

**Robert B. Denhardt**

**Price School of Public Policy  
University of Southern California**

Price School of Public Policy  
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**Current Position**

Professor and Director of Leadership Programs, Price School of Public Policy

**Prior Position – Arizona State University**

Lattie and Elva Coor Presidential Chair, 2008 - 2010

Regents' Professor, Arizona State University, 2007 - present

Lincoln Professor of Leadership and Ethics, Arizona State University, 2006 - 2009

Director, School of Public Affairs, Arizona State University 2005 - 2010

Distinguished Visiting Scholar, University of Delaware, 1999 - present

**Education and Degrees**

Ph.D., University of Kentucky, Major in Political Science (Public Administration), Minors in Business Administration and Economics, 1968.

Fellow, Southern Regional Training Program in Public Administration, Universities of Alabama, Kentucky, and Tennessee, Master of Arts granted by the University of Kentucky, 1968.

Bachelor of Arts, Western Kentucky University, Majors in Political Science and History, 1964.

**Professional Experience (Academic Appointments)**

Charles P. Messick Professor of Public Administration, School of Urban Affairs and Public Policy, University of Delaware, 1995 - 1999.

Walter and Betty Boardman Professor of Public Administration and Environmental Policy, Department of Public Administration, University of Central Florida, 1991-1995.

Professor, Graduate School of Public Affairs, University of Colorado, 1990-1991.

Professor, Department of Public Administration, University of Missouri-Columbia, 1980-1990. (Research Professor of Public Administration, 1984-1988).

Associate Professor, Department of Political Science, University of Kansas, 1974-1980.

Associate Professor, Department of Political Science, University of New Orleans, 1971-1974.

Assistant Professor, Department of Political Science, University of New Orleans, 1968-1971.

Doctoral Research Fellow, Department of Political Science, University of Kentucky, 1967-1968.

Research Assistant, Center for Developmental Change, University of Kentucky, 1967-1968.

#### **Professional Experience (Administrative Positions)**

Director, ASU School of Public Affairs, 2004-2010.

Chair, Department of Public Administration, University of Central Florida, 1991 -1994.

Vice Provost for Budget and Operations, University of Missouri-Columbia, 1989-1990

Associate Dean for Academic Affairs, College of Business and Public Administration, University of Missouri-Columbia, 1981-1983.

Chair, Department of Public Administration, University of Missouri-Columbia, 1980-1983.

Director, Graduate Program in Public Administration, University of Kansas, 1974-1977.

Assistant Dean, College of Liberal Arts, University of New Orleans, 1971-1974

Co-Director, Center for Civic Education, University of New Orleans, 1971-1974.

#### **Professional Experience (Related Activities and Honors)**

Donald C. Stone Lecture Award, ASPA, 2008

Recipient, ASU Regents Professorship, 2007

Recipient, ASPA's Dwight Waldo Award for lifetime achievement in scholarship, 2004

Recipient, Charles Levine Award for teaching, research, and service, 2002

Fellow, National Academy of Public Administration, 1992-present.

Fellow, Canadian Centre for Management Development, 1994-present

Fulbright Scholar, Australia, November, 1990.

President, American Society for Public Administration, 1987-1988.

Chair, Governor's Advisory Council on Productivity in Government, State of Missouri (appointed by Governor Bond; reappointed by Governor Ashcroft), 1982-1989.

Recipient, James Webb Award for the Best Paper at the ASPA National Conference, 1997: "Local Government in the Eyes of Citizens." (With Mark Glaser).

Recipient, ASPA Region VII Pride in Public Service Award, 1987.

Recipient, Stephen B. Sweeney Award for Excellence in Urban Management Education, International City Management Association, 1983.

Fellow, Interdisciplinary Studies Program, the Menninger Foundation, Topeka, Kansas, 1979-1980.

Member, Advisory Committee on Criminal Justice, Council of State Governments, 1974-1976.

Special Master, Civil District Court, New Orleans, 1973. Mediated election dispute for Desire Community Housing Corporation.

