

9/23/08

Curriculum Vitae

JAMES H. SVARA

Professor, School of Public Affairs
Arizona State University
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602.496.0448; 602.496.0950

EDUCATION

PhD, Political Science, Yale University, 1972
MA, International Relations, Yale University, 1969
BA, History, University of Kentucky, 1965

PROFESSIONAL EXPERIENCE

Professor, School of Public Affairs, Arizona State University, 2006-present; Director, Center for Urban Innovation

Professor of Political Science & Public Administration, North Carolina State University, 1989-2006;
Director, Public Administration Program, 1990-1998; Head, 1998-2005.

Associate Professor of Political Science, University of North Carolina at Greensboro, 1977-1989; Assistant Professor, 1972-1977 (on leave 1976-1977)

- a. Director, MPA Program, 1978-1980, 1986-1989
- b. Acting Assistant Vice Chancellor for Academic Affairs, 1986-1987 [Responsibilities included curriculum, faculty development, and Learning Resources Center.]
- c. Faculty Assistant to the Chancellor, 1982-83 [Liaison with faculty governance process for the Chancellor.]
- d. Director, Center for Social Research and Human Services, 1979-1981
- e. Director, Summer Internship in Government Program, 1972-1976

Visiting Scholar, Department of Political Science and Public Management, Southern Denmark University, Spring Semester, 1998, and Spring Semester, 2006.

Program Analyst, Office of Evaluation, Community Planning and Development, U.S. Department of Housing and Urban Development, 1976-77.

HONORS

Charles H. Levine Award for Excellence in Research, Teaching, and Service to the Community, American Society for Public Administration (2009)

Donald C. Stone Award for Outstanding Academic and Research Contributions, Section on Intergovernmental Administration and Management, American Society for Public Administration (2007)

Honorary member, International City Management Association (admitted 2001)

Fellow, National Academy of Public Administration (admitted 1996); Chair, Research Committee, Social Equity Panel.

Member of National Council, American Society for Public Administration, 1997-1999

Chair, Section on Intergovernmental Administration and Management, American Society for Public Administration, 2002-2004

North Carolina State University, Outstanding Extension Service Award, 2002-03 and 1993-94; College of Humanities and Social Sciences Research Publication Award, 1991-92

Public Administration Faculty Fellow, National Association of Schools of Public Affairs and Administration, 1976.

I. RESEARCH

PUBLICATIONS

Books and Monographs

Editor and contributor, The Facilitative Leader in City Hall: Reexamining the Scope and Contributions (Boca Raton, FL: CRC Press, 2008.)

The Ethics Primer for Public Administrators in Government and Nonprofit Organizations. (Sudbury, MA: Jones & Bartlett Publishers, 2007.)

Two Decades of Continuity and Change in American City Councils. (Washington: National League of Cities, 2003)

<http://www.nlc.org/ASSETS/AED3E653151A49D6BF0B975C581EFD30/rmpcitycouncilrpt.pdf>

Leadership at the Apex: Politicians and Administrators in Western Local Governments. (Pittsburgh: University of Pittsburgh Press, 2002) with Poul Erik Mouritzen

Editor and contributor, Facilitative Leadership in Local Government: Lessons from Successful Mayors and Chairpersons in the Council-Manager Form. (Jossey-Bass Publishers, 1994)

A Survey of America's City Councils: Continuity and Change (Washington: National League of Cities, 1991)

Official Leadership in the City: Patterns of Conflict and Cooperation (New York: Oxford University Press, 1990)

The Study of Community Power: A Bibliographic Review. (Santa Barbara: ABC-Clio, Inc., 1972) with Willis D. Hawley

Symposia

Editor, "Political-Administrative Relations," International Journal of Public Administration, 29:12 (Fall, 2006).

Editor, "Leadership and Structure in Local and Regional Governance," National Civic Review 79 (July/August, 1990), pp. 306-366.

Journal Articles

"Learning from Award-Winning Innovations in Local Government, 2008," The Municipal Year Book 2009 (Washington: International City Management Association, 2009), 76: 42-50 (with Karen Thoreson).

"Assessing and Managing Environmental Risk: Connecting Local Government Management with Emergency Management," Public Administration Review, 69 (March/April, 2009): 181-193 (with Scott Somers).

"Strengthening Local Government Leadership and Performance: Reexamining and Updating the Winter Commission Goals," Public Administration Review, 68 (December, 2008): S37-S49.

"Service Challenges and Governance Issues Confronting American Counties in the 21st Century: An Overview." State and Local Government Review, 40, No. 1 (2008), 54-68 (with J. Edwin Benton, Jacqueline Byers, Beverly A. Cigler, Kenneth A. Klase, Donald C. Menzel, Tanis J. Salant, Gregory Streib, James H. Svara, William L. Waugh, Jr.)

"Beyond Dichotomy: Dwight Waldo and the Intertwined Politics-Administration Relationship," Public Administration Review, 68 (January/February, 2008): 43-52.

