
Index

- Accountability
 alternative conceptions of 174–183
 controllability as a type of 177–179
 liability as a type of 177
 of hybrid organizations 180–183
 responsibility as a type of 179–180
 responsiveness as a type of 180–181
 transparency as a type of 176–177
- Africa, see Export promotion
- Amtrak 9, 10
- Baker, Rep. Richard 118
- Bawn, Kathleen 23, 180
- Behn, Robert 175
- Bernstein, Marver H. 156
- Bozeman, Barry 12
- Brown, Ron 78
- Budget
 and creation of hybrids 6
 as control tool 39, 123–124
 treatment of hybrid organizations 31,
 129–132
 versus off-budget 132–134
- Bureaucratic control 21–26
 and agent structure 23–24
 and preference type 24–25, 70–71,
 89–94
 contributions to understanding of
 169–171
 shortcomings of the literature 32–35
 versus market constraints 91–92
- Bush, George H. W. 57, 76, 82, 101
- Brendsel, Leland 109, 112
- Capital requirements, see also Fannie
 Mae and Freddie Mac 49, 84,
 111–114, 130
- Caro, Robert A. 15
- China, see Export promotion
- Cisneros, Henry 47
- Clinton, Bill 47, 77, 157
- Commissions 154–155
- Congressional Budget Office 40, 124,
 129
- Congress
 and control of bureaucracy 22
 and control of development
 organizations 127–128
 and control of export promotion
 organizations 126–127
 and control of housing organizations
 125–126
 and structural barriers to control of
 hybrid organizations 128–138
 oversight activities of 40–41
 reliance on agents for oversight
 134–135
- Control tools 37–38
 administrative 37, 38–42, 165
 and preference types 89–91
 regulatory 37, 42–45, 66–68, 165
 utilized by Congress 122–125

- Controllability (as a type of
 accountability) 177–179
- Czech and Slovak American Enterprise
 Fund 61
- Dimock, Marshall E. 13
- Dixon, Sen. Alan 116
- Doig, Jameson W. 15
- Durant, Robert F. 144, 147, 152
- Epstein, David, and Sharyn O'Halloran
 42, 180
- Emergency Fleet Corporation 5
- Enterprise Funds 42, 55–61, 85–86, 88, 94
 and financial malfeasance 60–61, 85
 and telecommunications investment
 56, 60
 budget treatment of 59
 compared with investment funds 65
 control of 56, 86–87
 directors of 56–57, 67, 86
 history and operations of 201–204
 inception of 55–56, 57–58
 regulatory structure for 152
 reporting requirements of 59–60
- Environmental technology, exports of 78,
 80–81, 180
- ExIm Bank 30
 and Africa 81
 and China 76
 and environmental technology 80
 and small business 78–80
 history and operations of 194–196
- Export promotion 30–31, 173–182
 and Department of Commerce 76, 77,
 78
 and ExIm 76, 77, 78, 80
 and OPIC 76, 77, 80, 81
 by small businesses 78
 congressional control of 126–127
 background of organizations studied
 193–200
 of environmental technology 78
 to Africa 77, 81
 to China 76
- Export-Import Bank of the United States,
 see ExIm Bank 5
- Fannie Mae, see also
 government-sponsored enterprises
 6, 9, 10, 14–15, 42
 background 29–30
 board members 49
 history and detailed description of
 187–191
 less likely to satisfy principals 50–55
 political influence of 97–121, 167
 regulation of 47–49, 81–85
- Fannie PAC (Political Action Committee)
 99
- Farm Credit Administration 25, 134, 151,
 153, 157
- Federal Crop Insurance Corporation 5
- Federal Deposit Insurance Corporation 9,
 14
- Federal Election Commission 156
- Federal Home Finance Board 158
- Federal Home Loan Banks 10, 30, 41, 130,
 192
- Federal Home Loan Mortgage
 Corporation, see Freddie Mac
- Federal Housing Administration 29, 50
 history and operations of 187
 performance of relative to GSEs 50–53,
 84
- Federal National Mortgage Association,
 see Fannie Mae
- Ferejohn, John, and Charles Shipan 22,
 178
- Finer, Herman 13, 178
- Flinders, Matthew V. 17, 141
- Foster, Kathryn Ann 16
- Friedrich, Carl J. 179
- Froomkin, A. Michael 14
- FHA, see Federal Housing Administration
- FHLMC see Freddie Mac
- FM Watch 100, 120
- FNMA, see Fannie Mae
- Freddie Mac, see also
 government-sponsored enterprises
 14–16
 background 29–30
 board members 49
 history and detailed description of
 187–191
 less likely to satisfy principals 50–55
 political influence of 97–121, 167
 regulation of 47–49, 81–85
- GAO, see General Accounting Office
- General Accounting Office 8, 40, 59, 124
- Ginnie Mae 30, 93, 191–192

