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**JANET VINZANT DENHARDT**  
**Sol Price School of Public Policy**  
**University of Southern California**  
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### EDUCATION

**Doctor of Public Administration**, University of Southern California (1991).

Dissertation:

The U.S. Supreme Court and Political Patronage:  
Judicial and Administrative Perspectives on Governance

**Master of Public Administration**, University of Southern California (1979).

**Bachelor of Arts in Political Science**, Washington State University (1976).

### ACADEMIC EXPERIENCE

**Director, Price School Sacramento Center** (2013 to present)

**Chester A. Newland Professor of Public Administration**, Price School of Public Policy, University of Southern California (2012-present)

**Professor**, School of Public Affairs, Arizona State University (1999 to 2012).

**Director, Doctoral Program**, School of Public Affairs, Arizona State University (2005 to 2010).

**Associate Professor**, School of Public Affairs, Arizona State University (1995 to 1999).

**Associate Dean**, College of Letters, Arts, and Social Sciences, Eastern Washington University (1993 to 1995).

**Associate Professor**, Department of Government, Eastern Washington University (1992 to 1995, promoted to full professor in June 1995).

**Assistant Professor**, Department of Government and Graduate Program in Public Administration, Eastern Washington University (1988-1991).

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RESEARCH

Books

Denhardt, Robert, Janet Denhardt and Maria Aristeguieta. 2012. Managing Behavior in Public and Nonprofit Organizations, Third Edition. Thousand Oaks, CA: Sage Publications.

Denhardt, Janet and Robert Denhardt. 2011. The New Public Service, Third Edition. New York: Sharpe.

Denhardt, Robert and Janet Denhardt. 2009. Public Administration: An Action Orientation, Sixth Edition. Belmont, CA: Thomson Wadsworth.

Denhardt, Robert, Janet Denhardt and Maria Aristeguieta. 2009. Managing Behavior in Public and Nonprofit Organizations, Second Edition. Thousand Oaks, CA: Sage Publications.

Denhardt, Janet and Robert Denhardt. 2007. The New Public Service, Expanded Edition. New York: Sharpe.

Denhardt, Robert and Janet Denhardt. 2006. The Dance of Leadership. New York: Sharpe.

The Dance of Leadership, Swedish Edition, 2009

Denhardt, Robert and Janet Denhardt. 2006. Public Administration: An Action Orientation, Fifth Edition. Fort Worth, TX: Harcourt Brace.

Denhardt, Janet and Robert Denhardt. 2003. The New Public Service: Serving Not Steering. New York: Sharpe.

The New Public Service, Chinese Edition, 2004.

Denhardt, Robert, Janet Denhardt, and Maria Aristeguieta. 2002. Managing Human Behavior in Public and Nonprofit Organizations. Thousand Oaks, CA: Sage.

Managing Human Behavior, Chinese Edition, 2007.

Vinzant, Janet and Crothers, Lane. (1998). Street-Level Leadership: Discretion and Legitimacy in Front-Line Public Service, Washington D. C.: Georgetown University Press.

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RESEARCH, Cont.

Refereed Journal Articles

Denhardt, Janet, Larry Terry, Edgar Ramirez, Lubjinka Andonska. 2010. "Barriers to Citizen Engagement in Developing Countries." International Journal of Public Administration 32(14): 1268-1288.

Glaser, Mark and Janet Denhardt. 2010. "Community Policing and Community Building." American Review of Public Administration 40(3): 309-325.

Denhardt, Janet and Kelly Campbell. 2006. "The Role of Democratic Values in Transformational Leadership," Administration & Society 38 (5): 556-572.

Denhardt, Janet and Kelly Campbell. 2005. "The Challenges of Leadership Education in Public Administration: Finding the Fit Between Purpose and Approach," Journal of Public Affairs Education 11(3): 169-180.

Denhardt, Robert and Janet Denhardt. 2003. "The New Public Service: An Approach to Reform," International Review of Public Administration, 8(1): 3-10.