Delegate, Democratic National Convention, 1972.

Member, Kentucky Commission on Law Enforcement and Crime Prevention, (appointed by Governor Breathitt), 1967-1968.

### **Publications: Books**

*Organizational Behavior: Creative Leadership and a Global Society*, with Janet Denhardt, Maria Aristigueta, and Afsaneh Nahavandi. Forthcoming, 2014. Sage Publications.

Core textbook in organizational behavior for students in business, public administration, educational administration, and healthcare administration.

*The Dance of Leadership*, with Janet V. Denhardt. M. E. Sharpe Publishers, 2006.

An analysis of the art of leadership, based on parallel interviews with dancers and leaders.

*The New Public Service*, with Janet V. Denhardt. M. E. Sharpe Publishers, 2003. Chinese Edition, 2004, Chinese Edition, 2006, Expanded Edition, 2007, third edition, 2011.

Scholarly review of theoretical work advancing an argument in behalf of civic engagement and the value of public service.

*Managing Human Behavior in Public and Non-profit Organizations*, with Janet V. Denhardt and Maria Aristigueta. Sage Publications: 2001. Chinese Edition, 2007. Second Edition, 2008. Third Edition, 2010.

An introductory text in management and organizational behavior in public administration and nonprofit management.

*The Pursuit of Significance: Strategies for Managerial Success in Public Organizations*, Wadsworth Publishers, 1993, second edition, 2000

A review of approaches to managerial excellence in public organizations in Australia, Canada, Great Britain, and the United States.

*Public Administration: An Action Orientation*, Harcourt-Brace Publishers, 1991. Second edition, 1995. third edition, 1998;. fourth edition, 2002, fifth edition, 2005. sixth edition, 2008, seventh edition, forthcoming 2013.

Introductory text in public administration, emphasizing skill development

*Public Administration in Action*, edited with Barry Hammond, Brooks-Cole Publishers, 1991.

Books of readings, cases, and profiles to accompany text

*Executive Leadership in the Public Service*, edited with William Stewart. University of Alabama Press, 1992.

Essays on executive leadership in memory of Coleman B. Ransone, Jr.

*The Revitalization of the Public Service*, edited with Edward T. Jennings, Jr., The University of Missouri Board of Curators, 1987.

Edited papers from the National Conference on The Revitalization of the Public Service, Lake of the Ozarks, Fall, 1984.

*Theories of Public Organization*, Harcourt-Brace Publishers, 1984. Second edition, 1993. Chinese edition, 1994. Third edition, 1999. Fourth Edition, 2003, Second Chinese Edition, 2004, Armenian Edition, 2006, fifth edition, 2007, sixth edition, 2010.

A review and analysis of major works in public administration theory and an outline of an alternative conception of theories of public organization.

*In the Shadow of Organization*, Regents Press of Kansas, 1981. Second edition, 1989.

An analysis of the individual's struggle to achieve meaning, to find appropriate contexts for action, and to establish a sense of life's continuity in the face of an increasingly organized society.

*Pollution and Public Policy: Readings in Environmental Policy-Making*, edited with David F. Paulsen, Dodd-Mead, 1973.

Readings in environmental policy

Denhardt, Robert B. and Janet Vinzant Denhardt. 1999. *Leadership for Change: Case Studies in American Local Government*. Arlington, VA: Pricewaterhouse Coopers Endowment for the Business of Government.

### **Publications: Monographs**

Denhardt, Robert B. and Janet Vinzant Denhardt. 1999. *Creating a Culture of Innovation*. Arlington, VA: Pricewaterhouse Coopers Endowment for the Business of Government.

Denhardt, Robert B. and Chang Soo Choe. 1999. *Leadership: An Annotated Bibliography*. University of Delaware, Project on Leadership, Integrity, and Change.

Denhardt, Robert B. and Chang Soo Choe. 1999. *Ethics and Leadership: An Annotated Bibliography*. University of Delaware, Project on Leadership, Integrity, and Change, 1999.

