in China: 2013 Lien Chinese Cities Service-Oriented Government Research Report. Singapore: Nanyang Centre for Public Administration.
3. Wu, W., Yu, W., Lin, T., **Ma, L.**, Sheng, M., & Wang, J. (2012). Perfect Service-Oriented Government, Achieve Integrative and Balanced Development: 2012 Lien Chinese Cities Service-Oriented Government Research Report. Singapore: Nanyang Centre for Public Administration.
4. Wu, J., Yang, Y., & **Ma, L.** (2011). Steering Outcomes in Urban Regeneration Projects: An Empirical Study of a Hui Community in China. In S. Groeneveld & S. Van de Walle (Eds.) *New Steering Concepts in Public Management*. Emerald Group Publishing Limited, 145-164.

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5. **Ma, L.** (2013). Does Police Microblogging Improve Public Safety Perceptions?: An Empirical Analysis of Chinese Metropolises. In Zhichun Du (Ed.) *Advances in China Public Security*. Beijing: Central Compilation & Translation Press, 2013.
6. **Ma, L.** (2013). Government Microblogging and Social Management Innovation in China. In: Research Center for Chinese Management (Ed.) *2013 Report on the Development of Social Management in China*. Beijing: Science Press.
7. Wu, J., Xu, G., Yang, Y., & **Ma, L.** (2008). The China Securities Investor Protection Index. In Gongyan Chen & Suyi Liu (Eds.) *Research Report of the China Securities Investor Protection Fund*. Beijing: China Fiscal Economics Press.
8. Wu, J., **Ma, L.**, & Yang, Y. (2007). Exploration of Innovative Behaviors of Chinese Local Government: A Content Analysis of Multi-case. Ji Guo, Hongri Shang (Eds.) *Administrative Development Outlook and Administrative Systems Reform*. Shanghai: Lixin Accounting Publisher, 226-246.

**Book Reviews, Op-eds and Miscellanea**

*In English*

1. **Ma, L.** (2014, 07-15). Govt must keep public buses safe, *China Daily*.
2. **Ma, L.** (2014, 06-25). Mainland cities unsurprisingly absent from global list of livable places, *Global Times*.
3. **Ma, L.** (2014, 03-13). How to make public transport secure, *China Daily*.
4. **Ma, L.** (2014, 03-13). Singapore's reliable rides may prove popular with Chinese cities, *Global Times*.
5. **Ma, L.** (2014, 02-18). Govt blogs have work to do, *China Daily*, p. 9.
6. Yu, W., Meng, Y., & **Ma, L.** (2014). 2013 Lien Conference Highlighted China's Successful Governments. *PA Times*, 37(1), 1.
7. **Ma, L.** (2011). Fiscal Transparency of Chinese Provincial Governments: Assessment, Variations, and Drivers. *International Budget Partnership Newsletter*, (62), 10-12.

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8. **Ma, L.** Science Foundation 2.0?. *Science and Technology Review*, 2014, 32 (19): 88-88.
9. **Ma, L.** How to Survive from the Ph.D. Grind?. *Science and Technology Review*, 2014, 32 (12): 84-84.
10. **Ma, L.** How to hunt for a job for fresh phd graduates?. *Science and Technology Review*, 2014, 32 (4-5): 122-122.