Glaser, Mark, Janet Denhardt, and Linda Hamilton. 2002. "Community v. Self Interest: Citizen Perceptions of Schools as Civic Investment," Journal of Public Administration Research and Theory 12(1).

Denhardt, Robert and Janet Denhardt. 2001. "The New Public Service: Putting Democracy First," National Civic Review, 90 (4): 391-400.

Denhardt, Robert and Janet Denhardt, 2000. "The New Public Service," Public Administration Review, 60(6): 549-559.

Denhardt, Janet, 2000. "Contactambtenaren en Bestuurlijk Vermogen," Bestuurs Wetenschappen, 3, June: 209-226.

McCabe, Barbara, and Janet Vinzant, 1999. "Governance Lessons: The Case of Charter Schools," Administration and Society, 31( 3): 361-377.

Vinzant, Janet and Douglas Vinzant, 1999. "Strategic Management Spin-offs of The Deming Approach," Journal of Management History, 5(8): 516-531.

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**RESEARCH, Cont.**

Vinzant, Janet. 1998. "Where Values Collide: Motivation and Role Conflict in Child and Adult Protective Services," American Review of Public Administration, (280)4.

Vinzant, Janet and Lane Crothers, 1996. "Street-level Leadership: Rethinking the Role of Public Servants in Contemporary Governance," American Review of Public Administration, (26) 4: 457-475.

Vinzant, Douglas and Janet Vinzant 1996. "Strategy and Organizational Capacity: Finding a Fit." Public Productivity and Management Review, 20 (2): 139-157.

Vinzant, Janet and Douglas Vinzant, 1996. "Strategic Management and Total Quality Management: Challenges and Choices." Public Administration Quarterly, Summer: 201-219.

Crothers, Lane and Janet Vinzant, 1996. "Cops and Community: Street-Level Leadership in Community Based Policing." International Journal of Public Administration, 19(7): 1167-1191.

Vinzant, Janet, and Lane Crothers, 1994. "Street-Level Leadership: Understanding Community Policing," Criminal Justice Review, 19(2): 189-211.

Roback, Thomas and Janet Vinzant, 1994. "The Constitution and the Patronage-Merit Debate: Implications for Personnel Managers." Public Personnel Management, 23(3): 501-513.

Vinzant, Janet, 1994. "The Supreme Court, Patronage and Political Parties: Barriers to Responsibility." Southeastern Political Review, 22 (2): 243-266.

Vinzant, Janet and Thomas Roback, 1994. "Dilemmas of Legitimacy: The Supreme Court, Patronage, and the Public Interest." Administration and Society, 25(4): 443-466.

Vinzant, Janet, 1993. "Strange Bedfellows: Public Administration, Neutral Competence, and Strong Parties." Public Administration Theory and Praxis, 15(2), 11-24.

Vinzant, Douglas and Janet Vinzant, 1993. "Strategic Management and Total Quality Management: Promises and Possibilities." The Public Manager, Fall: 76-77.

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RESEARCH, Cont.

Book Chapters and Monographs

Svara, James and Janet Denhardt, Author Editors. 2010. Connected Communities: Local Governments as A Partner in Citizen Engagement and Community Building. White Paper prepared for the Alliance for Innovation, 103 pp.

Denhardt , Janet and Robert Denhardt. Forthcoming. "Leadership and Governance." The Sage Handbook of Governance, Mark Bevir, Ed. Thousand Oaks, CA: Sage.

Denhardt, Robert, Janet Denhardt, and Chase Gordon. Forthcoming. "Leadership: Contemporary Practices and Approaches. In Leading Human Resources, Leland Ware, Editor.

Denhardt, Janet and Robert Denhardt, 2009. "Building Organizational Resilience and Adaptive Management." In Handbook of Adult Resilience: Concepts, Methods and Applications. John Hall and John Reich, Editors. New York: Guilford Publications.