"A Study of the Administration of the Knox County (Kentucky) Community Action Program" a research report to the Office of Economic Opportunity (1967), 140 pages.

"EPICS: Economics and Politics in a Changing Society," discussion paper, Center for Civic Education, University of New Orleans, 1974, (with Philip W. Jeffress).

The Kansas City (Missouri) Citizen Survey, published by the City of Kansas City (Missouri), (with Karen Van Wagner).

### **Publications: Articles and Book Chapters**

"Organizational Citizenship and Personal Freedom," *Public Administration Review* XXVIII (January/February 1968), 47-54.

"Bureaucratic Socialization and Organizational Accommodation," *Administrative Science Quarterly*, 13 (December 1968), 441-450.

"PPBS and the Cities," *Managerial Planning*, 17 (May 1969), 13-17 (with David F. Paulsen).

"Leadership Style, Worker Involvement, and Deference to Authority," *Sociology and Social Research*, V. 54 (January 1970), 172-180.

Reprinted in Dorothy N. Harlow and Jean J. Hanks, *Organizational Behavior: Cases and Concepts* (Little-Brown, 1975).

"Social Learning and Economic Behavior," *American Journal of Economics and Sociology*, V. 30 (April 1971), 113-125 (with Philip W. Jeffress).

"Organizing the Urban Budget Function," *Municipal Finance*, V. XLIII (May 1977), 167-172.

"Alienation and the Challenge of Participation" *Personnel Administration*, (September/October 1971), 25-32.

"The Organization as a Political System," *Western Political Quarterly* (December 1971), 675-686.

"Youth Responses to Cultural Incongruities," *Youth and Society*, (December 1971), 237-255 (with H. David Allen).

"Learning About Bureaucracy," *Personnel Administration*, (June 1972), 15-19.

"Race, Inauthenticity, and Religious Cynicism," *Phylon*, (1972), 120-131 (with Jerome J. Salamone).

"Subcultural Differences in Bureaucratic Socialization," *LSU Journal of Sociology* (Spring 1973), 61-85.

"EPICS: Experimentation in Undergraduate Learning," *Louisiana Political Scientist*, April 1974 (with Philip W. Jeffress).

"Civics Instruction: A Social Science Commentary," *Improving College and University Teaching*, (Autumn 1975), 245-246.

"Exploring Political Alternatives," *Teaching Political Science* (January, 1975), 212-225.

"Delegate Selection in Non-Primary States," *National Civic Review* (November 1975), 521-525, (with Jay Hakes).

"Theory and Practice in Urban Management Education," *Praxis: A Journal of Urban Management Education*, Vol. 1, No. I (Winter 1975), 6-10.

"The Coming Death of Administrative Man," *Public Administration Review* XXXVI (July/August 1976), 379-384, (with Jan Perkins).

Reprinted in Frederick S. Lane, *Current Issues in Public Administration* (St. Martin's Press, 1978).

"Compliance and Representation: Democratic Party Reform in the South," *Journal of Political Science*, (Fall 1976), 3-8, (with Jay Hakes).

"City Management as a Skin Trade," *Praxis: A Journal of Education for the Public Service*, Vol. 2, No. I (Winter 1976), 3-8.

"The Continuing Saga of the New Public Administration," *Administration and Society*, Vol. 9, No. 2 (August 1977), 253-261.

"Individual Responsibility in an Age of Organization," *Midwest Review of Public Administration*, Vol. 11, No. 4 (December 1977), 259-269.

Reprinted in Ralph Hummel, *The Bureaucratic Experience* (St. Martin's Press, 1982).

"Managerial Intuition: Perspectives from Barnard and Jung," *Business and Society* (Fall 1978), 26-30, (with H. Sloane Dugan).

"Managerial Intuition," *MBA Magazine* (February/March 1979), 13-19.

"Public Administration and the Critique of Domination," *Administration and Society*, Vol. 11 (May 1979), 107-120, (with Kathryn G. Denhardt).

"On the Management of Public Service Education," *Southern Review of Public Administration*, (December 1979), 273-283.

