Acknowledgments ix

1 Introduction: On Management and Metaphor
   John D. Donahue and Mark H. Moore 1

2 Sea Change: Rewriting the Rules for Port Security after September 11
   Pamela Varley 14

3 Unraveling a Risk-Management Challenge
   Malcolm K. Sparrow 25

4 PortStat: How the Coast Guard Could Use the PerformanceStat Leadership Strategy to Improve Port Security
   Robert D. Behn 55

5 Pursuing Public Value: Frameworks for Strategic Analysis and Action
   Herman B. Leonard and Mark H. Moore 84

6 The Tummler’s Task: A Collaborative Conception of Port Protection
   John D. Donahue and Richard J. Zeckhauser 116
Contents

7 Toward a Higher Purpose: Captain Englebert Navigates the Choppy Waters of Network Governance 133
Stephen Goldsmith

8 Improving Port Security: A Twenty-First-Century Government Approach 159
Elaine C. Kamarck

9 Calling Publics into Existence: The Political Arts of Public Management 180
Mark H. Moore and Archon Fung

Index 211