11. **Ma, L.** The political implications of China' high-speed rail. *Lianhe Zaobao*, 2014, 07-28.
12. **Ma, L.** The social psychology of social stability in Xinjiang. *Lianhe Zaobao*, 2014, 07-18.
13. **Ma, L.** Singapore's E-participation needs improvement. *Lianhe Zaobao*, 2014, 07-07.
14. **Ma, L.** Market is not a panacea. *Lianhe Zaobao*, 2014, 06-12, 20.
15. **Ma, L.** The challenges and solutions of Beijing-Tianjin-Hebei Integration. *Lianhe Zaobao*, 2014, 04-16, 18.
16. **Ma, L.** Government can't estrange itself from the public. *Lianhe Zaobao*, 2014, 04-08.
17. **Ma, L.** Climate change urges involving the citizens. *Lianhe Zaobao*, 2014, 03-28.
18. **Ma, L.** The problems behind digital government. *Lianhe Zaobao*, 2014, 03-20.
19. **Ma, L.** The myths of civil pay in China. *Lianhe Zaobao*, 2014, 03-07.
20. **Ma, L.** The art of balance in openness and secret in China. *Lianhe Zaobao*, 2014, 02-12, 18.
21. **Ma, L.** The problem of poverty line. *Lianhe Zaobao*, 2013, 11-28, 12.
22. **Ma, L.** Affordable housing can't give up eating for fear of choking. *Lianhe Zaobao*, 2013, 11-18, 12.
23. **Ma, L.** Sustaining garden city needs double-pronged approach. *Lianhe Zaobao*, 2013, 11-11, 14.
24. **Ma, L.** The Politics of Happiness. *Lianhe Zaobao*, 2013, 11-01, 26.
25. **Ma, L.** Make people be willing to take public transport. *Lianhe Zaobao*, 2013, 10-16, 13.
26. **Ma, L.** The glorious prospect of Asian public administration. *Lianhe Zaobao*, 2013, 10-10, 24.
27. **Ma, L.** The implications of National Day Rally to China. *Lianhe Zaobao*, 2013, 08-22, 28.
28. **Ma, L.** Whether to ban plastic bag. *Lianhe Zaobao*, 2013, 07-05, 28.
29. **Ma, L.** Fiscal transparency underpins government legitimacy. *Lianhe Zaobao*, 2013, 07-26, 29.
30. **Ma, L.** (2012, 08-21). Guanxi-oriented society and institutional selection. *China Science Daily*, 5604, A3.
31. **Ma, L.** (2011). A simple measure to improve the quality of NSFC peer review. *Science and Technology Review*, 29(20), 11-11.
32. **Ma, L.** (2010). Red Tape as One of Bureaucratic Pathologies --- A Review on Bureaucracy and Red Tape by Barry Bozeman. *Journal of Public Administration*, 3 (1): 183-194.
33. Rudd, K. (2010). Equipping the Australian Public Service for Australia's Future Challenges. *Journal of Xi'an Jiaotong University (Social Sciences)*, 30 (2): 5-11. (Translated by Huang, Y. & **Ma, L.**, and proofread by Wu, J.).
34. **Ma, L.**, & Yang, Y. (2009). Promoting International Cooperation and Enhancing



NSFC Performance Evaluation --- A Report on the International Conference of S&T Performance Management and Research Methods. *Science Fund of China*, 23 (6): 359-362.

35. Wu, J., & **Ma, L.** (2008). Measuring and Explaining Government Performance: A Review on *Making Democracy Work* by Robert Putnam. *Journal of Gansu Administration Institute*, (6): 27-34.
36. **Ma, L.** (2007). Transforming Orientation of Operation and Mode of Management in the Hospital --- An Investigation of the No. 4 Hospital of Xi'an. *Journal of Western Hospital Management*, (1): 36-39.
37. Wu, J., **Ma, L.**, & Yang, Y. (2007). Incorporating Performance Management Values and Transforming Course Teaching Methods: A Case Study of the Curriculum of Performance Management in the Public Sector. *MPA Newsletter*, (9).

### **Conference Papers and Presentations**

#### *In English*

1. Yu, W., & **Ma, L.** (2014). *Conflicting Performance Information and its Strategic Use in Government*. Paper presented at the World Conference for Public Administration (WCPA) "Public Administration & Happiness: Policy Management and Politics from the Global Perspectives", Daegu, Korea.
2. **Ma, L.** (2014). *How to Measure Government Transparency?: Evidence from Chinese Cities*. The 7th Sino-US International Conference for Public Administration "Global Governance Reform: Lessons from the Past and Plans for the Future", Beijing.
3. **Ma, L.** (2014). *Do Citizens and Businesses Perceive Public Service Performance Differently?: Evidence from Chinese Cities*. The 2014 US China International Conference on Public Administration: International Meeting on Building A Public Service-Oriented Government and Administrative System Innovation, Shanghai.
4. **Ma, L.** (2014). *E-government Development and Use in China*. The 2014 ASPA Annual Conference, Washington, DC.
5. **Ma, L.** (2014). *Does Government 2.0 Pay off?: Evidence from China*. The 2014 ASPA Annual Conference, Washington, DC.
6. **Ma, L.** (2014). *Government 2.0 in Authoritarian China: Progress, Pitfalls, and Prospect*. The 2014 ASPA Annual Conference, Washington, DC.
7. **Ma, L.** (2013). *Measuring Corruption by Whose Perceptions?: Evidence from Chinese Municipalities*. The 2nd International Conference on Social Policy and Governance Innovation: Policy Learning and Policy Transfer in Asia. Hong Kong