Janet Denhardt and Martin Vanacour. 2009. "Beating the Odds or Changing the Odds in a Large City?" in The Facilitative Leader, Jim Svara, Editor. Boca Raton, Florida: CRC Press.

Denhardt, Robert and Janet Denhardt. 2005. "Maricopa County: A Study in Rapid Organizational Change." Project on Urban Innovation, Arizona State University.

Denhardt, Robert and Janet Denhardt. 2004. "The New Public Service: Administration and Democratic Governance," in Democracy, Governance and Globalization, Indian Institute of Public Administration.

Denhardt, Janet and Robert Denhardt. 2002. "Creating a Culture of Innovation," in What Do We Know About Innovation, edited by Mark Abramson and Ian Littman. Lanham, MA: Rowman and Littlefield, 107-142.

Denhardt , Robert and Janet Denhardt. 2002. "Leadership for Change," in Leaders, edited by Mark Abramson and Ian Littman. Lanham, MA: Rowman and Littlefield, 143-173.

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**RESEARCH, Cont.**

Denhardt, Robert, Janet Denhardt, and Thomas Babcock, 2001. "Governance, Values, and Public Policy," in Arizona Town Hall Book on Governance.

Denhardt, Janet and Robert Denhardt, 2001. Creating a Culture of Innovation: Lessons Learned from America's Best Run City. Pricewaterhouse Coopers Endowment for The Business of Government.

Vinzant, Janet and Douglas Vinzant, 2000. "Private Sector Strategic Management: Lessons for Government," Handbook of Strategic Management. J. Rabin, G. Miller, and W. B. Hildreth, editors. NY: Marcel Dekker.

Denhardt, Robert and Janet Denhardt, 1999. Leadership for Change: Case Studies in American Local Government. Pricewaterhouse Coopers Endowment for The Business of Government.

Vinzant, Janet and Lane Crothers, 1996. "A Model of Street-Level Leadership," ASPA Resource Paper Series: Leadership and Ethics, American Society for Public Administration, June.

**Invited Articles**

Denhardt, Robert and Janet Denhardt, 2003. "A National Day of Service," Public Voices, v. VI, nos.23: 35-36.

Denhardt, Robert and Janet Denhardt, "National Day of Service," On-line column, American Society for Public Administration, August 2002.

Reprinted in the Federal Times, September 2, 2002.

Denhardt, Robert and Janet Denhardt, "The Soul of Public Administration," On-line column, American Society for Public Administration, July 2001.

Denhardt, Robert and Janet Denhardt, "The Power of Public Service," On-line column, American Society for Public Administration, September 2001.

*This column was circulated electronically and reprinted nationally and internationally in hundreds of locations.*

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**RESEARCH, Cont.**

Denhardt, Robert and Janet Denhardt, "Citizenship and Public Service," On-line column, American Society for Public Administration, November 2001.

Denhardt, Robert and Janet Vinzant Denhardt, 2000. "Leading Change in Local Government (part two)," PA Times, 23( 7), 2.

Denhardt, Robert and Janet Vinzant Denhardt, 1999. "Leading Change in Local Government (part one)," PA Times, 22( 9), 3 & 6.

**Book Reviews**

Vinzant, Janet, 1996. Review of The Challenge of Community Policing, Dennis P. Rosenbaum, Editor. Criminal Justice Review, Volume 20, No. 2.

**Presentations and Proceedings**

Keynote Speech: "Citizen Engagement." Virginia Local Government Association. Virginia Beach, June 2012.

Keynote Speech: "Building Organizational Resilience." International City Managers Association Regional Summits, Albuquerque, NM and Novi, Michigan, March 2011.

Invited Presentation: "Connected Communities." International City Managers Association, Annual Meeting October, San Jose, CA, 2010.

Invited Presentation: "Approaches to Citizen Engagement." Big Ideas Conference, Alliance for Innovation, Sept., Ann Arbor, MI, 2010.

Webinar: "Organizational Resilience." Alliance for Innovation. August, 2010.

