

CURRICULUM VITAE
MONTGOMERY VAN WART

Spring 2014

Professor

Department of Public Administration
California State University San Bernardino
5500 University Parkway
San Bernardino, CA 92407-2397
909-537-5760
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EDUCATION

Ph.D. in Public Administration. Arizona State University, Tempe, AZ. May, 1990.

Master of Arts in Teaching. Lewis and Clark College, Portland, OR. 1981.

Bachelor of Arts. Franklin and Marshall College, Lancaster, PA. 1973.

ADDITIONAL FORMAL EDUCATION

Program for Senior Executives in State and Local Government. Harvard University. June 11-30, 1995.

Business Administration course work at the graduate level. Fairleigh Dickinson University, Teaneck, NJ. 1981-1983.

RECOGNITION, AWARDS, FORMER VISITING PROFESSORSHIPS

Outstanding Scholarship, Research, Creative Activities Award, California State University San Bernardino. Inaugural recipient of all-university research award. 2014.

Award for Research Excellence, College of Business and Public Administration, 2014.

2014 Chester A. Newland Presidential Citation of Merit Award, The American Society for Public Administration, March 2014 (“for exemplary scholarship and dedicated service to the profession”)

Visiting Professor, March 2014, University of Hong Kong

Visiting Professor, 2013 (January through December)

Rutgers University School of Public Affairs and Administration
111 Washington Street, Newark, NJ 07102

Senior Research Fellow (2012-2013): Institute of Public Management, KU Leuven, Belgium
2013 Chester A. Newland Presidential Citation of Merit Award, The American Society for
Public Administration, March 2013

Award for Research Excellence, College of Business and Public Administration, 2012.

Distinguished Visiting Scholar: City University, Hong Kong, February, 2012.

2011 Chester A. Newland Presidential Citation of Merit Award, The American Society for
Public Administration, March 2011 Outstanding Educator, Inland Empire ASPA Chapter
annual awards, 2009.

Most Read Articles: "Public Sector Leadership Theory: An Assessment" #13 according to PAR
on 7-25-06; "The Evolving Role of the Public Sector in Managing Catastrophic Disasters:
Lessons Learned" (Administration and Society) #4 according to Sage Publications on 9-
9-06: top cited article in PAR in 2011 "Examining the Nature and Significance of
Leadership in Public Organizations."

Office of Distance Learning, CSUSB: Outstanding Originator in Distance Learning. April 2006.

Choice: 2005 Outstanding Academic Titles award for *Dynamics of Leadership in Public Service*.

Award for "Outstanding Service to the Public Sector Human Resources Profession," Section on
Personnel Administration and Labor Relations, ASPA, March 2004

Editor's Choice Award. *Public Administration Review*, 2003.

Governor's Award for Excellence: Individual Award. Arizona. October 4, 1993.

Phi Kappa Phi. (National honorary society) Arizona State University, 1988.

Pi Alpha Alpha. (Honorary society for public administration) Arizona State University, 1988.

Phi Beta Kappa. Franklin and Marshall College. (Junior year), 1972.

RECENT PROFESSIONAL EMPLOYMENT

Interim Dean, College of Business and Public Administration, 2011 (January through September)

Chair, CSUSB, Department of Public Administration, 2005-2010

Chair, Department of Public administration, University of Central Florida, 2003-2005

Director, Center for Public Service, Texas Tech University, 2000-2003

Associate Professor, Political Science Department, Iowa State University, 1996-2000

(and Director of the Master of Public Administration program, 1999-2000)

Director, Advanced Public Executive Program (1989-1996), and Affiliated Professor of Public Affairs (1996), School of Public Affairs, Arizona State University.

BOOKS

- Bowerman, K. & Van Wart, M. *The Business of Leadership: Motivating Followers, Achieving Results, and Inspiring Change*. M.E. Sharpe. 2011.
- Van Wart, Montgomery. *Leadership in Public Organizations: An Introduction*. Armonk, NY: M.E. Sharpe. 2008. Second edition, 2012.
- Van Wart, Montgomery, and Lisa Dicke, Eds. *Administrative Leadership in the Public Sector: An ASPA Classics Volume*. Armonk, NY: M.E. Sharpe. 2008.
- Van Wart, Montgomery. *Dynamics of Leadership in Public Service: Theory and Practice*, Armonk, NY: M.E. Sharpe. 2005. [Designated as highly recommended and additionally awarded an Outstanding Academic Title by *Choice*.] Second edition 2011.
- Bowman, James, Jonathan West, Evan Berman and Montgomery Van Wart. *The Professional Edge: Competencies in Public Service*. Armonk, NY: M.E. Sharpe, 2004.
- Berman, Evan, James Bowman, Jonathan West, and Montgomery Van Wart. *Human Resource Management in Public Service: Paradoxes, Processes, and Problems*. Thousand Oaks, CA: Sage Publications, 2001. [Awarded the “Best Public Sector HR Book” by the Section on Personnel and Labor Relations of the American Society for Public Administration]. Second edition 2006. Third edition 2010. Fourth edition 2013.
- Van Wart, Montgomery. *Changing Public Sector Values*. New York: Garland Publishing, 1998. [Highly recommended by *American Political Science Review*]
- Van Wart, Montgomery, N. Joseph Cayer, and Steve Cook. *Handbook of Training and Development for the Public Sector: A Comprehensive Resource*. San Francisco: Jossey-Bass Publishers, 1993, 334 pp.