- Institute of Education, Hong Kong, 2013.
8. Yu W., & **Ma, L.** (2013). *External Government Performance Evaluation in China: Evaluating the Evaluations*. The 2nd International Conference on Social Policy and Governance Innovation: Policy Learning and Policy Transfer in Asia. Hong Kong Institute of Education, Hong Kong, 2013.
  9. **Ma, L.** (2013). *Does E-Government Matter for Citizens' Perceived Government Responsiveness? Evidence from China*. 2013 Lien Conference on Public Administration "Public Service Delivery and Evaluation: International Perspectives". Nanyang Technological University, Singapore, 2013.
  10. Yu W., & **Ma, L.** (2013). *External Government Performance Evaluation in China: Evaluating the Evaluations*. 2013 Lien Conference on Public Administration "Public Service Delivery and Evaluation: International Perspectives". Nanyang Technological University, Singapore, 2013.
  11. **Ma, L.**, Tang, H., Yan, B. (2013). *Merit-Based or Guanxi-Oriented?: Cadre Promotion in Local China*. The China Australia Dialogue on Public Administration: 2013 Workshop on Public Sector Human Resource Management. Sun Yat-sen University, Guangzhou, China.
  12. **Ma, L.** (2013). *Public Management Reform and Public Service Performance: Evidence from Super-Department Experiment in China*. The 3rd Annual Conference of the Asian Group for Public Administration (AGPA). Nanyang Technological University (NTU), Singapore, September 26-28.
  13. **Ma, L.**, & Liao, Y. (2013). *Does Managerial Orientation Matter for Government Performance?: Evidence from Pennsylvania and New Jersey*. Public Management Research Conference 2013. Robert M. La Follette School of Public Affairs, University of Wisconsin–Madison, 2013.
  14. Meng, Y., Wu, W., Yu, W., Lin, T., **Ma, L.**, & Wang, J. (2013). *Evaluating City Governments' Performance on Facilitating Business Innovation in China: Based on the Survey Data from the Lien Chinese Cities Service-Oriented Government Program*. Collaboration among Government, Market, and Society: Forging Partnerships and Encouraging Competition. Shanghai, China, May 30.
  15. **Ma, L.**, Wang, H., Yu, W., & Wu, W. (2013). *Does Public Service Delivery Arrangement Influence Citizens' Satisfaction?: Evidence from Urban Public Transportation in China*. The 2013 ASPA Annual Conference "Governance & Sustainability: Local Concerns, Global Challenges", New Orleans, Louisiana, March 15-19.
  16. **Ma, L.** (2013). *Government Accountability and Citizens' Satisfaction with Air Quality in Chinese Cities*. The Annual Conference of The Hong Kong

