

Curriculum Vitae

Liang MA

Current Position

August 2015 - , Associate Professor, School of Public Administration and Policy (SPAP), Renmin University of China (RUC), China.

August 2015 - , Research Fellow, the National Academy of Development and Strategy (NADS), Renmin University of China (RUC), 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 2015 – February 2016, Senior Research Fellow, Nanyang Centre for Public Administration (NCPA), Nanyang Technological University (NTU), Singapore.
2. August 2012 – July 2015, Research Fellow, Nanyang Centre for Public Administration (NCPA), Nanyang Technological University (NTU), Singapore.
3. July - October 2012, Lecture, MPA Education Center, School of Humanities, Economics, and Law (SHEL), Northwestern Polytechnical University (NWPU), China.
4. November 2011 - August 2012, Research Fellow, Administrative Committee of Xi'an High-Tech Industries Development Zone (XHTZ), Xi'an, China.
5. 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.

Books and Monographies

In English

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

In Chinese

2. **Ma, L.** (2015). *The Dimensions of Public Governance*. Singapore: Global Publishing (World Scientific Publishing Co.).
3. **Ma, L.** (2015). *The Diffusion Mechanisms of Government Information Technology Innovations: Evidence from Prefecture-level Cities in China*. Saarbrücken, Germany: Golden Light Academic Publishing.

Journal Articles and Accepted Submissions

In English

1. **Ma, L.** (2017). Site Visits, Policy Learning, and the Diffusion of Policy Innovation: Evidence from Public Bicycle Programs in China. *Journal of Chinese Political Science*, forthcoming.
2. **Ma, L., & Zheng, Y.** (2017). National E-Government Performance and Citizen Satisfaction: A Multilevel Analysis across European Countries. *International Review of Administrative Sciences*, forthcoming.
3. **Ma, L., & Liu, P.** (2017). The Missing Links between Regulatory Resources and Risk Concerns: Evidence from the Case of Food Safety in China. *Regulation &*

- Governance*, forthcoming.
4. **Ma, L.** (2017). Digital Divide and E-government Usage in China's Municipalities. *International Journal of Public Administration in the Digital Age (IJPADA)*, forthcoming.
 5. Wu, W., **Ma, L.**, & Yu, W. (2017). Government Transparency and Perceived Social Equity: Assessing the Moderating Effect of Citizen Trust in China. *Administration & Society*, doi: 0095399716685799.
 6. **Ma, L.** (2017). Performance Management and Citizen Satisfaction with the Government: Evidence from Chinese Municipalities. *Public Administration*, 95(1): 39-59.
 7. **Ma, L.** (2016). Political Ideology, Social Capital, and Government Innovativeness: Evidence from the U.S. States. *Public Management Review*, 19(2), 114-133.
 8. **Ma, L.** (2017). Central Government Agencies in China: Toward a Research Agenda. *Economic and Political Studies*, 5(2), 195-214.
 9. Liu, P., & **Ma, L.** (2016). Food Scandals, Media Exposure, and Citizens' Safety Concerns: A Multilevel Analysis across Chinese Cities. *Food Policy*, 63, 102-111.
 10. **Ma, L.** (2016). What Drives the Adoption of Social Media Applications by the Public Sector?: Evidence from Local Health Departments. *International Journal of Public Administration in the Digital Age (IJPADA)*, 3(4), 93-109.
 11. Wu, J., Hou, Y., & **Ma, L.** (2016). The Rise of Public Administration in China since 1978: driving forces, problems and prospects. *Journal of Chinese Governance*, 1(2), 214-227.
 12. **Ma, L.** (2015). Performance Feedback, Government Goal-Setting, and Aspiration Level Adaptation: Evidence from Chinese Provinces. *Public Administration*, 94(2), 452-471.
 13. **Ma, L.** (2016). Does Super-Department Reform Improve Public Service Performance in China?. *Public Management Review*, 18(3), 369-391.
 14. Yu, W., & **Ma, L.** (2016). External Government Performance Evaluation in China: Evaluating the Evaluations. *Public Performance & Management Review*, 39(1): 144-171.
 15. Yu, W., & **Ma, L.** (2015). External Government Performance Evaluation in China: A Case Study of the Lien Service-Oriented Government Project. *Public Money and Management*, 35(6): 431-437.
 16. **Ma, L.**, Tang, H., & Yan, B. (2015). Public Employees' Perceived Promotion Channels in Local China: Merit-Based or *Guanxi*-Orientated? *Australian Journal*

of Public Administration, 74(3): 283-297.

17. **Ma, L.** (2014). Diffusion and Assimilation of Government Microblogging: Evidence from Chinese Cities. *Public Management Review*, 16(2), 274-295.
18. Wang, Z., & **Ma, L.** (2014). Fiscal Decentralization in China: A Literature Review. *Annals of Economics and Finance*, 15(2): 751-770.
19. **Ma, L.** (2013). The Diffusion of Government Microblogging: Evidence from Chinese Municipal Police Bureaus. *Public Management Review*, 15(2): 288-309.
20. Wu, J., **Ma, L.**, Yang, Y. (2013). Innovation in the Chinese Public Sector: Typology and Distribution. *Public Administration*, 91(2): 347-365.

