

**JANET V. DENHARDT**  
**Arizona State University**  
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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**

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

**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). Developed and implemented college enrollment management policies, managed instructional and faculty travel budgets, and responsible for all student-related matters. Coordinated outcomes assessment, junior faculty mentoring, and curricular reform efforts. Collaborated with the Dean on college-level program planning, budget preparation and oversight, and faculty personnel policies and procedures.

**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).

**Instructor**, Political Science Department, Central Washington University and Department of Government, Eastern Washington University (1987).

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**RESEARCH**

**Books**

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.

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.

Chinese Edition, 2004.

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

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

**Book Chapters and Monographs**

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

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

Janet V. Denhardt and Robert B. 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.

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**RESEARCH, Cont.**

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

Denhardt, Robert B., 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 Vinzant 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.

**Referred Journal Articles**

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.

Robert B. Denhardt and Janet V. 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).

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**RESEARCH, Cont.**

Robert Denhardt 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.

Vinzant, Janet. 1998. "Where Values Collide: Motivation and Role Conflict in Child and Adult Protective Services," American Review of Public Administration, (28), 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.

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**RESEARCH, Cont.**

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 1993, 76-77.

**Invited Articles**

Bob 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**

-Denhardt, Janet, 2004. Value-based Leadership. National Conference of the American Society for Public Administration, April.

-Denhardt, Janet, 2002. Theoretical Foundations of the New Public Service, National Conference of the American Society for Public Administration, April.

-Denhardt, Robert and Janet Denhardt, 2000. New Public Management and New Public Service, Korea University, September.

- Denhardt, Janet, 2000. Performance and Accountability at the Street-Level of Public Service. National Congress on Administrative Capacity, Nijmegen, Netherlands, April

-McCabe, Barbara, and Vinzant, Janet, 1998. "Models of Governance: Issues Raised and Lessons Learned from the Debate Over Local Governments and Charter Schools." National Conference of the American Society for Public Administration, May.

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

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**RESEARCH, Cont.**

- Vinzant, Janet, 1996. "The Hard Part? Developing Appropriate Performance Management Systems and Strategies," panel moderator, National Conference of the American Society for Public Administration, July.
  - Vinzant, Janet and Crothers, Lane, 1995. "A Model of Street-Level Leadership," National Conference of the American Society for Public Administration, July 1995.
  - Crothers, Lane and Vinzant, Janet, 1994. "Street-level Leadership: Understanding Community Policing," National Conference of the American Association for Public Administration, July 1994. *Best Paper Award*, Section on Criminal Justice.
  - Vinzant, Janet, and Crothers, Lane, 1994. "Street-level Leadership in Law Enforcement," Western Political Science Association Meeting, March .
  - Stafford, Jeffrey and Vinzant, Janet, 1994. "Tales from the Front (and the Back): Using Active Learning Strategies in Large Classes, Western Organization and Management Teaching Conference, March.
  - Vinzant, Janet, 1993. "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.
  - Vinzant, Janet and Vinzant, Douglas, 1993. "Strategic Management and Total Quality Management: Promises and Possibilities," National Conference of the American Society for Public Administration, July.
  - Vinzant, Janet, 1993. "Alternative Futures for American Public Administration: Public Service Values and Risk Taking," American Management Association, Spokane, WA, June.
  - Crothers, Lane, and Vinzant, Janet, 1993. "Impossible Jobs on the Street: Police Officers as Leaders," Western Political Science Association, March.
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**RESEARCH, Cont.**

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

-Vinzant, Janet, 1992. "Judicial Perspectives on the Legitimacy of Public Administration," Fifth National Symposium on Public Administration Theory, April.

-Luton, Larry and Vinzant, Janet, 1989. "Citizen Participation and Solid Waste in Washington State," panel co-convenor, ASPA Region IX Conference, October

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

**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.

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**RESEARCH, Cont.**

-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.

**TEACHING**

**Courses Taught (ASU and EWU):**

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
- Social Science Research Workshop
- Management Analysis Workshop
- Local Government Reform Workshop
- Leadership in the Public Sector

Undergraduate Courses:

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

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.

Title III Curriculum Development Grant, summer 1991. Wrote proposal and completed project to develop a course in administrative politics.

**PUBLIC SERVICE**

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

**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.

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**PUBLIC SERVICE, Cont.**

**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**

Pi Sigma Alpha

American Society for Public Administration

**HONORS, AWARDS, AND ACTIVITIES**

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

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

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

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

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)

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**DEPARTMENT, UNIVERSITY, AND PROFESSIONAL SERVICE**

**Professional Service**

Editorial Board, American Review of Public Administration.

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

Janet Denhardt, 2006. "The Dance of Leadership." Speech for conference of Swedish city managers, sponsored by Price Waterhouse of Sweden in Stockholm.

Janet Denhardt, 2006. "The New Public Service." Keynote speech for conference on New Public Service in Brazil. Florianopolis, Brazil.

Janet Denhardt, 2004. "Leadership in Local Government." Keynote speech for conference of Swedish city managers, sponsored by Price Waterhouse of Sweden in Stockholm.

Janet Denhardt, 2004. "Leadership in Local Government" Keynote speech for Swedish Association for Local Government, Stockholm.

Janet Denhardt, 2004. "The Art of Leadership," presented to Netherlands Association of Public Administration.

Janet Denhardt 2003. "The New Public Service" University of LaVerne, California.

Janet and Robert Denhardt. 2003. Six Presentations on the topics of: "Creating a Culture of Innovation," "The New Public Service" and "The Dance of Leadership." Various combinations presented to Organisations "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.

Janet Denhardt, 2003. "The New Public Service." Presentation to City Managers from Sweden.

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

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**SERVICE, Cont.**

Janet Denhardt, 2002. Innovation and Organizational Culture. Presentation to delegation from Lund University, Sweden.

Janet Denhardt, 2002. Developing a Course Syllabus. Presentation to visiting scholars from the University of Pristina, Kosovo.

Robert Denhardt and Janet Denhardt, 2002, The Art of Leadership, Senior honors, Mountain Pointe High School, Phoenix

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

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

Member, Editor Search Committee, Public Administration Review. 1998 to 1999, 2004.

**University Service**

University Promotion and Tenure Committee, 2006-2007.

Doctoral Program Director, Fall 2005 to present.

Senator, Academic Senate 2004

Chair, School of Public Affairs Personnel Committee 2004

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

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**SERVICE, Cont.**

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, Steering Committee, Center for Leadership Development, EWU, 1993-1995

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

Member, Marketing Council, EWU, 1994-1995

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