- Educational Research Association 2012-13: Managing International Connectivity and Diversity: Experiences of Asian World Cities, Hong Kong Institute of Education, Hong Kong, China, February 22.
17. **Ma, L.** (2012). *What Matters for Public Perceptions of Government Transparency in China?*. Symposium on Public Service, Local Governance and Performance. Shanghai Jiao Tong University, Shanghai, November 21-22.
  18. **Ma, L.** (2012). *Pollution Severity, Alternative Judicial Channels, and Citizens' Environmental Complaints: Evidence from Chinese Provinces*. The 3rd Global Forum of Chinese Scholars in Public Administration. Shandong University, Jinan. June 1-3.
  19. **Ma, L.** (2011). *A Peaceful (ping' an) China?: An Empirical Study on the Diffusion of Chinese Municipal Police Microblog (Twitter)*. The International Conference on Information Systems and Management in Asia Pacific (ISMAP). Xi'an Jiaotong University, Xi'an, December 9-10.
  20. **Ma, L.** (2011). *The Political Effects of Decentralization: Province-Managing-County Reform and Turnover of County Leaders in China*. The Inaugural International Workshop for Young Scholars in Public Policy and Administration Research: the Role of Institutions in an Era of Change. Xiamen University, Xiamen, China.
  21. **Ma, L., & Wu, J.** (2011). *What Drives Fiscal Transparency? Evidence from Provincial Governments in China*. The 1st Global Conference on Transparency Research. Rutgers University-Newark, NJ.
  22. Wu, J., Yang, Y., & **Ma, L.** (2010). *Public Service Outputs, Social Integration, and Households' Support for Relocation Compensations: Evidence from a Hui Ethnic Community in Western China*. International Public Management Network (IPMN) Conference 2010, Rotterdam.
  23. Wu, J., & **Ma, L.** (2010). *Politics-Politics Duality, Accountability, and Rural Public Service Performance: Evidence from a Transition Economy*. 14<sup>th</sup> Annual Conference of the International Research Society for Public Management (IRSPM). University of Berne, Bern.
  24. Wu, J., **Ma, L., & Yang, Y.** (2010). *Innovations in Contemporary Chinese Public Sectors: Myths and Realities*. Public Administration Symposium on Reform in China. University of Hong Kong, Hong Kong, January 29-31.
  25. Wu, J., & **Ma, L.** (2009). *Does Government Performance Really Matter? An Event History Analysis of the Promotion of Provincial Leaders in China*. The 10th Public Management Research Association (PMRA) Conference. John Glenn School of Public Affairs, Ohio State University, Columbus, Ohio.

*In Chinese*

26. **Ma, L.** (2012). *Cadre Promotion Incentive and Government Performance Target-Setting: An Empirical Analysis of Provincial Panel Data in China*. 2012 Annual Conference of Political Economy. Peking University, Beijing, November 30 - December 2.
27. **Ma, L.** (2012). *The Diffusion and Assimilation of Government Microblogging: Evidence from Chinese Cities*. Public Management Research Conference "Seeking Excellence in a Time of Change". Fudan University, Shanghai, May 25-27.
28. **Ma, L.** (2011). *Intergovernmental Relations and the Diffusion of Government Innovation: A Literature Review and Implications for China*. The First Doctor Symposium on Intergovernmental Relations and Regional Governance. Nankai University, Tianjin, November 24-25, 2011.
29. **Ma, L.** (2011). *A Peaceful (ping'an) China: An Empirical Study on the Diffusion of Police Microblogs*. The Doctor Interdisciplinary Innovation Symposium on Internet Opinion and Social Security. Huazhong University of Science and Technology, Wuhan, September 16-17.
30. **Ma, L.** (2011). *The Diffusion of Government Microblogs (Twitters): An Empirical Study of Chinese Municipal Governments*. The Academic Forum for Doctoral Students on the New Generation of Management and Innovation. Xi'an Jiaotong University, Xi'an, July 24-25.
31. **Wu, J., & Ma, L.** (2009). *The Overall Scheme of International Evaluation of the NSFC*. The Symposium on the NSFC Funding and Management Performance Evaluation, Beijing, September 17.
32. **Wu, J., & Ma, L.** (2009). *The Overall Scheme of the NSFC International Evaluation*. The International Conference on Science and Technology Performance Management and Research Methods, Xi'an, August 15-16.
33. **Wu, J., & Ma, L.** (2009). *The Overall Scheme of International Evaluation of the NSFC*. The Symposium on the NSFC Funding and Management Performance Evaluation, Beijing Institute of Technology, Beijing, August 3.
34. **Wu, J., & Ma, L.** (2009). *The Current Play and Future Trends of Innovations in Chinese Municipal Government Performance Evaluation: An Exploratory Research Based on Delphi Method*. The Symposium on the State of the Art and Future Prospect of Performance Evaluation in the Chinese Local Government, Xi'an Jiaotong University, Xi'an, June 19.
35. **Wu, J., & Ma, L.** (2009). *The Framework, Issues, and Methods of International Evaluation of National Science Funding Institutions: A Cross-national*