In Chinese

21. **Ma, L.**, & Yang, Y. (2017). External Evaluation of Urban Public Service Performance: A Comparative Study of Two Cases. *Administrative Tribune*.
22. **Ma, L.** (2016). Are Local Governments Ready for Big Data Governance?. *E-government*, 2017, (1): 77-86.
23. **Ma, L.** (2016). Behavioral science and evidence-based governance. *Comparative Economic & Social Systems*, (6): 9-13.
24. **Ma, L.** (2016). Government Performance Gaps and Goal Adjustment: An Empirical Study of Provincial Economic Growth in China. *Chinese Public Management Review*, 2016, (3): 29-50.
25. **Ma, L.** (2016). How dose E-Government Usage Affect Citizen Trust?: The Mediating Effects of Government Transparency and Responsiveness. *Journal of Public Administration*, 2016, (6): 44-63.
26. Liu, P., **Ma, L.**, Liu, Z. (2016). Central-Local Relations and Government Agency Reform: An Empirical Study on Food Safety Regulatory Institution Reform Process in China's prefectures. *Journal of Public Administration*, 2016, (5): 24-42.
27. **Ma, L.** (2016). Performance Ranking, Government Responsiveness, and Environmental Governance: An Empirical Study of Air Pollution Control in Chinese Cities. *Nanjing Social Sciences*, 2016, (8): 66-73.
28. Wu, W., Yu, W., & **Ma, L.** (2016). Improve Social Equity and Build Service-Oriented Government: The Survey Report of 2014 Lien Chinese Cities Public Service Index. *Public Administration and Policy Review*, (1).
29. Si, J., & **Ma, L.** (2015). A Study on the Effects of Goal Orientation on Undergraduate Innovation Behavior: The Mediation of Self-efficacy. *Journal of Higher Education Research*, 38 (4): 25-31.
30. Wu, W., Yu, W., & **Ma, L.** (2015). Have We Achieved Service-Oriented Government?: A Longitudinal Comparison of Chinese Cities (2010-2014).

- Journal of Gansu Administration Institute*, (6): 4-11.
31. Wu, W., Yu, W., & **Ma, L.** (2015). Public Service Equity in the Eyes of Residents and Enterprises: Survey Findings from Chinese Cities. *E-government*, (11): 79-89.
 32. **Ma, L.** (2015). The Diffusion of Public Service Innovation: An Empirical Analysis of Public Bicycle Program in Chinese Cities. *Journal of Public Administration*, 8 (3): 51-78.
 33. **Ma, L.** (2015). Media Coverage and Public Perceptions of Food Safety: An Empirical Study of Chinese Municipalities. *Chinese Public Administration*, (9): 70-77.
 34. **Ma, L.** (2015). How to Use Experimental Methods in Public Administration Research?: A Methodological Review. *Journal of Gansu Administration Institute*, (4): 13-23.
 35. **Ma, L.** (2015). How Do Big Data Technologies Facilitate Public Governance Innovation?: A Case Study of Singapore's Smart Nation Plan. *E-government*, (5): 2-9.
 36. Wu, J., Huang, Y., & **Ma, L.** (2015). The Stability of Government Innovation: A Comparative Analysis of the Innovations and Excellence in Chinese Local Governance Awards. *Soft Sciences*, 2015, 29 (5): 22-26.
 37. **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*, 16(5): 1-11.
 38. **Ma, L.** (2014). Information Disclosure, Accountability, and Government Honesty: An Empirical Study of Chinese Cities. *Comparative Economic & Social Systems*, (4): 141-154.
 39. **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.
 40. **Ma, L.** (2014). The Antecedents of Citizen Usage of Government Website: An Empirical Study of Chinese Major Cities. *E-government*, (4): 34-48.
 41. **Ma, L.** (2014). The Antecedents of Businesses' Satisfaction with E-Government: An Empirical Study of Chinese Major Cities. *E-government*, (4): 49-60.
 42. **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.
 43. 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.

44. **Ma, L.**, Yu, W., Wu, W. (2014). Public Service Delivery, Performance Evaluation, and Government Trust: A Review of the 2013 Lien Conference on Public Administration. *Journal of Gansu Administration Institute*, (1): 4-16.
45. **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.
46. **Ma, L.** (2013). The Diffusion of Government Microblogging: Evidence from Chinese Cities. *Fudan Public Administration Review*, 10(1): 169-191.
47. **Ma, L.** (2013). The Antecedents of E-Government Development: Evidence from Chinese Cities. *E-government*, (9): 50-63.
48. **Ma, L.**, & Yu, W. (2013). Assessing Third-Party Public Service Performance Assessments: A Comparative Case Study. *Nanjing Social Sciences*, (5): 55-63.
49. **Ma, L.** (2013). City Rankings: Prevalence, Pitfalls, and Prospects. *Journal of Gansu Administration Institute*, (3): 24-35.
50. **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.
51. **Ma, L.** (2013). Public Service Performance and Citizens' Happiness: An Empirical Study of Chinese Prefecture-level Cities. *Chinese Public Administration*, (2): 104-109.
52. 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.
53. **Ma, L.** (2012). The Diffusion of Police Microblogging: Evidence from Chinese Cities. *Journal of Gansu Administration Institute*, (6): 4-14.
54. **Ma, L.** (2012). The Diffusion Mechanisms of Government Information Technology Innovations. *Journal of Public Administration*, (5): 161-177.
55. **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.
56. **Ma, L.** (2012). The Determinants of Government Information Disclosure: An Empirical Study of Chinese Prefecture-level Cities. *Journal of Intelligence*, 31(9): 142-146.
57. **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.
58. **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.
59. Wu, J., **Ma, L.**, & Zheng, Y. (2012). International Evaluation of NSFC's Performance by Evidence-Based Design. *Science Research Management*, 33(6): 137-145.
 60. 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.
 61. **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.
 62. 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.
 63. 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.
 64. 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.
 65. 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.
 66. 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.
 67. 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.
 68. 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.
 69. 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.
70. Xu, G., **Ma, L.**, & Wu, J. (2010). Measurement of Investor Protection: A Literature Review. *Forecast*, 29 (2): 76-80.
 71. 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.
 72. 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.
 73. 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.
 74. **Ma, L.** (2009). Public Network Performance: A Literature Review in the Perspective of Interorganizational Network. *Journal of Gansu Administration Institute*, (6): 46-54.
 75. 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.
 76. Wu, J., & **Ma, L.** (2009). Government Performance and Officials' Promotion: A Literature Review. *Journal of Public Administration*, 2(2):172-196.
 77. 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. Linders, D., & **Ma, L.** (2017). The Changing Role of the Public in Policy Formulation: From Mass Media to Social Media. In M. Howlett & I. Mukherjee (Eds.), *Handbook of Policy Formulation*. Cheltenham: Edward Elgar Publishing.
2. **Ma, L.** (2017). Government Website, Social Media, and Citizens' Perceptions of Corruption: Evidence from Chinese Cities. In K. Demirhan & D. Çakır-Demirhan (Eds.), *Political Scandal, Corruption, and Legitimacy in the Age of Social Media* (pp. 185-204). Hershey, PA: IGI Global.
3. **Ma, L.** (2016). The Diffusion of Microblogging in the Public Sector: Evidence