REFEREED ARTICLES

- Van Wart, M., Baker, D., and Ni, A. Using a Faculty Survey to Kick-Start an Ethics Curriculum Upgrade, *Journal of Business Ethics* 122, 4 (2014): 571-585.
- Wang, XiaoHu, Van Wart, Montgomery, and Lebrede, Nick. “Sustainability Leadership in a

- Local Government Context: The Administrator's Role in the Process," *Public Performance and Management Review*, 37 (March 2014), 3: 362-386.
- Van Wart, M. "Administrative Leadership Theory: A Reassessment After 10 Years." *Public Administration* 91(3 September 2013): 521-543. Lead article in issue.
- Van Wart, M. "Lessons from Leadership Theory and the Contemporary Challenges for Leaders," *Public Administration Review* 73(4, July/August 2013): 553-565. Lead article in issue.
- Karaca, Hasan, Kapucu, Naim, and Van Wart, Montgomery. "Examining the Role of Transformational Leadership in Emergency Management: The Case of FEMA", *Risk, Hazards & Crisis in Public Policy* 3(3), 2012: 19-37.
- Baker, D., Ni, A., and Van Wart, M. "AACSB Assurance of Learning: Lessons Learned in Ethics Module Development." *Business Education Innovation Journal* 4(1, June, 2012): pp. 19-27.
- Kapucu, N., Van Wart, M., Yuldashev, F., and Sylves, R. "Emergency Management and Presidential Involvement: Historical Analysis and Presidential Ranking." *Risk, Hazards & Crisis in Public Policy* 2(3), 2011: 1-34.
- Van Wart, M., and Kapucu, N. "Crisis Management Competencies: The Case of Emergency Managers in the US." *Public Management Review* 13, 4 (2011): 489-511.
- Dyck, H., and Van Wart, M. A More Realistic Approach to Citywide Municipal Wireless Networks: The Anchor Tenant Model? *International Journal of Organization Theory and Behavior* 13, 3 (2010): 429-452.
- Kapucu, Naim, and Montgomery Van Wart. "Making Matters Worse: An Anatomy of Leadership Failures in Managing Catastrophic Events." *Administration & Society* 40, 7 (2008): 711-740.
- Trottier, Tracey, Montgomery Van Wart, and XiaoHu Wang. "Examining the Nature and Significance of Leadership in Government Organizations." *Public Administration Review*, 68, 2 (2008), 319-333.
- Van Wart, Montgomery and Kevin O'Farrell. "Organizational Leadership and the Challenges in Teaching It." *Journal of Public Affairs Education*, 13, 2 (2007), 427-438.
- Wang, XiaoHu, and Van Wart, Montgomery. "When Public Participation in Administration Leads to Trust: An Empirical Assessment of Managers' Perceptions," *Public*

- Administration Review*, 67, 2 (2007), 265-278.
- Rugeley, Cindy and Montgomery Van Wart. "Everyday Moral Exemplars." *Public Integrity* 8, 4 (Fall 2006): 381-394.
- Kapucu, Naim, and Montgomery Van Wart. "The Evolving Role of the Public Sector in Managing Catastrophic Disasters: Lessons Learned," *Administration & Society*, 38, 3 (2006), 1-30.
- Van Wart, Montgomery. "A Comprehensive Model of Organizational Leadership: The Leadership Action Cycle," *International Journal of Organization Theory and Behavior* 7, 2 (2004): 173-208.
- Van Wart, Montgomery. "Codes of Ethics as Living Documents: The Case of the American Society for Public Administration," *Public Integrity*, 5, 4 (2003), 331-346.
- Van Wart, Montgomery. "Public Sector Leadership Theory: An Assessment," *Public Administration Review*, 63, 2 (2003), 214-228. (Reprinted in *Nonprofit and Public Leadership*, J.L. Perry, ed., 2010).
- Van Wart, Montgomery. "The Return to Simpler Methods in Job Analysis: The Case of Municipal Clerks," *Review of Public Personnel Administration*, 20, 3 (Summer 2000), 5-23.
- Van Wart, Montgomery, Dianne Rahm and Scott Sanders. "Economic Development and Public Enterprise: The Case of Rural Iowa's Telecommunications Utilities," *Economic Development Quarterly*, 14, 2 (2000), 131-145.
- Schmidt, Steven, Mack Shelley, and Monty Van Wart. "The Challenges to Distance Education in an Academic Social Science Discipline: The Case of Political Science," *Education Policy Analysis Archives*, 8, number 27 (June 2000), 1-16.
- Van Wart, Montgomery, Marc Holzer and Andrea Kovacova. "The Scope of Public Administration Continuing Education in Universities: An Exploratory Study," *Public Productivity & Management Review*, 23, 1 (September 1999), 68-82.
- Berman, Evan and Montgomery Van Wart. "The Ethics of Productivity: Toward Increased Dialogue and Customer-Based Accountability," *International Journal of Organizational Theory and Behavior*, 2, 3-4 (1999), 413-430.
- Van Wart, Montgomery and Evan Berman. "Contemporary Public Sector Productivity Values:

- Narrower Scope, Tougher Standards, and New Rules of the Game," *Public Productivity & Management Review*, 22, 3 (March 1999), pp. 326-347.
- Van Wart, Montgomery. "Learning in Non-Hierarchical Bureaucracies: The New Learning Profile," *Korean Review of Public Administration*, vol. 2, no. 2 (1997), pp. 117-147.
- Van Wart, Montgomery. "The Sources of Ethical Decisionmaking for Individuals in the Public Sector," *Public Administration Review*, 56, 6 (November/December 1996), pp. 525-533. [Reprinted in *Public Administration: Annual Editions*, 5th and 6th editions, Guilford Conn.: Dushkin Publishing].
- Van Wart, Montgomery. "Trends in the Types of Controls of Public Organizations," *Public Integrity Annual*, 1996, pp. 83-97.
- Van Wart, Montgomery. "Training Personnel in a State Government: An Empirical Study," *International Journal of Public Administration*, 19, no. 5 (1996), pp. 623-638.
- Van Wart, Montgomery. "Reinvention in the Public Sector: The Critical Role of Value Restructuring," *Public Administration Quarterly*, 19, 4 (fall 1996), 456-478.
- Van Wart, Montgomery. "The First Step in the Reinvention Process: Assessment," *Public Administration Review*, 55, 5 (September/October 1995), pp. 429-438. [Reprinted in *The Ethics Edge*, edited by Berman, West and Bonczek, Washington, DC: ICMA Press, 1998, pp. 80-100.]
- Van Wart, Montgomery. "Providing a Base for Executive Development at the State Level," *Public Personnel Management*, 22, 2 (Summer 1993), pp. 269-282.
- Van Wart, Montgomery. "Connecting Management and Executive Development in the States," *Public Productivity & Management Review*. 15, 4 (Summer 1992), pp. 477-486.
- Van Wart, Montgomery and N. Joseph Cayer. "Comparative Public Administration: Defunct, Dispersed, or Redefined?" *Public Administration Review*. 50, 2 (March/April 1990), pp. 238-248. [Reprinted in *Public Administration: Annual Editions*, 4th edition, Guilford Conn.: Dushkin Pub., 1996; *Comparative Public Administration: The Essential Readings*, edited by Eric Otenyo and Nancy Lind. Oxford, England: JAI/Elsevier, 2006].
- Hull, Frank and Montgomery Van Wart. "Affordable and Quality International Programming for the 1980s," *Liberal Education*, 68, 3 (Fall 1982), pp. 193-99.