"Developing Attitudes Toward Bureaucracy," *State and Local Government Review* (January 1980), 24-29.

"The Administrative Journal: Theory and Method," *Innovations in Teaching Public Administration*, edited by Richard Heimovics and Ann-Marie Rizzo (Kansas City, 1981).

"Toward a Critical Theory of Public Organization," *Public Administration Review*, (November/December 1981), 628-635.

"Beyond Explanation: A Methodological Note," *Administration and Society*, (August 1982), 163-170 (with Jay D. White).

"Public Administration: Subfield? Profession? Discipline?" *American Review of Public Administration*, (Spring, 1982), 15-22.

"Teaching Public Administration as a Vocation: A Calling for Theorists," *Southern Review of Public Administration*, (Summer, 1982), 151-162 (with John Nalbandian).

"The Missouri Compromise," *Dialogue* (Fall, 1984), (with Edward T. Jennings, Jr.).

"Strategic Planning in Local Government," *Missouri. Municipal Review*, (Fall, 1984).

Reprinted in Illinois City Management News.

"Productivity Improvement in State Government, *The Bureaucrat* (Summer, 1986), 21-25 (with James Pyle).

"What Business Are You In?" NASPAA Newsletter, (Spring, 1985), pp. 2-5.

"Strategic Planning in State and Local Government," *State and Local Government Review*, Vol. 17, No. I (Winter, 1985), 174-179.

"Strategic Planning and State Government," *State Government* (Winter, 1986) pp. 179-183.

"Integrating Theory and Practice in Public Administration," in Don Calista, *Reforming American Government* (JAI Press, 1987), (with Jay White).

"Action Skills in Public Administration Education," in *The Revitalization of the Public Service*, edited by Robert B. Denhardt and Edward T. Jennings, Jr., 1987.

"Implementing Quality Circles in State Government," *Public Administration Review*, July/August 1987, pp. 304-309, (with James Pyle and Allen C. Bluedorn).

"The Contemporary Critique of Management Education," *Public Administration Quarterly*, v. 11 (Summer, 1987), 123-133.

"Images of Death and Slavery in Organizational Life," *Journal of Management*, v. 13, no. 1 (1987), 529-541.

"Five Great Issues in Organization Theory," in Rabin et al., *The Handbook of Public Administration* (New York: Marcel-Dekkar Publishers, 1989).

"Public Administration Theory," in Naomi Lynn and Aaron Wildavsky, *Public Administration: The State of the Discipline* (New York: Chatham House, 1990).

"Time and Organizations," *Journal of Management*, v. 14 (1988), 299-320 (with Allen C. Bluedorn)

"Image and Integrity in the Public Service," *Public Administration Review*, V. 49 (January/February, 1989), 74-77 (with Edward T. Jennings, Jr.).

"Public Leadership: A Developmental Perspective," in Robert B. Denhardt and William Stewart, *Executive Leadership in the Public Service* (Tuscaloosa: University of Alabama Press, 1992, with Kevin Prelgovisk)

"Morality as an Organizational Problem," *Public Administration Review*, v. 52 (March-April, 1992), 104-105.



"Quality and Productivity in State Government," in *The Well-Performing Government Organization*, edited by James C. McDavid and Brian Marson. Toronto: Institute of Public Administration of Canada, 1992.

"Empowerment in the Public Workplace," *Public Sector Management et Secteur Public*, (Spring, 1992), 13-15.

"Great Thinkers in Human Resources Management," *Handbook of Public Personnel Management*, edited by Jack Rabin et al., Marcel Dekker, 1994. (with Linda deLeon).

"Reinventing Government: Clinton-Gore Style," *Public Sector Management et Secteur Public* (v. 4, no. 3 (1993), 6-7.

"Expanding Civic Culture in State and Local Government," *Proceedings of the Askew Institute* edited by Lance deHaven-Smith. Tallahassee: Florida Institute of Government, 1996.