from Chinese Provinces. In M. Z. Sobaci (Ed.), *Social Media and Local Governments: Theory and Practice*: Springer, 171-192.

4. **Ma, L.**, & Zhang, Z. (2015). Microblogging (Weibo) and Environmental Nonprofit Organizations in China: The Case of Urban Air Pollution Monitoring Campaign. In H. Asencio & R. Sun (Eds.), *Cases on Strategic Social Media Utilization in the Nonprofit Sector*: Hershey, PA: IGI Global, 94-121.
5. Wu, W., Yu, W., **Ma, L.**, Meng, Y., Wang, J., & Lin, T. (2014). Improve Social Equity and Build Service-Oriented Government: The Survey Report of 2014 Lien Chinese Cities Public Service Index. Singapore: Nanyang Centre for Public Administration.
6. 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.
7. 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.
8. 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.

In Chinese

9. **Ma, L.** (2016). Usage Experience of Government Website and Service-oriented Government Development: A Survey Study of 36 Cities in China. In: Research Center for Chinese Management (Ed.) *2016 Report on the Development of Social Governance in China*. Beijing: Science Press.
10. **Ma, L.**, Yu, W., & Wu, W. (2014). External Involvement, Performance Assessment and Service-Oriented Government: Implications from the Lien Index. In Jiahua Yan (Ed.) *Huxiang Public Management Research*. Xiangtan: Xiangtan University Press, 5: 3-15.
11. **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.
12. **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.

13. 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.
14. 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.** (2017, 2017-03-03). What government can do to boost sharing economy? *China Plus*.
2. **Ma, L.** (2016). Varieties of governance in China: migration and institutional change in Chinese villages. *Journal of Chinese Governance*, doi:10.1080/23812346.2016.1197557.
3. **Ma, L.** (2016). Governing civil service pay in China. *Journal of Chinese Governance*, 1(2), 373-375.
4. **Ma, L.** (2015, 04-30). Does authoritarian government respond to the Chinese people? *China Policy Institute Blog*.
5. **Ma, L.** (2015, 04-14). Commuters need affordable options to alleviate congested roads. *Global Times*, p. 17.
6. **Ma, L.** (2015, 04-08). Singaporeans have to learn to pick up after themselves to keep city clean. *Global Times*, p. 17.
7. **Ma, L.** (2014, 07-15). Govt must keep public buses safe, *China Daily*.
8. **Ma, L.** (2014, 06-25). Mainland cities unsurprisingly absent from global list of livable places, *Global Times*.
9. **Ma, L.** (2014, 03-13). How to make public transport secure, *China Daily*.
10. **Ma, L.** (2014, 03-13). Singapore's reliable rides may prove popular with Chinese cities, *Global Times*.
11. **Ma, L.** (2014, 02-18). Govt blogs have work to do, *China Daily*, p. 9.
12. Yu, W., Meng, Y., & **Ma, L.** (2014). 2013 Lien Conference Highlighted China's Successful Governments. *PA Times*, 37(1), 1.
13. **Ma, L.** (2011). Fiscal Transparency of Chinese Provincial Governments: Assessment, Variations, and Drivers. *International Budget Partnership Newsletter*, (62), 10-12.