BOOK CHAPTERS, ENCYCLOPEDIA ARTICLES

- Van Wart, Montgomery. "Leadership Competencies and the Relevance of Italian Government Reform" in *Reforming the Public Sector: How to Achieve Better Transparency, Service, and Leadership*, edited by Tria and Valloti. Washington, DC: Brookings Institution Press, 2012, 136-156.
- Van Wart, M. "Changing Dynamics of Administrative Leadership" in *The State of Public Administration: Issues, Challenges, and Opportunities*. Edited by D.C. Menzel and H.L. White. Armonk, NY: M.E. Sharpe, 2011, 89-107.
- Van Wart, Montgomery, and Joseph Cayer. "Comparative Public Administration: The Search for Theories," in *Comparative Public Administration: The Essential Readings* (Research in Public Policy Analysis and Management series), 2006, Volume 15, 171-192.
- Van Wart, Montgomery. "Public Sector Values and Productivity," in *Public Productivity Handbook*, 2nd edition, M. Holzer and S. Lee, ed., New York: Marcel Dekker, 2004, 66-82.
- Van Wart, Montgomery. "Training and Development for Productivity," in *Public Productivity Handbook*, 2nd edition, M. Holzer and S. Lee, ed., New York: Marcel Dekker, 2004, 529-550.
- Van Wart, Montgomery. "Training for Productivity," *Encyclopedia of Public Administration and Public Policy*, edited by Jack Rabin, New York: Marcel Dekker, 2003, 1226-1230.
- Van Wart, Montgomery. "Learning Organizations," *Encyclopedia of Public Administration and Public Policy*, edited by Jack Rabin, New York: Marcel Dekker, 2003, 720-723.
- Van Wart, Montgomery. "Society's Values and Public Management," in *Handbook of Management Practice and Reform*, edited by K. Tom Liou, New York: Marcel Dekker, 2001, 57-74.
- Van Wart, Montgomery and Kathryn Denhardt. "Organizational Structures as a Context for Organizational Ethics," *Handbook of Administrative Ethics*, 2nd ed., edited by Terry Cooper. New York: Marcel Dekker, 2001, pp. 227-241.
- Van Wart, Montgomery, Dianne Rahm, and Scott Sanders. "When Public Leadership Outperforms Private Leadership: The Case of Public Telecommunications Utilities," in *Having All the Right Connections: Telecommunications and Rural Viability*. Edited by

- Korsching, Hipple, and Abbott. Westport CN: Praeger Publishing, 2000, pp. 61-79.
- Van Wart, Montgomery. "Organizational Investment in Employee Development" (Chapter 14) in *Handbook of Human Resource Management in Government*, edited by Steven Condrey. San Francisco: Jossey-Bass, 1998, pp. 276-297; revised in second edition, 2005, 272-294 (Chapter 13); revision for third edition pending.
- Balanoff, Howard, Montgomery Van Wart, and Kenneth Pryor. "Comparative Public Administration," In *International Encyclopedia of Public Policy and Administration*, vol. 1, pp. 456-460, Jay M. Shafritz, ed., Boulder Colorado: Westview, 1998.
- Van Wart, Montgomery. "Values Assessment," In *International Encyclopedia of Public Policy and Administration*, vol. 4, pp. 2325-2330, Jay M. Shafritz, ed., Boulder Colorado: Westview, 1998.
- Van Wart, Montgomery. "County Government in Arizona," *Arizona Local Government*, Phoenix, AZ: Arizona City/County Managers Association, 1996.
- Pfister, Jack and Montgomery Van Wart. "Successful Examples of TQM in Local Government," *Quality Management in Local Government*. Washington, D.C.: ICMA, 1995, 187-205.
- Cayer, N. Joseph and Montgomery Van Wart. "How Leadership Emerges and the Dynamics of Leadership," *New Directions for Arizona: The Leadership Challenge*. Morrison Institute for Public Policy, Arizona State University. (1990), pp. 47-62.

WEB-BASED PUBLICATION

- Van Wart, M. 2009. "An Introduction to Leadership and Some of the Challenges in the Study and Teaching of It," original article permanently posted on the *Public Administration Review* website via ASPA as a part of their eminent scholars Foundations series for college professors. Accompanied by a sample syllabus and an extensive bibliography.
- Van Wart, M. 2007. "Understanding the Dynamics of Leadership in Different Settings." Esade IDGP Newsletter, No. 12 (July).
<http://www2.esade.edu/public/modules.php?name=news&idnew=334&idissue=38>

NONREFEREED ARTICLES

- Van Wart, M. The Evolution of Government-Business Relations: A Symposium. *International Journal of Organization Theory and Behavior* 13, 3 (2010): 335-341.
- Van Wart, Montgomery. (symposium editor). "High Level Seminar on Climate Change Policy in the ASEAN," Berlin, Germany (2009): The ASEAN Secretariat. (Sponsored by Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH.
- Trottier, Tracey, Montgomery Van Wart, and XiaoHu Wang. "Reinforcing the Need for More Sophistication in Leadership Studies in the Government Sector." (Letter). *Public Administration Review* 68, 6(2008): 1172-1174.
- Van Wart, Montgomery. "The Key to the New ASEAN Secretariat: Enhancing Organizational Leadership Competency." (Occasional paper). Jakarta, Indonesia (July 2008): ASEAN Secretariat.
- Van Wart, Monty. "Armed for Disaster?: Nation better prepared for catastrophes but still not as ready as it should be." Press-Enterprise (invited Sunday editorial [Perspective Section]), September 17, 2006, D5.
- Van Wart, Montgomery. "Case Critique: What Do You Do When Your City Is Looking at a Million Dollar Deficit in the Current Fiscal Year?" *Public Productivity & Management Review*, 23, 1(1999), 100-101.
- Van Wart, Montgomery. "Is Making Any Fundamental Change in the Civil Service Dangerous?" *Review of Public Personnel Administration*, 19, 1(winter 1999), 71-76.
- Van Wart, Montgomery. "Establishing a Field of Public Administration Values," *PA Times*, 21, 5 (May 1998), p 7, part 1; part 2, 21, 6 (June), p. 6.
- Rahm, Dianne, Erin Schreck and Montgomery Van Wart. "Telecommunications Technologies and Local Governments: Survey Results from Iowa," (Report Commissioned by the Rural Development Initiative at Iowa State University), 1997.
- Van Wart, Montgomery and N. Joseph Cayer. "Introduction: Human Resource Development Symposium." [Symposium editors], *International Journal of Public Administration*, 19 (1996), 5, pp. 591-598.
- Van Wart, Montgomery and Hila Jo Hawk. "Reinventing Non-Profit Organizations in the 1990s: The Anytown Experience," *New Directions for Youth Development*, 11, 4 (fall 1994), pp. 36-39.