"Putting Citizens First in Orange County, Florida," *National Civic Review*, v. 84, no.3 (Summer-Fall, 1995), 210-21, (with Linda Chapin)

"Organization Theory," *Encyclopedia of Public Administration*, edited by Jay Shafritz, 1996.

"Organizational Transformation," *Encyclopedia of Public Administration*, edited by Jay Shafritz, 1996 (with Lydia A. Richardson).

"Developing Intrapersonal Skills," *Handbook of Public Administration*, edited by James Perry. San Francisco: Jossey-Bass, 1996, (with Maria P. Aristigueta).

"Integrating Theory and Practice in MPA Education: The Delaware Model," *Journal of Public Administration Education*, v. 3, no. 2 (May, 1997), (with Jeffrey Raffel and Daniel Rich).

"When Citizen Expectations Conflict with Budgetary Reality," *Journal of Public Budgeting, Accounting, and Financial Management*, v. 11, no. 2 (Summer, 1999), 276-310 (with Mark Glaser).

"Crime and Community-based Intervention Strategies," *International Journal of Public Administration*, v. 19, no. 7 (1996), 1139-1166 (with Mark Glaser and Joseph Grubbs).

"The Future of Public Administration: Challenges to Democracy, Citizenship, and Ethics." *Journal of Public Administration and Management*, forthcoming.

"Collaboration and Allegory: Extending the Metaphor of Organizational Culture in the Context of Interorganizational Change," *Research in Organizational Change and Development*, edited by William A. Pasmore and Richard W. Woodman, Stamford, CT: JAI Press (with Joseph Grubbs, Jr.).

"Megatrends in Public Administration in Europe and North America," in *Current Public Policy Issues*, edited by Khi Thai and Rosalyn Carter. Philadelphia: Pracademic Press (with Nico Nelissen).

"When Citizen Expectations Conflict with Budgetary Reality: Discontinuity Between The Public's Demand for Services and its Willingness to Pay Taxes." *Journal of Public Budgeting, Accounting, Financial Management* 1999 (11) 2: 276-310 (with Mark Glaser).

"Top Public Managers of the Twenty-First Century," *Korean Review of Public Administration*, v. 3., no 1, 1998, 91-109.

"Targeting Community Development in Orange County, Florida," *National Civic Review*, 87 (Summer/Fall 1998) 227-235. (with Mark Glaser)

"The Political Theory of Reinvention," *Public Administration Review* v. 60, no. 2 (March-April, 2000), 89-97. Received Marshall Dimock Award for Best Lead Article in PAR for the year 2000. (with Linda deLeon)

"Local Government Performance through the Eyes of Citizens," *Journal of Public Budgeting, Accounting, and Financial Management*, v. 12, no. 1 (Spring 2000), 49-73. (with Mark Glaser)

"Communities at Risk," *National Civic Review*, 88, no. 2 (Summer, 1999), 145-154. (with Mark A. Glaser)

"Democratische Criteria ter Beoordeling Van Bestuurlijk," in *Bestuurrs Wetenschappen* 2000 no. 3, 194-208.

"The Pursuit of Significance: A Survey Among top Managers of Public Administration in the Netherlands. *Public Management* (United Kingdom), 2000, vol. 2., no. 2, 219-23 8. (with Nico Nelissen and Christiaan Lako)

"The New Pubic Service: Serving rather than Steering," *Public Administration Review*, v. 60, no. 6 (November-December, 2000). (with Janet Vinzant Denhardt)

"Local Government Puts Citizens First," *PA Times* (January, 1998).

Reprinted in *Illinois City-County Management*

Reprinted in *Texas City-County Management*

"Orange County Puts Citizens First." Nation's *Cities Weekly*. 1999 (20) 9: page 4.