In Chinese

14. **Ma, L.** (2015). Book review on Wu, Alfred M. *Governing Civil Service Pay in China*. *Fudan Public Administration Review*, 13(1), 144-149.
15. **Ma, L.** How to write a grant proposal?: Team building vs. framing. *Science and Technology Review*, 2015, 33 (11): 127-127.
16. Liu, H., & **Ma, L.** (2015). The rise of China and The construction of the win-win arrangement. *People's Forum*, (11z), 54-57.
17. **Ma, L.** (2017). The challenge and solution of cybersecurity risk. *E-government*, (2).
18. **Ma, L.** (2016). Four relationships are pivotal to understand and advance "Internet+government". *E-government*, (8), 5-7.
19. **Ma, L.** (2016). How do local governments use big data to prompt public service innovations? *E-government*, (6), 10-12.
20. **Ma, L.** (2017, 02-13). Talent competition in China's universities. *Lianhe Zaobao*, p. 10.
21. **Ma, L.** (2017, 01-23). How does "Internet+government" to succeed. *Xinhua*. http://news.xinhuanet.com/comments/2017-01/23/c_1120365567.htm
22. **Ma, L.** (2017, 01-23). Can China learn from Singapore?. *Lianhe Zaobao*.
23. **Ma, L.** (2017). Crowdsourcing in government innovation. *Office Administration*, 1, 67-69.
24. **Ma, L.** (2017, 01-11). Smog politics in China. *Lianhe Zaobao*.
25. **Ma, L.** (2017, 01-06). School bullying. *Caixin Weekly*.
26. **Ma, L.** (2016, 12-17). Public bicycle program must implement innovatively. *Lianhe Zaobao*, p. 27.
27. **Ma, L.** (2016, 12-12). The environmental and traffic costs of commuting to school. *Caixin Weekly*, 49.
28. **Ma, L.** (2016, 11-03). Social divide in pollution exposure. *Caixin Weekly*, 45.
29. **Ma, L.** (2016, 10-05). Congressman corruption and government-business collusion. *Lianhe Zaobao*.
30. **Ma, L.** (2016, 09-29). How does the U.S. prompt government innovation? *Study Times*, p. A2.
31. **Ma, L.** (2016, 09-23). The governance challenge of "Cheating China". *Lianhe Zaobao*.
32. **Ma, L.** (2016, 08-30). Information helps energy-saving. *Lianhe Zaobao*.
33. **Ma, L.** (2016, 08-25). Governments' face vs. citizens' benefits *Lianhe Zaobao*, p. 29.
34. **Ma, L.** (2016, 08-22). Business expansion and government behavior. *Caixin Weekly*, 33.
35. **Ma, L.** (2016, 01-25). Methodology pedagogy in the era of data openness. *China Social Sciences Today*, p. 8.
36. **Ma, L.** (2016, 08-15). Do Food scandals make us more concerned? *Caixin Weekly*, 32.
37. **Ma, L.** (2016, 08-05). Public transport must depart from the heart. *Lianhe Zaobao*.

38. **Ma, L.** (2016, 07-28). The right way to play Pokémon Go. *Lianhe Zaobao*, p. 28.
39. **Ma, L.** (2016, 07-22). Officials' frequent rotations hurt business development. *Caixin Weekly*, 29.
40. **Ma, L.** (2016, 07-04). The social foundation of anti-corruption in China. *Lianhe Zaobao*, p. 9.
41. **Ma, L.** (2016, 06-27). Does government performance management matters?. *Caixin Weekly*, 25.
42. **Ma, L.** (2016, 06-24). MyInfo enhances the whole of the government idea. *Lianhe Zaobao*.
43. **Ma, L.** (2016, 05-14). China's tobacco nightmare. *Lianhe Zaobao*, p. 25.
44. **Ma, L.** (2016, 05-07). China's academic review is misguided. *Lianhe Zaobao*, p. 26.
45. **Ma, L.** (2016, 04-25). Does Internet generate more corruption cases?. *Caixin Weekly*, 16.
46. **Ma, L.** (2016, 04-12). Has Singapore's public transport improved?. *Lianhe Zaobao*, p. 12.
47. **Ma, L.** (2016, 04-05). The conundrum of China's talent recruitment. *Lianhe Zaobao*.
48. **Ma, L.** (2016, 03-31). Singapore's FutureSkills program. *Study Times*, p. A2.
49. **Ma, L.** (2016, 03-16). The routinization of China's government target management. *Lianhe Zaobao*, p. 21.
50. **Ma, L.** (2016, 03-14). Which governments are most innovative?. *Caixin Weekly*, 10.
51. **Ma, L.** (2016, 03-07). How does the government set growth targets?. *Caijing*, 43.
52. **Ma, L.** (2016, 03-02). The malaise of government innovation in China. *Lianhe Zaobao*, p. 20.
53. **Ma, L.** (2016, 02-27). The future of community club is integration and intelligence. *Lianhe Zaobao*.
54. **Ma, L.** (2016, 02-22). Efficiency backfires in the eyes of the bosses. *Caixin Weekly*, 7.
55. **Ma, L.** (2016, 02-22). Does China's anti-corruption work?. *Lianhe Zaobao*, p. 9.
56. **Ma, L.** (2016, 2-1). The happiness cost of traffic congestion. *Caixin Weekly*, 5.
57. **Ma, L.** (2016, 01-25). Government goal-setting is not zero-based budgeting. *China Social Sciences Today*, p. 8.
58. **Ma, L.** (2016, 1-18). Air pollution drives people to immigrate. *Caixin Weekly*, 3.
59. **Ma, L.** (2016, 1-6). "Our Future" is not a dream. *Lianhe Zaobao*.
60. **Ma, L.** (2015, 12-28). An urban household makes you happier by 3%. *Caixin Weekly*, 50.
61. **Ma, L.** (2015, 12-22). Finding the direction for social progress. *Lianhe Zaobao*, p. 18.
62. **Ma, L.** (2015, 12-14). People-oriented development and mayors' promotion. *Caixin Weekly*, 48.
63. **Ma, L.** (2015, 12-11). Bus fare adjustment should consider service quality. *Lianhe Zaobao*, p. 22.