Van Wart, Montgomery. "Writing Your First Book?" *SPAЕ Forum*, 5, 2 (December 1994), pp. 4 and 11.

Van Wart, Montgomery. "Broadening the Focus of Public Administration Education," *PA Times*, 17, 10 (October 1, 1994), Educational Supplement, page 3.

BOOK REVIEWS

Van Wart, Montgomery. "The Role of Trust in Leadership." *Public Administration Review*. 72, 3 (May/June 2012), 454-458.

Van Wart, Montgomery. "Public Sector Leadership: International Challenges and Perspectives." *Public Administration*. 89, 2 (June 2011): 714-717.

Van Wart, Montgomery. "Two Approaches to Leadership Studies." *Public Administration Review*, 70, 4 (July/August 2010), pp. 650-653.

Van Wart, Montgomery. "Do Public Administrators Tend to Be Morally Superior?" *Public Administration Review*, 67, 1 (January/February 2007), pp. 169-171.

Van Wart, Montgomery. "Teaching Ethics and Values in Public Administration Programs," *Public Integrity*, 1, 2 (Spring 1999), pp. 215-217.

Van Wart, Montgomery. "Learning and the Reinvention of Public Sector Organizations," *Public Administration Review*, 54, 6 (November/December, 1994), pp. 577-579. [Lead book review essay]

WORKS IN PRESS

Estes, James P., Marc Fudge, and Montgomery Van Wart, The Structural Drivers and Political Facilitators of Local Government Bankruptcy and The Troubling Case of Capital Appreciation Bonds. Accepted at the *Journal of International Finance and Economics*.

Van Wart, Montgomery. The Failure of Political Leadership. *Journal of Public Administration Research and Theory*. [Book review on *The End of Authority* by Douglas E. Schoen]

WORKS IN PROGRESS

How to lead and manage innovation in the public sector. Chapter in *Enhancing Innovation by*

Transforming Public Sector Governance, ed., Torfing and Triantafyllou, Cambridge University Press.

Varieties of Ethical Leadership, in progress.

Leadership in public organizations: What do we know internationally and in Denmark?, Montgomery Van Wart & Lotte Bøgh Andersen (Aarhus University) for *Publica* (in Danish)

Administrative Leadership in the Context of Governance (article), Van Wart, Hondeghem, Bouckaert, and Rubens, in progress

Antecedents of Country-Level Administrative Leadership Styles, Van Wart, Hondeghem, in progress

[book] *Leadership and Culture: Comparative Models of Top Civil Servant Training*, Van Wart, M., Hondeghem, A., and Schwella, E., Palgrave Macmillan.

[book] Ni and Van Wart. *Business-Government Relations: Building Practical Skills*, under contract with M.E.Sharpe. First draft nearly complete.

[book] *Leadership Across the Globe*. Project with Vipin Gupta. Under contract at M.E. Sharpe. In final revisions.

Translated adaptations of *Leadership in Public Organizations* in consideration (Hungary, Romania)

EDITORIAL FUNCTIONS

Associate Editor, *Public Performance and Measurement Review*, 2004-present; Editorial Board: 1996-present.

Editorial Board, *International Journal of Organization Theory and Behavior*, 2008-

Editorial Advisory Board, *Review of Public Personnel Administration*, 2000-present

Editorial Advisory Board, *Global Virtue Ethics Review*, 1999-2004 and 2010-

Editorial Board, *Public Administration Review*, 1998-2004 (two terms); 2010-2012 (3rd term)

Editorial Board, *Public Integrity*, 1998-2009.

Editorial Advisory Board, *Public Administration: Annual Editions*, Guilford, CT: Brown & Benchmark Publishers, 1996-2005.

Editorial Advisory Board, *ASPA Classics*, 2002-2006

Editorial Advisory Board, *Leadership Quarterly*, 2001-2004

PAPER AND PANEL PRESENTATIONS (National/International)

“Trends in Leadership Research,” Public Presentation at the University of Hong Kong, April 25, 2014, Hong Kong.

“Top Civil Service Training in Cultural Context: Comparative Trends,” American Society for Public Administration, Washington DC, March 16, 2014.

“Contemporary Issues in Leadership Research,” American Society for Public Administration, [Part of Founders’ Forum], Washington DC, March 16, 2014.

“The Seven Predictors of Local Government Bankruptcy and the Troubling Case of Capital Appreciation Bonds,” Marc Fudge lead presenter with Jim Estes, American Society for Public Administration, Washington DC, March 16, 2014. Served as panel moderator.

“Antecedents and Profile of Administrative Leadership,” European Group of Public Administration, Edinburgh, Scotland, September 12, 2013.

“A Reassessment of Leadership Studies,” American Society for Public Administration, New Orleans, March 18, 2013.

“The Cultural Differences in Administrative Leadership,” talk for the European Institute of Public Administration, Leadership in the Context of Total Quality Management senior-level training session. Maastricht, Netherlands, December 12, 2012.

“Administrative Leadership in the Context of Governance,” IRSPM, Rome, March, 2012. With Annie Hondeghem.

“Varieties of Leadership Ethics,” Keynote. Solvay Brussels School of Economics and Management, Brussels, Belgium, October 18, 2012.

“Memo to the President: Training and Development.” ASPA National Conference, Las Vegas, March 24, 2012.

“Types of Leadership and A Basic Framework for Understanding Administrative Leadership,” Keynote talk at City University, Hong Kong, February 14, 2012.

“Administrative Leadership in Cultural Perspective,” talk to Public Management Institute, November, 2012.