"Economic and Environment Concerns and Local Development Policy, *Public Works Management and Policy*, vol. 3, no. 3, (January, 1999) 209-223. (with Mark Glaser)

"Leading Change in Local Government." *PA Times* (September, 1999). (with Janet Vinzant Denhardt)

"Leading Change in Local Government." *PA Times* (July, 2000) (with Janet Vinzant Denhardt)

"Citizen Driven Strategic Planning," in Jack Rabin et al. (Ed.) *Handbook of Strategic Management*, second edition, 2000. (with Kathryn Denhardt and Mark Glaser)

"Restoring Trust in Government: The Role of Integrity and Responsiveness," in Joan McGregor (ed.) *Values, Ethics, and Personal Responsibility*. Phoenix: Arizona Town Hall. 2000.

"Trust as Capacity," *Public Organization Review*, 2: 65-76 (2002).

"The Big Questions of Public Administration Education," *Public Administration Review* (September-October 2001), v. 61, no. 5: 526-534.

"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. (with Janet Denhardt)

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

"The New Public Service," in *En plein public: 40 jaar tijd voor de overheid*, ed. by Maurice Bogie, Arnoud van de Ven, and Ben Verfurden. Nijmegen, The Netherlands: University of Nijmegen, 2002.

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

"Trust as Capacity," in Ali Farazmand (ed.), *Sound Governance*. Westport, CT: Greenwood/Praeger, 2003.

"The New Public Service: Administration and Democratic Governance," in *Democracy, Governance, and Globalization*, India: Indian Institute of Public Administration. 2004. (with Janet Denhardt)

"Five Great Issues in Organization Theory," in *Handbook of Public Administration*. New York: Marcel Dekker, Inc. 2005. (with David L. Baker)

Robert B. Denhardt and Janet Denhardt, "Leadership for State Policymakers," in *The Book of the States*, 2007.

Denhardt, Janet and Robert Denhardt. 2010. "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.

Various On-line Columns for the American Society for Public Administration, including "The Power of Public Service."

### **Invited Lectures and Addresses**

University of South Florida (1986); American Society for Public Administration Regions I/II, VI, IX/X (1986); National Association of State Personnel Executives (1987); National Association of State General Services Officers (1987); American Society for Public Administration Regions IV, V, VI, V111, VIII (1987); Memphis State University (1987); Arizona State University (1987); University of Alabama-Birmingham (1987); Auburn University-Montgomery (1987); Auburn University (1987); President's Management Development Institute, Arizona State University (1987); Kansas State University (1988); Federal Executive Institute (1988); Governor's Conference on Management, State of Oklahoma (1988); University of Virginia (1988); University of Louisville (1988); Kentucky City Manager's School (1988); Certified Public Manager Training Program in Phoenix (1988); Long Beach State University (1988); Kentucky Political Science Association (1989); Virginia ASPA Leadership Conference (1989), University of Arkansas (1989), Royal Australian Institute of Public Administration (1990), University of Tasmania (1990), University of New South Wales (1990), University of Canberra (1990), Florida State University (1991), National Association of Government Training and Development Directors (1991), Royal Institute of Public Administration of Australia (1992), Catholic University of Nijmegen (Netherlands, 1993), Luso-American Foundation (Portugal, 1993), Canadian Institute of Public Administration (1993), Conference on Quality Improvement in Government (Washington, 1993), Local Government Union (Toronto, 1993), Canadian Centre for Management Development (Ottawa, 1994), Federal Aviation Management Institute (1994), Olstyn University (Poland, 1994), Inaugural Address, University of Delaware (1995), Florida International University (1996), Long Island University (1996), Catholic University of Nijmegen (1997), The Hague Leadership Conference (1997), Keynote Address, American Society for Public Administration (1997), University of Akron (1997), OECD Conference (Paris, 1997), University of Missouri (1997), Arizona State University (1998), Canadian Centre for Management Development (1998), University of Southern California Washington Public Affairs Center (1999), Virginia Innovation Group Annual Conference (1999), Catholic University of Nijmegen (2000); Conference on Interactive Planning, the Netherlands (2000); National Conference on Building Administrative Capacity, the Netherlands (2000) Korea University (2000); Korean Research Institute for Local Administration (2000), Korean Association of Public Administration (2000), Brookings Institution (2002), Virginia Commonwealth University (2002), West Virginia University (2002), Northern Arizona University (2002), University of Pristina, Kosovo (2002),