- GNMA, see Ginnie Mae
- Government-backed venture capital funds, see also venture capital funds, investment funds and Enterprise Funds 32, 85–88
- Government contractors 12
- Government corporations, see also ExIm and OPIC 8, 9, 31
- funding of 11
- in the news 14–15
- previous research on 13–14
- Government-sponsored enterprises 13
- alignment of interests around 103–107
- and shareholder expectations 92
- as interest groups 98–103
- as powerful bureaucracies 101–102
- background 29–30
- benefits of 131
- political influence of 97–121, 167
- previous research on 14–15
- regulatory structure for 108–111
- safety and soundness of, also see capital requirements 93, 106–108
- subsidies to 129
- Gruber, Judith E. 3, 41, 124, 175
- Hecl, Hugh 39, 178
- Horn, Murray J. 140, 171, 178
- Housing
- and congressional control 125–126
- background of organizations studied 186–192
- challenges of regulation related to 81–85
- regulatory goals 48, 53, 114–116
- HUD, see US Department of Housing and Urban Development
- Hungarian American Enterprise Fund 56, 57, 61, 85, 202
- Hybrid organizations
- and financial expectations 92–94
- concerns raised by 3
- conflict among their objectives 137–138
- definition of 12
- difficulty in determining costs and benefits of 129–132
- effective regulation of 66–68
- financial risk posed by 136
- in a typology of organizations 8–12
- implications of study for use of 172–174
- oversight of 139–140
- political influence of 97–121
- profitability of 136
- reasons for their proliferation 3, 6
- structure as a barrier to congressional control 128–138
- In-Q-It 8
- Inspectors General 41, 59, 86
- Interest groups
- and regulation of government-sponsored enterprises 103–107
- as congressional control tools 125
- International market development 85–88
- background for organization studies 200–208
- congressional control of 127–128
- Internet Corporation for Assigned Names and Numbers 7
- Investment funds 61–65, 86, 92
- and financial malfeasance 85
- assessment of OPIC's control of 65, 86
- congressional oversight of 68
- control of 68, 87–88
- history and operations of 204–208
- inception of 61–63
- selection of 62, 87
- Johnson, James 109, 112
- Kasich, Rep. John 64
- Kaufman, Herbert 3
- Kettl, Donald F. 12, 144, 146
- Khademian, Anne M. 14
- Krause, George A. 22, 40, 178
- Leach, Rep. James 116
- Leazes, Francis J. 13
- Legal Services Corporation 6
- Legislation, in United States
- Administrative Procedures Act 42
- as control tool 123
- Credit Reform Act 131
- Federal Housing Enterprises Financial Safety and Soundness Act of 1992 47, 97, 160
- Financial Institutions Reform Recovery and Enforcement Act of 1989 108

- Legislation, in United States (*cont.*)
 Government Corporation Control Act
 31, 43, 63
 Government Performance and Results
 Act of 1993 60, 124
 Support for Eastern European
 Democracy Act of 1989 56, 59, 202
 Levin, Sen. Carl 110
 Liability (as a type of accountability) 177
 Light, Paul 41
- McCubbins, Matthew 22, 23, 42, 58, 123,
 125, 148, 154, 157, 158, 171, 178, 180
McCulloch v. Maryland 5
 Meier, Kenneth 22, 156, 178
 Mitchell, Jerry 16
 Mitnick, Barry M. 46
 Modern Africa Fund, see also investment
 funds 65
 Moe, Ronald C. 3, 14, 179
 Moe, Terry M. 22, 27, 103, 111, 119, 140,
 154, 155, 156, 158, 171, 178
 Musolf, Lloyd D. 3, 13, 17, 37, 49, 120, 172
- Noll, Roger G. 22, 42, 123, 148, 154, 156,
 157, 158, 171, 178, 180
- Obey, Rep. David 61, 85
 Occupational Safety and Health
 Administration 159
 Office of Federal Housing Enterprise
 Oversight 47, 133
 as instrument of congressional
 oversight 134–135
 creation of 108–111
 performance of 118–119
 regulatory responsibilities of 48–49, 83,
 111–114
 Office of Management and Budget 39,
 110
 OFHEO, see Office of Federal Housing
 Enterprise Oversight
 OPIC investment funds, see investment
 funds
 OPIC, see Overseas Private Investment
 Corporation
 Overseas Private Investment Corporation
 31
 and Africa 81
 and China 76
 and small business 80
 as overseer of investment funds 61–65,
 67
 background 63–64
 history and operations of 196–199
 Oversight
 and high monitoring costs for hybrids
 133
 as control tool 123
 challenges for hybrids 139–140
 fire alarm versus police patrol 41, 58
- Patent and Trademark Office 94
 Pension Benefit Guaranty Corporation 6
 Perry, James, and H. G. Rainey 9
 Pickle, Rep. J., and Rep. W. Gradison 120
 Polish American Enterprise Fund 57, 202
 Political influence, of hybrid
 organizations 119–121
 Port Authority of New York and New
 Jersey 6, 32
 Preferences 25
 mission-related versus
 non-mission-related 72–73, 83, 85,
 91, 93
 positive versus negative 71–72, 82, 85,
 86, 90, 94
 satisfaction of 82–85, 88–89
 typology of 73
 President
 appointment powers of 39
 budget authority of 31, 39
 executive orders of 40
 Principal-agent relationship 4, 22, 33, 64
 and congressional oversight 134–135
 Pritchett, C. Herman 5, 13
 Privatization 7
 Public authorities 6
- Quangos 2, 7, 16–17
 Quasi-government, see also hybrid
 organizations
 critics of 3
 implications of study for 172–174
 popular critiques of 19
 state and local 14–16
 the realities of 172–174
- Rachal, Patricia 143, 144–146
 Raines, Franklin 101, 118
 Regulation
 of governmental organizations 144–148