“Types of Leadership,” Talk at KU Leuven Public Administration Class, November 8, 2012.

- “The Development of the Modern Administrative State: The Case of the U.S.” Talk at KU Leuven Public Administration Class, November 9, 2012.
- “The Changing Values in the American Welfare State: The Case of California.” Presented at the University of Tampere, Finland, June 8, 2011.
- “Leadership Competencies and the Connection to Italian Reform,” Conference hosted by the Bocconi School of Management for the Italian Government. Rome, December 2010.
- “Crisis Management Competencies: The Case of Emergency Managers,” ASPA National Conference, Miami FL, March 21, 2009 (first presenter with Naim Kapucu).
- “Assessing Public Leadership Theory: A View to the Future.” Minnowbrook III, Lake Placid, NY. September 6, 2008.
- “High Quality Regional Cooperation among IGOs: Don’t Forget Good Management,” International Studies Association (ISA) in March 2008, San Francisco, CA. (Panel: International Politics Meets Public Management: Performance Assessment and Management of Regional Cooperation).
- “Leadership in Responding to Catastrophic Disasters,” ASPA National Conference, Washington D.C., March 26, 2007 (with Naim Kapucu).
- “How Much Difference Does Leadership in Government Organizations Make?” ASPA National Conference, Denver Colorado. April 2, 2006.
- “Toward Reconciling Contemporary Governance Tensions: Community Bridge Building with New Tools,” with Marc Holzer, Transatlantic Dialogue on Ethics, Leuven Belgium. June 4, 2005.
- “Organizational Leadership and the Challenges in Teaching It,” with Kevin O’Farrell. American Society for Public Administration National Conference in Milwaukee, WI. April 4, 2005.
- “The Science of Leadership,” American Society for Public Administration National Conference in Portland, Oregon. March 29, 2004.
- “Public Sector Leadership Theory: An Assessment,” American Society for Public Administration National Conference in Phoenix, March 24, 2002.
- “What Skills Can Programs Administered by Universities Enhance Most Effectively?” American Society for Public Administration National Conference in Phoenix, March 25, 2002.
- “Some Common Ethical Problems in Student Research,” NASPAA conference (Miami Beach),

- October 14, 1999.
- “Contemporary Public Sector Productivity Values: Narrower Scope, Tougher Standards, and New Rules of the Game,” American Society for Public Administration National Conference in Orlando, April 13, 1999. (Mniplenary; functioned as moderator also).
- “Continuing Education and Training in Universities: An Exploratory Study,” American Society for Public Administration National Conference in Seattle, May 10, 1998.
- “Continuing Education in PA Provided by Universities,” Southeastern Conference for Public Administration (SECOPA), Knoxville, Tennessee, September 25, 1997.
- “Telecommunications Technologies and Local Governments: Survey Results from Iowa,” American Society for Public Administration National Conference in Philadelphia, July 27, 1997.
- “Learning in Non-hierarchical Bureaucracies: The New Learning Profile,” American Society for Public Administration National Conference in Atlanta, July 1, 1996.
- "Educational Strategies for Applying Codes of Ethics: Assessing ASPA's Revised Code." National Symposium on Ethics and Values in the Public Administration Academy, Tampa, Florida. February 3, 1995.
- "The First Step in the Reinvention Process: Assessment." National Human Resource Development Conference, Norfolk, VA. December 7, 1994.
- "Values Clarification as a Tool for Reinvention, Operational Planning, and Improved Teamwork," ASPA National Conference, Kansas City. July 25, 1994.
- "Public Sector Quality Management," American Society for Public Administration National Conference in San Francisco. July 19, 1993. [Co-presenter with Jack Pfister].
- "Instructing Ethics". American Academy of Certified Public Managers. February, 1992.
- "Ethics in the United States District Court Clerk's Office" for the national conference of United States District Court Clerks and Court Executives. (Under the Auspices of the Federal Judicial Center) Houston, Texas. April 17, 1991.
- "A Practical Look at Ethics: A Workshop" for Federal Bankruptcy Intake Supervisors. Federal Bankruptcy Supervisor's Conference. Washington D.C. on November 12, 1990.
- "A Review of Comparative Public Administration Journal Literature from 1982 to 1986." Western Social Science Association Annual Meeting, Portland, OR. 1990. [with Joe

Cayer]

"Content Analysis of Comparative Public Administration: Research in Progress." Western Social Science Association Annual Meeting, Albuquerque, New Mexico. 1989.

"Comparative Public Administration Is Alive and Well!" Western Social Science Association Annual Meeting, Denver, Colorado. Also panel chair. April, 1988.

"Affordable and Quality International Programming for the 1980s." National Association for Foreign Student Affairs. 1981.

DEPARTMENTAL/COLLEGE SERVICE

Chair, Committee for the Review of the Chair (Department of Public Administration), Spring, 2014.

College-level Faculty Evaluation Committee, 2012-

Chair of Special Faculty Committee, Decision Paper on "Reassign Time Policy for Graduate Teaching Status Faculty," 2012

Interim Dean, College of Business and Public Administration, January 2011 to September.

Coordinator and host, International Student Party at an American Home, May 28, 2011.

Department Chair, California State University San Bernardino, 2005-2010.

Graduate Advisor, CSUSB. Responsible for all student admissions, recruitment, advising, orientation sessions, communications, discipline, interdepartmental coordination, etc. 2005 – 2010.

Comprehensive Exam coordinator, CSUSB (set up dates, locations, study guide, exam questions, faculty review guide, individual and group advising sessions, debriefing sessions for those who fail, etc.), 2005- 2010.

Internship coordinator, CSUSB, 2005—present. (Also, interim marketing internship coordinator summer 2007).

Lead, NASPAA Accreditation Coordinator, 2008-2010. NASPAA liaison 2005- present.

Organizer and host: Department of Public Administration Alumni Event. June 2, 2010.

Author of 315 Ethics module chapter for use by all classes: "Corporate Social Responsibility: Doing Well and Doing Good" (August 2009).

Applied for and instituted special MPA Online fee: 2009.