64. **Ma, L.** (2015, 12-07). The logic of workplace mortality. *Caixin Weekly*, 47.
65. **Ma, L.** (2015, 11-30). Does Singaporean like to complain?. *Lianhe Zaobao*, p. 12.
66. **Ma, L.** (2015, 11-21). The ideas of Smart Nation in rubbish ads. *Lianhe Zaobao*.
67. **Ma, L.** (2015, 11-18). Goal-setting of the 13th National Planning should be scientific and rule-based. *People's Daily Online-International Channel*.
68. **Ma, L.** (2015, 11-16). Are third-party evaluations reliable?. *Caixin Weekly*, 44.
69. **Ma, L.** (2015, 11-14). Strengthening digital security by a multi-pronged approach. *Lianhe Zaobao*, p. 23.
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72. **Ma, L.** (2015, 09-25). The domestic and foreign pressures on mitigating transboundary haze. *Lianhe Zaobao*.
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76. Wang, T., et al. (2015, 08-31). Chinese President Xi Jinping's new book *Becoming a Jiao Yulu-style County Party Chief*. *Jingjian*. [Interview with me]
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78. **Ma, L.** (2015, 08-17). What is the optimal size of a collaboration team?. *Caixin Weekly*, 32.
79. **Ma, L.** (2015, 08-10). The logic of the emergence of ghost cities. *Caixin Weekly*, 31.
80. **Ma, L.** (2015, 07-22). The core of public policy is to discern human nature. *Lianhe Zaobao*, p. 13.
81. **Ma, L.** (2015, 07-06). When does campaign-style governance matter?. *Caixin Weekly*, 26.
82. **Ma, L.** (2015, 06-13). Will Beijing's antismoking ban work?. *Lianhe Zaobao*, p. 23.
83. **Ma, L.** (2015, 06-13). Innovative measures to address illegal advertisements. *Lianhe Zaobao*, p. 30.
84. **Ma, L.** (2015, 06-01). Personnel promotion mechanisms in the eyes of civil servants. *Caixin Weekly*, 21.
85. **Ma, L.** (2015, 05-14). Government responsiveness in the digital era. *Lianhe Zaobao*, p. 20.
86. **Ma, L.** (2015, 05-04). When county governments respond to Internet requests?. *Caixin Weekly*, 17.
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88. **Ma, L.** (2015, 04-20). The dilemma of PX projects and other NIMBY facilities. *Lianhe Zaobao*, p. 9.
89. **Ma, L.** (2015, 04-16). The mystery of China's political discourse. *Lianhe Zaobao*, p. 26.
90. **Ma, L.** (2015, 04-10). It's time to strengthen social sciences. *Lianhe Zaobao*, p. 27.
91. **Ma, L.** (2015, 03-21). Litterbugs in the Garden City. *Lianhe Zaobao*, p. 27.
92. **Ma, L.** (2015, 03-12). There is no shelter "Under the Dome". *Lianhe Zaobao*, p. 32.
93. **Ma, L.** (2015, 02-28). How to make cities more walkable. *Lianhe Zaobao*, p. 25.
94. **Ma, L.** (2015, 02-18). It's helpless to assert dignity by simple ban. *Lianhe Zaobao*, p. 31.
95. **Ma, L.** (2015, 02-09). The break point of fixed asset investment. *Lianhe Zaobao*, p. 11.
96. **Ma, L.** (2015, 02-03). The political process is more important than its outcome. *Lianhe Zaobao*, p. 21.
97. **Ma, L.** (2015, 01-22). The dilemma of China's Internet governance. *Lianhe Zaobao*, p. 19.
98. Wang, T., Song, Y. Singapore leverages anti-corruption to boost public confidence. *People's Daily*, 2015, 01-17, 11. [Interview with me]
99. **Ma, L.** (2015, 01-08). Public house is our praiseworthy homestead. *Lianhe Zaobao*, p. 26.
100. **Ma, L.** Strategic Investment of Local Science Foundations?. *Science and Technology Review*, 2014, 32 (30): 89-89.
101. **Ma, L.** The Complexity of Multiple Science Fundings?. *Science and Technology Review*, 2014, 32 (22): 88-88.
102. **Ma, L.** Science Foundation 2.0?. *Science and Technology Review*, 2014, 32 (19): 88-88.
103. **Ma, L.** How to Survive from the Ph.D. Grind?. *Science and Technology Review*, 2014, 32 (12): 84-84.
104. **Ma, L.** How to hunt for a job for fresh phd graduates?. *Science and Technology Review*, 2014, 32 (4-5): 122-122.
105. **Ma, L.** Government-business collusion must be cut to curb haze. *Lianhe Zaobao*, 2014, 12-22.
106. **Ma, L.** Properly Regulating third-party taxi booking services. *Lianhe Zaobao*, 2014, 12-08.
107. **Ma, L.** The prospect of community club. *Lianhe Zaobao*, 2014, 11-26.
108. **Ma, L.** The lining of China' face. *Lianhe Zaobao*, 2014, 11-21.
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110. **Ma, L.** Curbing Smaze needs wisdom. *Lianhe Zaobao*, 2014, 10-24.
111. **Ma, L.** The mass support of anti-corruption in China. *Lianhe Zaobao*, 2014, 10-07.
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114. Wang, T., Shi, X. Singapore's Smart Nation 2025. *People's Daily*, 2014, 08-19, 22. [Interview with me]
 115. **Ma, L.** The political implications of China's high-speed rail. *Lianhe Zaobao*, 2014, 07-28.
 116. **Ma, L.** The social psychology of social stability in Xinjiang. *Lianhe Zaobao*, 2014, 07-18.
 117. **Ma, L.** Singapore's E-participation needs improvement. *Lianhe Zaobao*, 2014, 07-07.
 118. **Ma, L.** Market is not a panacea. *Lianhe Zaobao*, 2014, 06-12, 20.
 119. **Ma, L.** The challenges and solutions of Beijing-Tianjin-Hebei Integration. *Lianhe Zaobao*, 2014, 04-16, 18.
 120. **Ma, L.** Government can't estrange itself from the public. *Lianhe Zaobao*, 2014, 04-08.
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 123. **Ma, L.** The myths of civil pay in China. *Lianhe Zaobao*, 2014, 03-07.
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 126. **Ma, L.** Affordable housing can't give up eating for fear of choking. *Lianhe Zaobao*, 2013, 11-18, 12.
 127. **Ma, L.** Sustaining garden city needs double-pronged approach. *Lianhe Zaobao*, 2013, 11-11, 14.
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 131. **Ma, L.** The implications of National Day Rally to China. *Lianhe Zaobao*, 2013, 08-22, 28.
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 137. 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.