- Comparative Multi-Case Study*. The Symposium on the NSFC Funding and Management Performance Evaluation, National Center for S&T Evaluation of China, Beijing, July 2.
36. Wu, J., & **Ma, L.** (2009). *Performance Reports of Science Funding Agencies Abroad: Case Study of the Japan and Germany*. The Symposium on the NSFC Funding and Management Performance Evaluation, Hefei University of Technology, Hefei, April 24.
  37. **Ma, L.** (2008). Secretary Committee Member and Rapporteur of the Keynote Speech *Public Sector Performance Evaluation: Theories and Practices*. The 32<sup>nd</sup> Shuangqing Forum on the NSFC Funding and Management Performance Evaluation, Beijing, October 15-16.
  38. Wu, J., & **Ma, L.** (2008). *Improving is More Important than Measuring Government Performance: A Review on Making Democracy Work by Robert Putnam*. Chinese Governance Assessment Symposium, Beijing, April.
  39. Wu, J., & **Ma, L.** (2007). *Local Government Innovations in China: A Content Analysis Based on Multiple Cases*. The 2<sup>nd</sup> Young Forum of Public Administration in Universities of Western China, School of Public Management, University of Northwest, Xi'an, May 28.
  40. Wu, J., **Ma, L.**, & Yang, Y. (2006). *Local Government Innovations in China: A Content Analysis Based on Multiple Cases*. The 3<sup>rd</sup> National Administrative Philosophy Symposium and Symposium on Administrative Development Values, Shanghai, November.
  41. Wu, J., **Ma, L.**, & Yang, Y. (2006). *Attributes of Local Government Innovations in China: A Multiple Cases Analysis Incorporating Performance Theories*. The Inaugural Conference of the National Research Association of Government Performance Management, University of Lanzhou, Lanzhou, September 23-26.

### **Teaching Courses**

1. Government 2.0 and Public Service Innovation, Nanyang Technological University, September 2013.
2. Public Transport Policy in China and Singapore, Nanyang Technological University, June 2013.
3. Public Policy Survey and Research Methodology, Nanyang Technological University, June 2013.
4. Introduction to Public Administration, Northwestern Polytechnical University (NWPU), Jinan MPA, May 2013.
5. Introduction to Public Administration, Northwestern Polytechnical University

(NWPU), Yulin MPA, July 2012.

6. Introduction to Public Administration, Northwestern Polytechnical University (NWPU), Xi'an MPA, May-July 2012.

### **Invited Talk and Lectures**

1. Government transparency and performance accountability: An empirical study of Chinese cities' air pollution governance, East China Normal University, Shanghai, June 10, 2014.
2. Government transparency and performance accountability: An empirical study of Chinese cities' air pollution governance, Wuhan University, Wuhan, June 5, 2014.
3. Government performance and mayors' support: Evidence from Chinese cities, China University of Mining and Technology (CUMT), Xuzhou, June 2, 2014.
4. Microblogging and service-oriented government 2.0, University of Electronic Science and Technology of China (UESTC), Chengdu, April 1, 2014.
5. City rankings: Prevalence, pitfalls, and prospects, Nanjing University of Finance and Economics, Nanjing, May 8, 2013.

### **Research Projects**

1. August 2012 - , primary participant, "Service-Oriented Government of China Cities", Singapore: Lien Foundation.
2. January 2012 - , primary participant, "Capacity Building, Innovation Diffusion, and Performance Improvement: Empirical Research on the Chinese Local Government", the NSFC Grant.
3. June 2010 - , primary participant, "Grant Performance Evaluation of the NSFC Department of Health Sciences", the NSFC Grant.
4. April 2009- , primary participant, "NSFC Funding and Management Performance Evaluation", the NSFC Grant.
5. December 2008 - , primary participant, "Target Responsibility Systems, Fiscal Management Systems, and Organizational Innovation: Empirical Research on the Chinese Local Government", the NSFC Grant.
6. 2006 - 2009, primary participant, "How Can Citizen Survey (*Hangfeng Pingyi*) Improve Organizational Performance?: Empirical Research on the Chinese Local Government", the NSFC Grant.