Water Resource Management coordinator 2005--2008.
Coordinator, Corona Cohort Project (organizing and administering a Cohort in Corona CA).
Innovation and Policy Analysis Project. Funded by DoD (under the auspices of the Army
Research Lab). Member of the CSUSB research team (not PI). 2007-2008.
Member, search committee, Information Technology position, 2007.
Chair of the Ad Hoc Task Force for College Curriculum Review, 2006-2007
Member, CSUSB, various college committees as needed: e.g., strategic planning committee.
Member, search committee for CBPA Dean's executive assistant, 2006.
Department Chair, University of Central Florida, 2003-2005.
Search committee for judicial politics/constitutional law position, spring 2002.
Drafted the NASPAA self study for MPA reaccreditation, summer 2001.
Manager of the Certified Public Manager program for West Texas, 2001-2003
University liaison for the Ports-to-Plains Conference and university reception organizer (October
25, 2001)
MPA Committee, Texas Tech 2000-2003
Executive Committee, Texas Tech, 2000-2003
Continuing Performance Evaluation Committee (spring 2001), Texas Tech
Chair, Graduate Committee, Department of Political Science (ISU), 1999-2000.
Consultative Council (elected member) for the Political Science Department 1999-2000.
Search Committee Member, tenure-track line, spring 1999.
Search Committee Member, tenure-track line, fall 1998.
Committee member, departmental conference committee for the Iowa Conference of Political
Scientists which brought in Robert Putnam and Rudolph Giuliani, November 14, 1998.
Panelist, "The Politics of Change in the American Administrative State," ISU Department of
Political Science, April 16, 1997
Colloquium Committee, Chair, Political Science Department, 1997-98, 98-99.
Co-Director, Iowa Municipal Clerk's Institute [This is the largest Clerk's Institute and Academy
in the United States], 1997, 1998.
Trainer for the Midwest Fire Service Senior Management Certificate Program: three sessions in
March 1999 in Newton Iowa; two days in May 1999 in Colombia Missouri (in

collaboration with the University of Missouri).

Director, Midwest Fire Service Senior Management Certificate Program, spring 1997 (12 days and three locations), spring 1998 (10 days and two locations). Co-directed a Midwest Fire Service Management Certificate Program in collaboration with the University of Missouri (December 14-18, 1998), Columbia, Missouri.

Advisor, Pi Sigma Alpha, Political Science Department, ISU, 1996-97, 97-98, 98-99.

Advisor, Political Science Club, Political Science Department, ISU, 1996-97, 97-98, 98-99.

Evaluator, Building Communities for Tomorrow: Jefferson, Iowa, October 18, 1996.

Site Facilitator, Slovak Rural Development Program, October 14-17, 1996, in northern Iowa.

Departmental committee service 1996-2000 : MPA Committee, Graduate Financial Aid Committee.

Presenter, "Contemporary Leadership Styles," Hispanic Leadership Institute, College of Extended Education, ASU, February 29, 1996.

Presenter, "Managing Organizational Restructuring and Public Sector Values: A Special Executive Seminar for Senior Government Managers," conducted for the Department of Liberal Studies-Government Affairs, University of Wisconsin-Madison, Madison, Wisconsin. March 31, 1995.

Presenter, "Ethics for Public Administrators." Conducted for the Department of Liberal Studies-Government Affairs, University of Wisconsin-Madison, Madison, Wisconsin. March 29-30, 1995.

Presenter, "Developing In-House Talent." Pennsylvania Municipal Management Institute, Reading, Pennsylvania. March 1, 1995.

Presenter, "Linking Values Clarification and Organizational Assessment." Pennsylvania Municipal Management Institute, Reading, Pennsylvania. March 2, 1995.

Presenter, "Changing Values in the Public Sector." Institute for Public Executives, Advanced Public Executive Program. August 19, 1994.

Evaluator, Anytown USA organization retreats, Prescott, AZ. May-June, 1994.

Consultant, Arizona Health Care Cost Containment Agency (AHCCCS), in their efforts to realignment corporate culture and integrate technical and TQM training. 1993.

Director and designer, Institute for Public Executives, 1990-1995.

UNIVERSITY SERVICE

Member, Search Committee for the Director of Academic Technology and Innovation, Spring 2014.

Panelist, Creating High-Quality Online Education, February 1, 2012. CSUSB.

Provost Search Committee, 2008-2009.

Presenter, Program on Leadership to the Taiwan Group (AMBA), full day program (pro bono) on January 21, 2008.

Member, Faculty Hearing Panel, 2007-

Member, University Committee on online accessibility, 2006-2007.

Health Administration Department: Faculty Evaluation Committee, 2006-2007

Keynote presenter, Office of Distributed Learning Outstanding Originators, "Using Traditional Learning Principles to Assess the Quality of Online Instruction." March 24, 2006.

Presenter, Program on Leadership for Officials from Shaanxi, sponsored by the College of Extended Learning, full day program. January 20, 2006.

Member, Vice Provost's committee for a not-for-profit program in the Des Moines area.

Member, ISU President's Farm Economy Team, 1998-.

Judge, "Strong-Minded Women Awards," Carrie Chapman Catt Center at ISU, Spring, 1998.

Search Committee for Executive Officer of the Iowa State University Fire Service Institute (member), September, 1997.

Presenter, 73rd Annual Fire School in Ames, Iowa; two half-day programs on team building for the fire officer class, June 18 and 20, 1997.

Host for University Speaker at ISU (Theodore Lowi), February 10, 1997.

Facilitator, Environmental Studies Workshop, Sponsored by the Vice President of Research and Sponsored Projects, ISU, February 8, 1996.

Coordinator, Vice Presidential Reception for Public Sector Executives, ASU, April 10, 1995.

Coordinator, Presidential Reception for Public Sector Executives, ASU, March 25, 1994.

Coordinator, Presidential Reception for Public sector Executives, ASU, March 26, 1993.

Coordinator, Arizona State Academic Chair Development Program. ASU, January 1990 to May 1991.

Coordinator, The Academic Chair Retreat for Arizona State University, 1990.

COMMUNITY SERVICE

Talk: Types of Leadership. Special Districts Association of the Inland Empire. June 16, 2014.
Fontana, CA.

City of Riverside Cultural Heritage Board (Commissioner), 2012-
Charter Review Commission (member), City of Riverside, 2011-2012.

“The Critical Role of the Highly Informed, Nonideological Public in Policy Formation and
Administrative Functioning.” League of Women Voters, Riverside CA, May 21, 2011.

Organizer/MC for several Inland Empire ASPA Chapter events each year (2009-10; 2010-11):
HR panel at CSUSB; panel with local city managers.