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138. 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.
139. 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.
140. 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.
141. 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. Ma, L., & Chen, B. (2016). *The Evolution of Interagency Policy Implementation Network: Evidence from China's Central Government Agencies*. Paper presented at the 8th Sino-US International Conference for Public Administration, Beijing, June 14-16.
2. Ma, L., & Zheng, Y. (2016). *Good Wine Needs Bush: A Multilevel Analysis of National E-Government Performance and Citizen Use across European Countries*. Paper presented at the Proceedings of the 17th International Digital Government Research Conference on Digital Government Research, Shanghai, China.
3. Ma, L., & Chen, B. (2016). *The Evolution of Interagency Policy Implementation Network: Evidence from China's Central Government Agencies*. Paper presented at the 2016 ASPA Annual Conference, Seattle, WA, March 18-22.
4. Ma, L., & Yu, W. (2016). *The Positiveness and Openness of Performance Information and Its Use: Findings from an Experiment in China*. Paper presented at the 2016 ASPA Annual Conference, Seattle, WA, March 18-22.
5. Liu, P., & Ma, L. (2015). *Public perceptions of food safety in China: Does regulatory capacity matter?* Paper presented at the 3rd Cross-Strait Academic Forum on Public Governance "Governance Transformation: Uncovering the Processes, Mechanisms, and Effects". Beijing, China, October 23-25, 2015.
6. Ma, L. (2015). *How Singapore harnesses big data to build a "smart nation"?*

- Paper presented at the Eastern Regional Organization for Public Administration (EROPA) 2015 Annual Conference., Shanghai, China, October 17-21, 2015.
7. **Ma, L., & Yu, W.** (2015). *The positivity and openness of performance information and its use: Findings from a survey experiment*. Paper presented at the 4th International Conference on Government Performance Management and Leadership. Lanzhou, China, October 9-11, 2015.
 8. Liao, Y., & **Ma, L.** (2015). *Selective response?: A field experiment on municipal e-government responsiveness*. Paper presented at the Public Management Research Association Conference 2015.
 9. **Ma, L.** (2015). *Measuring and explaining the U.S. State government innovativeness*. Paper presented at the Social Innovation Research Conference (SIRC).
 10. **Ma, L.** (2015). *Does citizen engagement in government performance measurement matter for public service equity in China?* Paper presented at the 2015 ASPA Annual Conference.
 11. **Ma, L.** (2015). *Does city ranking matters for air pollution control in China?* Paper presented at the 2015 ASPA Annual Conference.
 12. **Ma, L.** (2014). *Corruption, Public Service Performance, and Public Trust in Government: Evidence from Chinese Municipalities*. Paper presented at the 2014 Asian Group for Public Administration (AGPA) Annual Conference "Enhancing Public Trust and Governance through Innovative Public Administration in Globalized and Regionalized Asian Countries", Jakarta, Indonesia.
 13. 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.
 14. **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.
 15. **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.
 16. **Ma, L.** (2014). *E-government Development and Use in China*. The 2014 ASPA Annual Conference, Washington, DC.

17. **Ma, L.** (2014). *Does Government 2.0 Pay off?: Evidence from China*. The 2014 ASPA Annual Conference, Washington, DC.
18. **Ma, L.** (2014). *Government 2.0 in Authoritarian China: Progress, Pitfalls, and Prospect*. The 2014 ASPA Annual Conference, Washington, DC.
19. **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.
20. 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.
21. **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.
22. 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.
23. **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.
24. **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.
25. **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.
26. 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.

27. **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.
28. **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.
29. **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.
30. **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.
31. **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.
32. **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.
33. **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.
34. 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.
35. Wu, J., & **Ma, L.** (2010). *Politics-Politics Duality, Accountability, and Rural Public Service Performance: Evidence from a Transition Economy*. 14th Annual Conference of the International Research Society for Public Management (IRSPM). University of Berne, Bern.

36. 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.
37. 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

38. **Ma, L.** (2016). How dose e-government usage affect citizen trust?: The mediating effects of government transparency and responsiveness. The 5th Forum of Chinese Public Administration Scholars, Nanjing, June 11-12.
39. **Ma, L.** (2015). Government Goal Setting and Revision: Theory and Empirical Evidence. The Excellence Think Tank Forum on Policy Goal-setting and Government Function Transformation, Jinan University, Guangzhou, December 18.
40. **Ma, L.** (2015). Does Citizen Engagement in Government Performance Measurement Matter?: A Multilevel Analysis of Chinese Cities. The 12th Government Innovation Forum in China. Hangzhou, August 27.
41. **Ma, L.** (2014). *The Power of Government Agencies: Evidence from the State Council in China*. 2014 Annual Conference of Political Economy. Peking University, Beijing, October 25 - 27.
42. **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.
43. **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.
44. **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.
45. **Ma, L.** (2011). *The Diffusion of Government Microblogs (Tweeters): 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.