University of LaVerne (2003); Lund University, Sweden (2004), Price Waterhouse Conference on Local Government, Stockholm, Sweden (2004), Canadian Association of Public Administration (2004), University of Nijmegen, the Netherlands (2004), Tennessee ASPA Chapter (2004), University of LaVerne (2004); Netherlands Institute of Government (2005), Santa Catarina University - Brazil (2006), Swedish Association of Local Governments (2006), Swedish Knowledge Day Celebration (2006); Brookings Institution (2007), National Educational Leadership Forum (2007); Transforming Local Government Conference (Alliance for Innovation, 2007), Texas Municipal League (2007), National League of Cities (2007), National League of Cities (2009); many presentations to state and local government groups, 2000 – present.

### **Professional Associations (Memberships and Activities)**

National Academy of Public Administration

Fellow, elected 1993.

American Society for Public Administration

National President, 1987-1988.

National President-elect, 1986-1987.

Honorary Conference Chair, 2007

Donald C. Stone Lecture, 2008

Chair, Search Committee, PAR Editorship, 1998-1999.

Member, ASPA Endowment Board, 1998-2004.

Member, Strategic Planning Implementation Committee, 1997-1999.

Chair, National Campaign for Public Service, 1987-1990.

Member, National Council, 1982-85.

Chair, Publications Committee, 1984-1985.

Chair, Dwight Waldo Award Committee, 1984-1985.

Editorial Board, *Public Administration Review*, 1980-1983.

Vice-Chair, Program Committee National Conference, Denver, 1984.

Board of Directors, Section on Public Administration Education, 1978-1981.

Member, Program Planning Committee, ASPA National Conference, 1982-83.

Member, Committee on Women in the Profession, 1974-76.

Chapter Officer, Kansas, Missouri, Central Florida, and Delaware Chapters.

National Association of Schools of Public Administration and Affairs

Principal Representative (1974-1977, 1980-82, 1991-1994, 2004-2010).

Chair, Pi Alpha Alpha Manuscript Award Committee, 1985.

Member, Standards Committee, 1985-1987.

Member, Task Force on Research, 1985-1986.

Fellow, Canadian Centre for Management Development, 1995-present.

Coordinator, 25<sup>th</sup> National Conference on Teaching Public Administration, February 2001.

### **Editorial Boards**

Editorial Board, *Administration and Society*, 1983-present.

Editorial Board, *Public Productivity and Management Review*, 1987-present.

Editorial Board, *International Review of Public Administration*, 1988-present.

Board of Editors, *Governmental Productivity News*, 1987-1995.

Editorial Board, *Journal of Organizational Behavior*, 1998-2002.

Editorial Board, *Journal of Administrative Theory and Praxis*, 1993-2005.

Editorial Board, *Public Voices*, 1993- 2005.

Editorial Board, *Public Organization Review*, 1999-2005.

Editorial Board, *Public Administration Review*, 1980-83.

Research Editor, *American Review of Public Administration*, 1976-82.

Editorial Board, *State and Local Government Review*, 1975-80.

Editor, *Praxis: A Journal of Education for the Public Service*, 1975-77.

Editorial Board, *Journal of Open Education*, 1974-76.

Editorial Board, *Bureaucrat Occasional Papers*, 1974-76.

### **Recent Symposia**

Editor, Symposium on Experiential Education in Public Administration in *Journal of Teaching Public Administration*, 1997.

Editor, Symposium on "Theories of Public Organization: International Perspectives" in *Journal of Organizational Behavior*, 1998.

Editor, Symposium on Capacity-Building, *Public Organization Review*, 2002.

### **Manuscript Reviews**

Review manuscripts for *American Review of Public Administration*, *Journal of Public Affairs Education*, *Urban Affairs Quarterly*, *International Review of Administrative Sciences*, *Public Administration Quarterly*, *Journal of Politics*, *American Journal of Political Science* in addition to editorial board journals listed above.

### **Consulting**

*The Dance of Leadership*, a leadership development workshop presented to dozens of jurisdictions. (List on request.)