Keynote: “The Importance of Leadership.” For University of Nebraska Omaha Centennial
Celebration. In conjunction with two workshops for regional managers; October 2008.

President, Inland Empire ASPA chapter, 2007-08. Responsible for organizing eight professional
lunches in Riverside and San Bernardino counties.

Keynote speaker: “Leadership and Learning.” San Bernardino County Leadership Development
Network, June 22, 2006.

Keynote speaker: Colton High Career Day. “Career Opportunities in Public Administration.” 5-
15-2006.

Lecture: “Leadership and Learning: Contemporary Challenges and A Few Practical Tips,”
Riverside Police Department command and supervisory staff. Riverside Convention
Center. May 3, 2006.

Distinguished visiting lecturer: “The Seven Strategies for Building an Academic Agenda and
Getting It Published.” University of Central Florida. March 30, 2006.

Invited speaker and consultant, Texas A & M. 2005. Talk: “The Teaching of Leadership.”

Keynote Speaker, Lamar University (Beaumont TX), The Brooks Conference, “The Clash of
Public Sector Values,” March 15, 2002.

Management Review (pro bono service), for the Lubbock Interfaith Hospitality Network,
summer, 2001.

Executive Academy for the Governor of Iowa [nine day program for the Cabinet, Governor’s

Office, and senior executives in state government], June 12-14, August 16-18, and September 13-15, 2000 Des Moines, Iowa.

Facilitator/instructor, Department of Human Services, 3-day program on training and development systems, June 22-24, 1999.

Keynote Speaker, "The New Rules of the Game: Implications for Ethics and Productivity in the Public Sector," Central Iowa ASPA chapter, Des Moines, January 28, 1999.

Keynote Speaker, "The Value of Public Enterprise," the Iowa Association of Municipal Utilities, Des Moines, Iowa, October 5, 1998.

Presenter, "The Role of the City Council, Mayor, and City Clerk," Regional Council of Government Meeting, Fort Dodge, Iowa, March 30, 1998.

Presenter and Conference Convener, video conference for newly elected officials (375 registered in 19 sites around the state), conducted in cooperation with the Iowa League of Cities and the University of Iowa, Ames, Iowa. January 7, 1998.

Convener and Facilitator, Linn County Strategic Planning (included the supervisors and all department heads and their major representatives), half-day session on November 12, 1997.

Presenter, "The Future of the Municipal Clerks' Profession," Golden Circle Municipal Clerks' Association, Des Moines, November 19, 1997.

Resource Provider, International Municipal Finance Officer Association Annual Meeting, Des Moines, October 21, 1996.

Conference Evaluator, Iowa League of Cities Annual Conference, Cedar Rapids, September 19, 1996.

Member, Steering Committee for the Institute of Public Leadership, 1996-97, 97-98, 98-99.

Presenter, Institute for Public Executives, "Organizational Design and Assessment," August 13, 1996, Phoenix, AZ. (Guest faculty speaker at Arizona State University after joining Iowa State University).

Member, Pracademics Committee, Arizona City/County Managers Association, 1994-1996.

Presenter, International Society for Performance and Improvement, "State of the Art: Organizational Assessment Strategies," Phoenix, AZ, April 23, 1996.

Presenter, Informal lecture on new organizational structures in the public sector, Arizona

Department of Environmental Quality's Organizational Redesign Team. March 22, 1995.
Presenter, "New Organizational Structures in the Public Sector and the Ramifications for Human Resource Departments." IPMA meeting in Prescott, AZ. August 5, 1994.
Judge, Arizona Administrators Association's annual awards. May 4, 1994.
Judge, Arizona Administrators Association's annual awards. September, 1992.
Presenter, (with Roy Pederson) "Strategies for Improving Service Quality," 23rd Annual Conference of Arizona Association of Counties, Tucson, AZ. November 21, 1991.
Presenter, "Implications of Total Quality Management for the Engineering Profession," Society of Logistical Engineers, Tempe, Arizona. November 19, 1991.
Judge, Arizona Administrators Association's annual awards. September, 1991.
Presenter, "A Practical Look at Ethics: A Workshop" Federal Bankruptcy Intake Supervisors. Federal Bankruptcy Supervisor's Conference. Phoenix, AZ. September 6, 1990.

PROFESSIONAL SERVICE

Chair: Co-Program Chair and 75th Gala Dinner Chair for ASPA National Conference in Washington, DC in 2014
Judge: Waldo Award for 2013
Member: ASPA President Condrey leadership team (for 2014 conference)
Member: ASPA President Liou leadership team (for 2013 conference)
Member, NASPAA Standards Committee, 2011-
Member, ASPA National Nominating Committee, 2011.
Member, Ethics Review Committee for ASPA, 2010-2012.
Member, Hobby Award Committee, 2008. Selected the outstanding section in the American Society for Public Administration for the 2009 awards.
Chair, ASPA taskforce, Code of Ethics Review, 2001-2002. Submitted report from chair regarding recommended changes in the ASPA Code of Ethics.
Chair, Burchfield Awards Committee (fall 2001), for *Public Administration Review*
Chair, SPOD (Section on Professional and Organizational Development), ASPA, 2000-2001.
National Council Member, ASPA, 1999-2000 (appointed by President of ASPA).
Judge, Dimock Awards for *Public Administration Review* (Best lead article), 1999.

Chair, Professional Ethics Committee and Member of the Executive Leadership Team for the American Society for Public Administration, 1998-99.

Member, Program Committee for the 1999 National ASPA program in Orlando.

Frequent reviewer for *Public Administration Review*, *Public Productivity & Management Review*, and *Public Integrity Annual*, among others.

Moderator [panel], "Transforming the Public Service," American Society for Public Administration National Conference in Philadelphia, July 28, 1997.

Member, Program Committee for the 1998 National ASPA program in Seattle.

Consultant (Pro bono), advice on establishing state-level executive development programs, University of Arkansas at Little Rock, September, 1995.

Member, ASPA Professional Ethics Committee, primary drafter of the American Society for Public Administration's revised Code of Ethics. Adopted by the National Council on December 4, 1994. (Ongoing member)

Member, ASPA Professional Development Committee, drafted survey circulated to all chapters nationally, compiled results, and reported on to the National Assembly, July, 1994.

Chair, Certified Public Manager Consortium. 1994.