46. 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.
47. 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.
48. 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.
49. 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.
50. 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.
51. 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.
52. Ma, L. (2008). Secretary Committee Member and Rapporteur of the Keynote Speech *Public Sector Performance Evaluation: Theories and Practices*. The 32nd Shuangqing Forum on the NSFC Funding and Management Performance Evaluation, Beijing, October 15-16.
53. 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.
54. Wu, J., & Ma, L. (2007). *Local Government Innovations in China: A Content Analysis Based on Multiple Cases*. The 2nd Young Forum of Public Administration in Universities of Western China, School of Public Management, University of Northwest, Xi'an, May 28.
55. Wu, J., Ma, L., & Yang, Y. (2006). *Local Government Innovations in China: A Content Analysis Based on Multiple Cases*. The 3rd National Administrative Philosophy Symposium and Symposium on Administrative Development Values,

Shanghai, November.

56. 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. Research Methodology, School of Public Administration and Policy, Renmin University of China, Fall 2016.
2. Understanding Government Performance, School of Public Administration and Policy, Renmin University of China, Spring 2016.
3. Quantitative Research Methods, School of Public Administration and Policy, Renmin University of China, Spring 2016.
4. Research Methods: Grounded Theory, School of Public Administration and Policy, Renmin University of China, May 2015.
5. Government 2.0 and Public Service Innovation, Nanyang Technological University, September 2013.
6. Public Transport Policy in China and Singapore, Nanyang Technological University, June 2013.
7. Public Policy Survey and Research Methodology, Nanyang Technological University, June 2013.
8. Introduction to Public Administration, Northwestern Polytechnical University (NWPU), Jinan MPA, May 2013.
9. Introduction to Public Administration, Northwestern Polytechnical University (NWPU), Yulin MPA, July 2012.
10. Introduction to Public Administration, Northwestern Polytechnical University (NWPU), Xi'an MPA, May-July 2012.

Invited Talk and Lectures

1. Network and Power of Central Government Agencies in China, East Asian Institute Seminar, National University of Singapore, Singapore, June 24, 2016.
2. Government Innovation in China: Incentives and Implications, Renmin University of China, June 8, 2016.
3. Government Performance Goal Setting and Revision, Jiangsu Normal University, June 2, 2016.
4. Government Performance Measurement and Management in China: Rationales, Practices, and Implications, Renmin University of China, May 30, 2016.

5. Quantitative Research Methods in Public Administration, Sun Yat-sen University, May 19, 2015.
6. The Positiveness and Openness of Performance Information and Its Use: Findings from an Experiment in China, School of Public Administration and Policy, Renmin University of China, April 1, 2016.
7. Government Performance Goal Setting and Revision, Institute of Spatial Planning and Regional Economy, Academy of Macroeconomic Research, NDRC, Beijing, March 15, 2016.
8. Hard Truths about Empirical Research in Public Administration, School of Public Administration and Policy, Renmin University of China, March 9, 2016.
9. Government Performance Goal Setting and Revision, Central Bureau of Compilation Translation, January 5, 2016.
10. Government 2.0 and Big Data Applications in Singapore, Sun Yat-sen University, December 17, 2015.
11. Government Performance Goal Setting and Revision, School of Public Administration and Policy, Renmin University of China, December 16, 2015.
12. Goal-setting of China's Provincial Governments the National Academy of Development and Strategy, Renmin University of China, Beijing, December 15, 2015.
13. Government 2.0 and Public Service Innovation, Sing-China International Training Group, Singapore, November 26, 2015.
14. Learning Organization and Civil Service Training in Singapore, Sing-China International Training Group, Singapore, November 17, 2015.
15. Clean and Efficient Civil Service in Singapore, Sing-China International Training Group, Singapore, November 12, 2015.
16. The Training Ideas and Effectiveness Assessment of Civil Service College, Sing-China International Training Group, Singapore, October 29, 2015.
17. The positivity and openness of performance information and its use: Findings from a survey experiment, Shanghai Jiao Tong University, Shanghai, October 18, 2015.
18. Public Administration with Singapore's Characteristics?, Xi'an Jiaotong University, Xi'an, October 16, 2015.
19. Understanding the Behavioral Logics of China Government, Shaanxi Normal University, Xi'an, October 14, 2015.
20. Secondary Data Analysis and Empirical Public Administration Research, School of Management, Lanzhou University, Lanzhou, October 12, 2015.
21. Civil Service Administration and Anti-corruption in Singapore, Sing-China

- International Training Group, Singapore, September 17, 2015.
22. Happy Society: The Sino-Singapore Comparison, Huashijian Readers' Club, Xuzhou, September 3, 2015.
 23. The diffusion of public service innovation: An empirical analysis of public bicycle program in Chinese cities, Shanghai University of Finance and Economics, Shanghai, May 21, 2015.
 24. Experimental methods in Public Administration research, Dalian University of Technology, Dalian, May 19, 2015.
 25. Big data technology and public governance innovation in Singapore, Tsinghua University, Beijing, May 17, 2015.
 26. Big data technology and public governance innovation in Singapore and Mainland China, Taiwan e-Governance Research Center, National Cheng-chi University, Taipei, February 25, 2015.
 27. Public Administration Research 2.0, Xiangtan University, Xiangtan, October 31, 2014.
 28. Public Administration Research 2.0, Central South University, Changsha, October 30, 2014.
 29. Government Accountability and Public Governance, Xi'an Jiaotong University, Xi'an, October 29, 2014.
 30. Media Exposure, Information Channel and Government Trust, Tsinghua University, Beijing, October 28, 2014.
 31. Government transparency and performance accountability: An empirical study of Chinese cities' air pollution governance, East China Normal University, Shanghai, June 10, 2014.
 32. Government transparency and performance accountability: An empirical study of Chinese cities' air pollution governance, Wuhan University, Wuhan, June 5, 2014.
 33. Government performance and mayors' support: Evidence from Chinese cities, China University of Mining and Technology (CUMT), Xuzhou, June 2, 2014.
 34. Microblogging and service-oriented government 2.0, University of Electronic Science and Technology of China (UESTC), Chengdu, April 1, 2014.
 35. City rankings: Prevalence, pitfalls, and prospects, Nanjing University of Finance and Economics, Nanjing, May 8, 2013.