### **Academic Associations and Services**

Since 2007 I have been an active member of several professional associations

including American Political Science Association (APSA), American Society for Public Administration (ASPA), Academy of Management (AOM), International Association for Chinese Management Research (IACMR), International Public Management Network (IPMN), International Research Society on Public Management (IRSPM), and Chinese-America Association of Public Affairs.

I am an Editorial Review Board Member of *International Journal of Electronic Government Research* and *E-government* (in Chinese). I regularly review manuscripts for several professional journals including English journals like *Government Information Quarterly*, *Information Development*, *International Journal of Electronic Government Research*, *Electronic Government, an International Journal (EG)*, *International Review of Administrative Sciences*, *Journal of Happiness Studies*, *Public Management Review*, *Publius: The Journal of Federalism*, and *Social Indicators Research*, as well as Chinese journals like *Fudan Public Administration Review*, *Journal of Public Management*, and *Journal of Gansu Administration Institute*. I also review submissions to academic conferences such as the International Conference on Information Systems and Management in Asia Pacific (ISMAP), International Association for Chinese Management Research (IACMR) Conference (2012, & 2013) and Academy of Management (AOM) Annual Meeting (2011, 2012, & 2013).

## **Honors & Awards**

### ***Academic Awards***

1. Founders' Fellow, American Society for Public Administration (ASPA) Annual Conference, Washington DC, March 14-18, 2014.
2. Best Paper Prize, Public Management Research Conference "Seeking Excellence in a Time of Change", Fudan University, Shanghai, May 25-27, 2012.
3. The Third-Class Prize, the 10<sup>th</sup> Excellent Works of Philosophy and Social Sciences in Shaanxi Province, December, 2011.
4. The Second-Class Prize, the First Doctor Symposium on Intergovernmental Relations and Regional Governance. Tianjin, November 24-25, 2011.
5. The First-Class Prize, the Doctor Interdisciplinary Innovation Symposium on Internet Opinion and Social Security. Wuhan, September 16-17, 2011.
6. Excellent Paper Award, the Academic Forum for Doctoral Students on the New Generation of Management and Innovation. Xi'an, July 24-25, 2011.
7. Naschold Award for the Best Conference Paper, 2010 IPMN Conference, Rotterdam, Netherlands, June 2010.
8. Excellent Paper Award, the 2nd Young Forum of Public Administration, Universities of Western China, Xi'an, May 2007.

9. Excellent Paper Award, the Chinese Public Administration Society, Shanghai, November 2006.

#### ***Social Awards***

1. Excellent Graduate Student, Xi'an Jiaotong University, October 2011.
2. The Third-Class Scholar of Shenyang Machine Tool, Xi'an Jiaotong University, October 2011.
3. Excellent Graduate Student, Xi'an Jiaotong University, December 2010.
4. Excellent Graduate Student, Xi'an Jiaotong University, October 2009.
5. Excellent Graduate, Xi'an Jiaotong University, March 2008.
6. Excellent China Communist Party (CCP) Membership, Xi'an Jiaotong University, March 2008.
7. Guanghua Scholarship, Xi'an Jiaotong University, November 2007.
8. Excellent Student Cadre, Xi'an Jiaotong University, November 2007.
9. Excellent Graduate Student, Xi'an Jiaotong University, November 2007.

#### ***Social Work and Public Services***

1. 2014 - , Observer, CNPolitics.org.
2. 2006 - , Volunteer Translator for the MIT Open Course Ware, China Association of Open Source for Education Share (CORE). I have translated six courses so far and received the "Excellent Volunteer" Award.
3. 2007 - 2008, Assistant Editor, *Performance Management Newsletter*, a double monthly publication of the National Association of Government Performance Management.
4. 2006 - 2007, Text/Photo Journalist and Editor, the official website of School of Public Policy and Administration, Xi'an Jiaotong University. Over 30 pieces of news have been published under my name so far.
5. 2002 - 2005, Student Journalist and Editor, *Xi'an Jiaoda Newspaper*, the official newspaper for Xi'an Jiaotong University.