Trainer, Federal Executive Institute. February and April 1993.

Consultant, Maricopa County Health Agency. Designer and trainer for a train-the-trainer in both generic training skills and a substantial TQM training program. 1993.

Consultant, Maricopa County Health Agency. July 1992-1993. Training in Total Quality Management.

Consultant, Maricopa County Health Agency: Long Term Care/ Case Management. January through March, 1992. Assistance with interpersonal conflicts, reorganization, and Total Quality Management.

Chair, Certified Public Manager Consortium. 1993.

Chair, Nominating Committee for the Certified Public Manager Consortium. Raleigh, North Carolina. April, 1991.

Vice Chair: Certified Public Manager Consortium. 1990/1991.

Evaluator, Kellogg Foundation Project, "Volunteer Youth Development Project: Sister Cities International." 1980-1982. (with Frank Hull).

GRANTS OBTAINED AND ADMINISTERED (Competitive and/or nonlocal)

Co-Director of the NAVSEA Project for online learning (2005-2007). CSUSB. \$3,200,000 federal project.

Capacity Building Institute, Orange County Health Department, principal investigator, (technical assistance for 8 nonprofit agencies), 2004, \$299,000.

HUD Community Development Work Study Program, principal investigator and director, Texas Tech University, 2001-2003, \$90,000.

“Departmental Review for Mongolian National University” Review of the Political Science Department, funded by the United States Information Agency, [with Richard Mansbach and Alvin Magid], conducted in Ulaan Bataar, Mongolia, August 26-September 8, 1998, \$20,000.

"International Municipal Management Institute," [Romanian Project] USAID funding in conjunction with the International City/County Managers Association (Washington, D.C.), Director and Principal Investigator, \$22,000, August 29-September 14, 1996.

"International Municipal Management Institute," USAID funding in conjunction with the International City/County Managers Association (Washington, D.C.), Director, 1994.

"Western Infrastructure Leadership Institute." Conducted in conjunction with the University of New Mexico. Partial funding from the W. W. Kellogg Foundation (\$50,000) plus \$36,000 in tuition. Co-principal investigator with Allan Reed (University of New Mexico), May 1993.

"Thai Parliamentary Exchange." USIA, 1988, approx. \$40,000, principal investigator (co-principal investigator, Nicholas Henry). [Conducted for Georgia Southern College].

"Turner Parliamentary Exchange Program." USIA, approx. \$45,000, principal investor. 1987.

"Indonesian Parliamentary Delegation: U.S. Mid-term Election Observation Project." USIA, \$45,000, principal investigator, 1986.

"Latin American Electronic Media Exchange Program." USIA, approx. \$45,000, principal investigator (co-principal investigator, Nicholas Henry). 1986.

"EFL Institute: Togo." USIA, approx. \$65,000, principal investigator. 1986.

"East Asia Security Tour." USIA, approx. \$35,000, co-principal investigator (principal

investigator, Sheldon Simon), 1986.

"Latin American Electronic Media Exchange Program." USIA, approx. \$40,000, principal investigator, 1985.

"U.S. Election Observation Project." USIA. approx. \$30,000, principal investigator, 1984.

"EFL Institute: Rwanda and Togo." USIA, approx. \$60,000, principal investigator. 1984.

GRANTS OBTAINED (Local and/or Noncompetitive)

Climate Change Adaptation and Mitigation program for the ASEAN Secretariat. (Sponsored by Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH. (personal consultation), Berlin, Germany (2009).

Leadership in the ASEAN Secretariat, Jakarta, Indonesia. 2007. (Sponsored by Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH.) (personal consultation)

"Pre-Feasibility Study for Incorporation: Hunter's Creek," Investigator, through the UCF Institute of Government, 2004. \$6,500.

"Comparative Assessment of the Value of Programs and Policies to Achieve Higher Childhood Vaccination Rates," Principal Investigator with David Smith (Chancellor), Texas Tech, 2002, (Merck) \$60,000.

South Plains Associations of Governments—Juvenile Justice and Delinquency, principal investigator, Texas Tech, 2001, \$15,500.

Iowa Department of Human Services Contract: Train-the-Trainer. Principal Investigator, 2000, \$12,500.

Instructor/project director, Department of Human Services, an integrated program of training and credit-bearing course work in training and development, October-December, 1999. \$15,000.

"National Assessment of Distance Education and Technology-Based Instruction," Steffen Schmidt, Peter Dombrowski, and Montgomery Van Wart, College of Liberal Arts and Sciences, ISU, \$6,650, 1998.

"Organizational Redesign," Office of Southwest Native American Programs (Phoenix), U.S. Housing and Urban Development, \$17,000. Fall 1995.

"Supervisory Management Training for Administration for Children, Youth, and Families." AZ

Department of Economic Security, principal investigator, \$69,000. Spring 1994.
"TQM/Management Development Program for the Administration for Children, Youth and Families." Department of Economic Security, principal investigator, \$76,000. 1993.
"TQM/Process Redesign Project." Department of Environmental Quality. Principal investigator. \$6,000. 1993.

RECENT DOCTORAL DISSERTATIONS AND MASTERS THESES

Mike Neidhart. Dissertation title: Participation: A Model of Individual Willingness to Participate in the Transportation Planning Process. Graduated 3-21-05. (Committee member)

Tracey Trottier. Dissertation title. How Leadership Affects Follower Satisfaction: The Federal Case. Graduated 11-02-05. Results published in Public Administration Review. (Chair)

Gina Beckles. Dissertation title: Preferences for Performance Measures: A Study of a Federal Agency. Graduated 03-22-06. (Committee Member)

Michael Davidson. Thesis title: Institutional Structures for Equitable and Sustainable Water Resource Management in the Middle East. Graduated 06-06. Selected as the best dissertation for California State University San Bernardino 2005-2006. (Chair)

MEMBERSHIPS

American Society for Public Administration
International City/County Managers Association
International Personnel Management Association

AREAS OF SPECIAL INTEREST

Applied Ethics and Values
Change and Development
Comparative Public Administration
Distance Education
Economic Development Policy
Education, Training and Development of Public Sector Employees
Ethics in the Public Sector; Values in the Public Sector
Government Operations Policy
Human Resource Management

International Organizations and Regional Cooperation Agencies
Leadership
Learning Theory
Management Theory
Organizational Behavior
Public Policy
State and Local Government Policy