Research Projects

1. January 2016 - , principal investigator, "Goal-setting, Performance Gaps, and Gaming Strategies: An Empirical Study of Local Governments in China", General Grant, the Fundamental Research Funds for the Central Universities and the

- Research Funds of Renmin University of China (No.: 16XNB005).
2. January 2016 - , principal investigator, “The Motivations, Characteristics, and Impacts of Local Government Learning in China”, Startup Grant, the Fundamental Research Funds for the Central Universities and the Research Funds of Renmin University of China (No.: 16XNF003).
 3. August 2012 - , primary participant, “Service-Oriented Government of China Cities”, Singapore: Lien Foundation.
 4. January 2012 - , primary participant, “Capacity Building, Innovation Diffusion, and Performance Improvement: Empirical Research on the Chinese Local Government”, the NSFC Grant.
 5. June 2010 - , primary participant, “Grant Performance Evaluation of the NSFC Department of Health Sciences”, the NSFC Grant.
 6. April 2009- , primary participant, “NSFC Funding and Management Performance Evaluation”, the NSFC Grant.
 7. December 2008 -, primary participant, “Target Responsibility Systems, Fiscal Management Systems, and Organizational Innovation: Empirical Research on the Chinese Local Government”, the NSFC Grant.
 8. 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

Academy of Management (AOM), Member (since 2007)

American Political Science Association (APSA), Member (since 2007)

American Society for Public Administration (ASPA), Member (since 2007)

Chinese-America Association of Public Affairs (CAAPA) , Member (since 2013)

International Association for Chinese Management Research (IACMR), Member (since 2009)

International Public Management Network (IPMN), Member (since 2008)

International Research Society on Public Management (IRSPM), Member (since 2010)

Chinese Public Administration Review, Associate Editor (since 2016)

Public Administration and Policy Review (in Chinese), Associate Editor (since 2017)

International Journal of Electronic Government Research, Editorial Review Board Member (since 2015)

E-government (in Chinese), Editorial Review Board Member (since 2015)

I regularly review manuscripts for several professional journals.

English journals:

American Political Science Review (2017-)
Asian Journal of Political Science (2017-)
China Quarterly (2017-)
Governance (2017-)
Government Information Quarterly (GIQ) (2014-)
Electronic Government, an International Journal (EG) (2014-)
Information Development (2014-)
International Journal of Chinese Culture and Management (IJCCM) (2014-)
International Journal of Electronic Government Research (IJEGR) (2014-)
International Journal of Public Administration (IJPA) (2014-)
International Journal of Public Administration in the Digital Age (IJPADA) (2014-)
International Review of Administrative Sciences (IRAS) (2014-)
Journal of Asian Public Policy (JAPP) (2013-)
Journal of Comparative Policy Analysis (2017-)
Journal of Contemporary China (JCC) (2014-)
Journal of Happiness Studies (JOHS) (2014-)
Policy & Internet (2015-)
Policy Studies (2015-)
Public Administration (2016-)
Public Administration Review (PAR) (2016-)
Public Management Review (PMR) (2014-)
Public Performance & Management Review (2016-)
Publius: The Journal of Federalism (2014-)
Social Indicators Research (SIR) (2014-)
World Development (2017-)

Chinese journals:

Comparative Economic & Social Systems (2013-)
Fudan Public Administration Review (2014-)
Heilongjiang High Education (2015-)
Journal of Public Administration (2014-)
Journal of Public Administration and Policy (2016-)
Journal of Public Management (2014-)
Journal of Gansu Administration Institute (2014-)

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. The Second-Class Prize and the Best Syllabus Award, the 9th Teaching Competition of Young Teachers, RUC, May 2017.
2. The 8th Excellent Talent of Beijing, Beijing Municipal Government, March 2017.
3. Excellent Doctoral Dissertation, Xi'an Jiaotong University, October, 2014.
4. Founders' Fellow, American Society for Public Administration (ASPA) Annual Conference, Washington DC, March 14-18, 2014.
5. Best Paper Prize, Public Management Research Conference "Seeking Excellence in a Time of Change", Fudan University, Shanghai, May 25-27, 2012.
6. The Third-Class Prize, the 10th Excellent Works of Philosophy and Social Sciences in Shaanxi Province, December, 2011.
7. The Second-Class Prize, the First Doctor Symposium on Intergovernmental Relations and Regional Governance. Tianjin, November 24-25, 2011.
8. The First-Class Prize, the Doctor Interdisciplinary Innovation Symposium on Internet Opinion and Social Security. Wuhan, September 16-17, 2011.
9. Excellent Paper Award, the Academic Forum for Doctoral Students on the New Generation of Management and Innovation. Xi'an, July 24-25, 2011.
10. Naschold Award for the Best Conference Paper, 2010 IPMN Conference, Rotterdam, Netherlands, June 2010.
11. Excellent Paper Award, the 2nd Young Forum of Public Administration, Universities of Western China, Xi'an, May 2007.
12. 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. 2016 - , Research Fellow, Center for China Government Performance Management, Lanzhou University.
2. 2014 - , Observer, CNPolitics.org.
3. 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.
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.
5. 2007 - 2008, Assistant Editor, *Performance Management Newsletter*, a double monthly publication of the National Association of Government Performance Management.
6. 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.
7. 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.
8. 2002 - 2005, Student Journalist and Editor, *Xi'an Jiaoda Newspaper*, the official newspaper for Xi'an Jiaotong University.