Invited Presentation: "Citizen Engagement." Big Ideas Conference, Alliance for Innovation, Decatur, GA, 2009.

Invited presentation: "Organizational Resilience." Association of Local Governments, Gothenburg, Sweden, 2009.

Invited presentation: "Organizational Resilience." University of Lund, Sweden, 2009.

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**RESEARCH, Cont.**

Keynote address: "Leadership and Change in American Local Government." Sweden Association of Local Authorities, Stockholm, Sweden, 2008.

Convener, Panel on Leadership Development. Social Equity Leadership Conference. Phoenix, 2007.

Panel convenor/discussant, "New Public Service Revisited," National Conference of the American Society for Public Administration, 2007.

Presentation: "Testing the facilitative model in a large city: Case study of Phil Gordon (co-author Martin Vanacour). Conference on Mayoral Leadership and the Future of Council-Manager Government. Phoenix, 2007.

Keynote Speech: "The New Public Service." Conference on New Public Service in Brazil. Florianopolis, Brazil, 2006.

Keynote Speech: "Leadership in Local Government" Swedish Association for Local Government, Stockholm, 2004.

Invited Presentation: "The Art of Leadership," Netherlands Association of Public Administration, 2004.

Keynote Speech: "Leadership in Local Government." Conference of Swedish city managers, sponsored by Price Waterhouse of Sweden in Stockholm, 2004.

Paper presentation: "Value-based Leadership." National Conference of the American Society for Public Administration, 2004.

Invited presentation: "The New Public Service" University of LaVerne, CA, 2003.

Six Invited Presentations on the topics of: "Creating a Culture of Innovation," "The New Public Service" and "The Dance of Leadership." Various combinations presented to Organisationers "talighet" kontra krav pa forandring, Lund, Sweden; The University of Lund, the City of Lund; the Price-Waterhouse City Managers Leadership School; the Swedish Assembly of Local Government, Stockholm, 2003

Invited Presentation "The New Public Service." Group of City Managers from Sweden 2002.

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**RESEARCH, Cont.**

Invited Presentation: "Innovation and Organizational Culture." Presentation to delegation from Lund University, Sweden. 2002.

Invited Presentation: "The Art of Leadership," Arizona League of Cities, Annual Meeting, Denhardt, Robert and Janet Denhardt, 2002.

Paper Presentation: "Theoretical Foundations of the New Public Service," National Conference of the American Society for Public Administration, 2002.

Invited Presentation: "New Public Management and New Public Service" Janet Denhardt and Robert Denhardt, Korea University, 2002.

Invited Presentation: "Performance and Accountability at the Street-Level of Public Service." National Congress on Administrative Capacity, Nijmegen, Netherlands, April , 2000.

Paper presentation: "Models of Governance: Issues Raised and Lessons Learned from the Debate Over Local Governments and Charter Schools." Barbara McCabe and Janet Vinzant, National Conference of the American Society for Public Administration, 1988.

Paper Presentation: "When Values Collide: Motivation and Role Conflict in Child and Adult Protective Services," National Conference of the American Society for Public Administration, 1997.

Panel Moderator: "The Hard Part? Developing Appropriate Performance Management Systems and Strategies," panel moderator, National Conference of the American Society for Public Administration, 1996.

Paper presentation: " A Model of Street-Level Leadership," Vinzant, Janet and Lane Crothers. National Conference of the American Society for Public Administration, July 1995.

Paper Presentation: "Street-level Leadership: Understanding Community Policing," National Conference of the American Society for Public Administration, July 1994. *Best Paper Award*, Section on Criminal Justice.

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**RESEARCH, Cont.**

Paper presentation: "Street-level Leadership in Law Enforcement," Vinzant, Janet, and Lane Crothers. Western Political Science Association Meeting, 1994.

Paper Presentation: "Tales from the Front (and the Back): "Using Active Learning Strategies in Large Classes," Stafford, Jeffrey and Janet Vinzant, Western Organization and Management Teaching Conference, 1994.