INDEX

239

- of hybrid organizations 66–68, 146–148
- traditional rationale for 45–46
- Regulatory agencies
 - as bureaucratic agents 153
 - commissions 154–155
 - concentration of authority 149–154
 - leadership structure of 154–158
 - proposed “super-regulator” for hybrids 160
 - scope of authority 158–161
 - three dimensions of structural variation 149
 - variation in structure of 148–162
- Research design 4, 26–28, 32–35
- Responsibility (as a type of accountability) 179–180
- Responsiveness (as a type of accountability) 180–181
- Riegle, Sen. Donald 116
- Romzek, Barbara S. 175
- Rourke, Francis E. 22, 39, 101, 102
- Rural Telephone Bank 6

- Sallie Mae 6, 151
- Schattschneider, E. E. 156
- Seidman, Harold 3, 8, 13, 37, 94, 120, 123, 145, 155, 156
- Selznick, Philip 13, 178
- Shepsle, Kenneth A. 140, 171, 178
- Small Business Administration 9, 79, 80, 199
- Small business, also see export promotion 78
- Smith, Bruce L. R. 3
- Smithsonian Institution 5
- Stanton, Thomas H. 3, 5, 14, 107, 160
- State-owned enterprises 7, 17–19
- Student Loan Marketing Association, see Sallie Mae
- Summary of findings 165–168

- Tennessee Valley Authority 5, 9, 13, 145, 147, 148
- Thompson, James D. 73, 170
- Tierney, John T. 6, 14
- Trade and Development Agency 199
- Trade Promotion Coordinating Committee 64, 78

- Transparency (as a type of accountability) 176–177
- Truman, David B. 121

- United States Trade Representative 199
- US Agency for International Development 31, 58, 200–201
- USAID, see US Agency for International Development
- US Department of Commerce 30, 76, 77 and Africa 78 and China 76 history and operations of 193–194
- US Department of Housing and Urban Development 28, 47, 81–85, 102 history and operations of 187 enforcement powers of 48 performance versus GSEs 83 regulation of Fannie Mae and Freddie Mac 47–48, 114–116, 134
- US Department of State 58, 59
- US Department of Treasury 107, 109
- US Grain Corporation 5
- US House of Representatives, Committee on Banking, Finance and Urban Affairs 115, 116

- Venture capital funds, see also Modern Africa Fund, Enterprise Funds, investment funds 32, 85–88, 130

- Walsh, Annmarie Hauck 16
- War Finance Corporation 5
- Waterman, Richard W. 22, 23, 40, 178, 180, 182
- Weingast, Barry 22, 23, 42, 123, 148, 154, 157, 158, 171, 178, 180
- West Bank and Gaza Fund, see also investment funds 65
- Wildavsky, Aaron B. 39, 124
- Wilson, James Q. 23, 39, 143, 144–146, 171, 178
- Wilson, Woodrow 21, 178
- Wood, B. Dan 22, 23, 40, 155, 178, 180, 182
- World Bank 7
- World Intellectual Property Organization 7

- Zoellick, Robert 101