

1 Amherst Terrace  
Nashua, NH 03064-2010

December 5, 2001

Professor Norma M. Riccucci  
Chair of the Search Committee  
Department of Public Administration and Policy  
University at Albany, SUNY  
135 Western Avenue  
Albany, NY 12222

Dear Professor Riccucci,

I am writing to apply for the position of Assistant Professor in the Department of Public Administration and Policy. Attached you will find my curriculum vitae, a summary of student evaluations of my teaching, summaries of my dissertation and teaching experience, graduate transcripts, and three writing samples—including a copy of an article sent to *Administrative Science Quarterly*, which I have been asked to revise and re-submit, and a paper on social capital and the Internet. My references will arrive under separate cover. I am currently on course to complete my Ph.D. in May 2002.

The position announcement stated that you are looking for candidates who study policy implementation and/or politics and administration. My dissertation focuses directly on both these issues. The study examines state-level policy processes, exploring the relationship between public, for-profit and non-profit organizations that regularly participate in social policy formation. Using insights from both the resource dependence and institutional branches of organizational sociology, the study extends the concept of “policy networks” by developing a theoretical framework that accounts for the impact of information technology on the structure and operation of such networks. The study uses a mixture of quantitative methods (both network techniques and linear regression) and qualitative methods (free-form interviews and direct observation of organizations) and represents the first application of policy network concepts to the study of state-level government. From a public management perspective, my work focuses on how information technology is changing the organizational and political environment in which public managers must operate—and how public managers’ use of information technology may itself shape the environment. From an organizational theory perspective, the study extends our general knowledge of interorganizational networks and the manner in which the Internet is reshaping their structure and operation. My intention is to continue this line of work, collecting a second wave of data from the networks in order to make my data set longitudinal and developing at least one additional case in a second state.

In addition, I have extensive experience and success teaching Masters- and Ph.D.-level materials, both as adjunct faculty and as a teaching fellow. For the past four years, I have taught empirical methods. During the 2000-2001 academic year, I co-taught the School’s top-level empirical analysis course with Dr. David A. Wise. In 1999, I won the Dean’s Award for Excellence in Student Teaching for my work with this course and served as teaching fellow for the Sociology Department’s course on social network methods (taught by Dr. Peter V. Marsden). I have guest lectured in the Kennedy School’s courses on public management and believe my research has prepared me well to teach organization theory and public management courses. I also have considerable experience as a facilitator and instructor in other settings—for instance, as a workshop convener for a month-long

UNESCO conference for mid-level career civil servants that was held at the University of Pennsylvania.

In short, I believe I could fill the needs outlined in the position announcement and would bring a well-developed program of research to your Department and the University. The School's location in the state capital is especially advantageous, given my desire to continue work on state-level policy processes.

I look forward to hearing from you as the decision process continues.

Sincerely,

R. Karl Rethemeyer  
Ph.D. Candidate  
John F. Kennedy School of Government  
Harvard University