City of Phoenix, Department of Economic Development, Leadership Workshop

Brookings Institution, Workshops on "The Dance of Leadership," 2001-2002.

Orange County, Florida, "Citizens First" strategic planning and citizen service, 1994-98.

City of Daytona Beach, Florida, strategic planning and team-building, 1995.

City of Eustis, Florida, strategic planning, 1994.

City of Casselberry, Florida, strategic planning, 1994.

City of Ormond Beach, Florida, strategic planning, 1994.

City of Oviedo, Florida, Council Effectiveness Training, 1992; Strategic Planning, 1993.

College of Agriculture, University of Missouri-Columbia, organizational renewal, 1990-1995.

Office of Administration, State of Missouri, strategic planning, 1984-1989.

Missouri Job Training System, strategic planning, 1988-1990.

Division of Purchasing, State of Missouri, organization development, 1988 -1989.

State Training Office, State of Missouri, workshops on organization development, managing fiscal stress, and middle management, 1981-1988.

City of Kansas City, Missouri, citizen survey, 1976.

Consultant, Competency-based Instruction in Political Science, Southern University in Baton Rouge, Louisiana, April 1975.

Public Employees Training Institute, Preparation of Training materials, 1970.

City of New Orleans, co-director of workshop of PPBS applications in city government, 1969.

City of New Orleans, budget systems analysis, 1968.

### **Grants Received**

Lincoln Center for Applied Ethics, "The Art of Moral Leadership," \$80,000, 2008

Maricopa County, "Citizen-Driven Strategic Planning," with John Hall and Marty Vanacour, \$16,000, 2005.

ASU, College of Public Programs, College Incentive Grant, Project on Urban Innovation, \$30,000, 2004-2005.

PwC Endowment, "Creating a Culture of Innovation: Lessons from America's Best Run City," 2000.

PwC Endowment, "Leadership for Change in American Cities," 1998-1999.

USIA, Local Government Training for Polish Officials, (with University of Florida), 1992-1993.

Weldon Springs Endowment, A Study of Fiscal Stress in Missouri with other Public Administration faculty at the University of Missouri, 1982-83.

Intergovernmental Personnel Act, to provide training for state government employees (with Stanley B. Botner), 1981-82.

University of Kansas, University Research Grant, 1976-77, for a study of presidential politics in the Midwest.

Education for the Public Service Grant, to improve quality of the educational program and to provide student fellowships, 1975-76; 1976-77.

ICMA-NASPAA Grant (HUD Sponsored), to improve interchange between academics and practitioners, 1975-76.



Ford Foundation Venture Grant, 1972-73, to develop new interdisciplinary course, Economics and Politics in a Changing Society (EPICS).

ASPA Committee on Pre-collegiate Education, Center for Civic Education, 1971-72.

Louisiana State University in New Orleans Liberal Arts Research Grant, 1968-69; 1970-71.

Louisiana State University in New Orleans Research Council, 1968-69; 1971.

### **Major University Service (Faculty)**

Regents Professor Nominating Committee, Chair, 2007-2008.

Member, Search Committee, Director, School of Social Work, 2005.

Chair, Search Committee, Director of the Hugh Downs School of Communications, 2004-2005.

Chair, College Council, College of Human Resources, Education, and Public Policy, University of Delaware, 1998-1999 (member, 1997-1999).

Facilitator, Project on Leadership, Integrity, and Change, University of Delaware, 1998-1999.

Member, University Committee on Honorary Degrees, 1998-2000.

College Strategic Planning Committee, 1996-1997.

Chair, UMC Campus Promotion and Tenure Committee, 1986-1988.

Member, UMC Campus Promotion and Tenure Committee, 1985-1990.

Member, University Senate, University of New Orleans, 1972-1974.

### **Personal**

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Home phone: 916-942-9160

## References

Naomi Lynn  
President Emeritus  
Office of the President  
University of Illinois-Springfield  
Springfield, Illinois  
(217) 786-6634

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