Paper Presentation: "Strange Bedfellows: Public Administration, Neutral Competence, and Strong Parties," Prospective and Retrospective Visions of Public Administration Theory: Proceedings of the Sixth National Symposium on Public Administration Theory, July, 1993.

Paper Presentation: "Strategic Management and Total Quality Management: Promises and Possibilities," Vinzant, Janet and Douglas Vinzant. National Conference of the American Society for Public Administration, July 1993.

Paper Presentation: "Alternative Futures for American Public Administration: Public Service Values and Risk Taking," American Management Association, Spokane, WA, June, 1993.

Paper Presentation: "Impossible Jobs on the Street: Police Officers as Leaders," Crothers, Lane, and Janet Vinzant, Western Political Science Association, March, 1993.

Paper Presentation: "The Supreme Court and Political Patronage: Challenges to the Partnership," National Conference of the American Society for Public Administration, April, 1992.

Paper Presentation: "Judicial Perspectives on the Legitimacy of Public Administration," Fifth National Symposium on Public Administration Theory, April, 1992.

Paper Presentation: "Citizen Participation and Solid Waste in Washington State," panel co-convenor with Larry Luton, ASPA Region IX Conference, October, 1989.

Paper Presentation: "Citizen Participation and Solid Waste Policy Making in Spokane: A Report on Work in Progress," Luton, Larry and Janet Vinzant. National Conference of the Association of Voluntary Action Scholars, September, 1989.

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**RESEARCH, Cont.**

**Government Documents and Reports**

Principal author of:

Management Control and Cost Reduction Program, Second Edition, Governor's Office, Washington State, August 1984.

Washington State Board of Tax Appeals: Management Systems Review, Office of Financial Management, February 1984

Department of Personnel Productivity and Staffing Level Standards, Office of Financial Management, December 1984.

Washington State Lottery: Management Systems Review Follow-up, Office of Financial Management, November 1983.

Annual Report to Congress on Title XX, U.S. Department of Health and Human Services, 1980.

Adult Corrections Policy and Program Development Plan, Adult Corrections Division, Washington State Department of Social and Health Services, 1978.

Findings on Potential Model Programs for the Implementation of Title IX. Prepared for HEW, Region X, March 1978.

Accounting, Budgeting and Administrative Manual and Report on Financial and Administrative Systems, for the Washington State Commission for the Humanities, November 1978.

Proposed Instructional Formula Modifications, for the Washington State Board for Community College Education, February 1977.

Indian Economic Employment Assistance Program--Progress Report 1974-75 and 1975-76, for the Washington State Office of Community Development, 1977.

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## TEACHING

### Courses Taught

#### Graduate Courses:

- Doctoral Seminar in Organizational Theory and Behavior
- Bureaucracy and Public Affairs
- Research Tools
- Concepts and Values in Public Administration
- Public Personnel Administration
- Organizational Behavior
- Leadership in the Public Sector

#### Undergraduate Courses:

- Modern Government
- State and Local Politics
- Public Management
- Administrative Politics
- Public Leadership

## GRANTS AND CONTRACTS

Price Waterhouse Institute for the Business of Government, 1999. Grant to conduct research on "lessons learned" from America's Best Run City.

Price Waterhouse Institute for the Business of Government, 1999. Grant to study change in American cities.

Mesa Police Department, 1996, to design and conduct an evaluation of photo radar speed and right light camera technologies.

Deans Incentive Grants, 1996-1999. 1996 and 1997 to conduct research on street-level discretion and leadership in the Arizona Department of Economic Security. 1998 to conduct research on charter schools. 1999 to conduct research in preparation for book manuscript on leadership.

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**GRANTS, Cont.**

Advanced Public Executive Program, ASU, 1996, to develop management training materials for front-line supervisors in Maricopa County, Arizona.

Northwest Institute, spring 1993, to conduct research on street-level leadership by police officers in Spokane County.

**PUBLIC SERVICE**

**Management Consultant**, State of Washington, Office of Financial Management, Olympia, WA (1983-1985). Provided fulltime, in-house management consulting services to state agencies and within the Governor's Office. Served as administrator for Forms Reduction Program and the Governor's Management Control and Cost Reduction Program.

**Senior Management Analyst**, Office of the Secretary, Department of Health and Human Services (HHS), Washington, D.C. (1981-82). Administered the management by objectives (MBO) system for social service programs.

**Special Assistant** to the Director of Policy Development, Human Development Services, HHS, Washington, D.C. (1979-81). Managed merit pay system for executive staff, wrote speeches, directed a task force to implement new Federal day care regulations, primary author of 1980 Annual Report to Congress on Title XX.

**Management Analyst**, Office of the Secretary, HHS, Washington, D.C. (1979). Responsible for analysis of proposed policy and regulatory changes in Medicare and the development of recommendations for reducing fraud, abuse and waste.

**Management Consultant**, Miller and Associates, Olympia, WA (1976-78). Wrote grant proposals and served as project director an evaluation of Title IX implementation schools in Washington, Oregon, Alaska and Idaho for the U.S. Department of Health, Education and Welfare.

**PROFESSIONAL MEMBERSHIPS AND AFFILIATIONS**

Fellow, National Academy of Public Administration  
American Society for Public Administration  
Pi Sigma Alpha

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### HONORS, AWARDS, AND ACTIVITIES

Charles Levine Award, ASPA and NASPAA, 2013

Distinguished Teaching Award, School of Public Affairs, ASU, 1997, 2006.

Honored as nominee for award by the ASU Commission on the Status of Women, 2003

Distinguished Research Award, School of Public Affairs, ASU, 1997, 2007

Best paper in criminal justice, American Society for Public Administration, 1994.

Listed in Outstanding Young Women of America, 1991; Who's Who in the West, 1993, Who's Who in the World, 1994.

U. S. Government, Presidential Management Intern Program (1979-81)

### DEPARTMENT, UNIVERSITY, AND PROFESSIONAL SERVICE

#### Professional Service

Board Member, Alliance for Innovation.

Editorial Board, American Review of Public Administration.

Editorial Board, International Journal of Organizational Theory and Behavior.

Referee: Public Administration Review, Journal of Public Administration Research and Theory, and Journal of Public Administration Education.

Member, Editor Search Committee, Public Administration Review. 2004.

Denhardt, Janet and Robert Denhardt, Issue Paper on Governance, prepared for ASPA 2002 strategic planning project.

Planning and Registration Committee Chair, Public Administration Teaching Conference, 2001.

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**SERVICE, Cont.**

**University Service**

Doctoral Program Director, ASU School of Public Affairs, 2005 to 2010.

Member of Director Search Committee, ASU School of Public Affairs, 2010.

University Promotion and Tenure Committee, ASU, 2006-2009.

Senator, ASU Academic Senate 2004, 2005

Chair, ASU School of Public Affairs Personnel Committee 2004

Member, ASU Faculty Search Committee, 2002-2003

Member, MPA Committee, ASU, 1995, 2002

Member, Director Search Committee, Advanced Public Executive Program, ASU, 1996.

Member, School of Public Affairs Personnel Committee, ASU, 1996 to 2003.

Member, PhD Screening Exam Committee, ASU, 1995 to present.

Chair, Faculty Search Committee, ASU, 1995

Member, DPA Executive Committee, ASU, 1995 to 2003

Senator, Faculty Senate, Eastern Washington University (EWU), 1992-93

Member, Undergraduate Affairs Council, EWU, 1992-93

Member, Title III Advisory Board, EWU, 1991 to 1995

Member, Public Administration Program Promotion Committee, EWU, 1990-93

Member, Government Department Personnel Committee, EWU, 1992-93

Member, Implementation Committee, General Education Reform, EWU, 1994-1995

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