"Conducting Research on Counties in the 21st Century: A New Agenda and Database Considerations." Public Administration Review, 67: 968-983 (Nov 2007) (with J. Edwin Benton, Jacqueline Byers, Beverly A. Cigler, Kenneth A. Klase, Donald C. Menzel, Tanis J. Salant, Gregory Streib, James H. Svara, William L. Waugh, Jr.)

"Mayoral Leadership in One Universe of American Urban Politics: Are There Lessons for (and from) the Other?" Public Administration Review, 66 (September/October, 2006), 767-774.

"The Search for Meaning in Political-Administrative Relations in Local Government," International Journal of Public Administration, 29:12 (Fall 2006), 1065-1090.

"Politicians and Administrators in the Political Process: A Review of Themes and Issues in the Literature," International Journal of Public Administration, 29:12 (Fall 2006), 953-976.

"Complexity in Political-Administrative Relations and the Limits of the Dichotomy Concepts," Administrative Theory & Praxis 28 (1), 2006, 121-139.

"The Role of Top Administrators in Public Governance: An International View of the Danish Forum," Nordisk Administrativ Tidsskrift 3/2005 (November), 190-198.

"Exploring Structures and Institutions in City Government," Public Administration Review, 65 (July/August, 2005), 500-506.

"Social Equity Is a Pillar of Public Administration," Journal of Public Administration Education. 11 (July, 2005), 253-258 (with James R. Brunet).

"Filling in the Skeletal Pillar: Addressing Social Equity in Introductory Courses in Public Administration," Journal of Public Administration Education. 10 (April, 2004), 199-209 (with James R. Brunet).

“The Roles of City Councils and Implications for the Structure of City Government,” National Civic Review, 91 (Spring, 2002), 5-23

"The Myth of the Dichotomy: Complementarity of Politics and Administration in the Past and Future of Public Administration," Public Administration Review, 61 (March/April, 2001), 176-183.

“Do We Still Need Model Charters? The Meaning and Relevance of Reform in the Twenty-First Century,” National Civic Review, 90 (Spring, 2001), 19-33.

“Conflict and Cooperation in Elected-Administrative Relations in Large Council-Manager Cities,” State and Local Government Review, 31 (Fall, 1999), 173-189.

“Politics-Administration/Officials-Citizens: Exploring Linkages in Community Governance,” Administrative Theory & Praxis, 21 (3, 1999), 309-324.

"U.S. City Managers and Administrators in a Global Perspective," The Municipal Year Book 1999 (Washington: International City Management Association, 1999), 25-33.

"The Shifting Boundary Between Elected Officials and City Managers in Large Council-Manager Cities," Public Administration Review, 59 (January/February, 1999), 44-53.

"Complementarity of Politics and Administration as a Legitimate Alternative to the Dichotomy Model," Administration & Society, 30 (6, 1999), 676-705.

"The Evolving Roles of Regional Councils," Popular Government, 64 (Spring, 1998)

"The Politics-Administration Dichotomy Model as Aberration," Public Administration Review, 58 (January/February, 1998), 51-58.

“The Ethical Triangle: Synthesizing the Bases of Administrative Ethics,” Public Integrity Annual 1997 (Lexington, KY: Council of State Governments and American Society of Public Administration, 1997), 33-41. [Reprinted in William L. Richter and Frances Burke, Eds., Combating Corruption, Encouraging Ethics, Second Edition. Lanham, MD: Rowland & Littlefield, 2007, 22-28.]

“Reforming or Dismantling Government?” Public Administration Review, 56 (July/August, 1996), 400-407.

“Institutional Powers and Mayoral Leadership,” State and Local Government Review 27 (Winter, 1995), 71-83.

“The Structural Reform Impulse in Local Government,” National Civic Review, 83 (Summer-Fall, 1994), 323-347. [reprinted in Roger L. Kemp, Ed., Forms of Local Government: A Handbook on City and Regional Options. (Jefferson, N.C.: McFarland and Co., 1999)].

“The Possibility of Professionalism in County Government,” International Journal of Public Administration, 16 (No. 12, 1993), 2051-2080.

“Setting a Research Agenda for the Study of the American County,” Public Administration Review, 52 (March/April, 1992), 173-182, with Donald C. Menzel (primary author) and eight others.

“Council and Administrator Perspectives on the City Manager’s Role: Conflict, Divergence or Convergence,” Administration & Society, 23 (August, 1991), 227-246.

“The Model City Charter: Innovation and Tradition in the Reform Movement,” Public Administration Review, 50 (November/December, 1990), 688-692. [Presented the Laverne Burchfield Award for best book review/TOPS essay in Public Administration Review for 1990.]

“The Policy Role of the Local Government Manager: Changing Views over 75 Years,” Popular Government 56 (Fall, 1990), 26-30.

“Local Government Reform: Its Nature, Impact, and Relevance to Regionalism,” National Civic Review 79 (July/August, 1990), 306-317.

“Progressive Roots of the Model Charter and the Manager Profession: A Positive Heritage,” National Civic Review 78 (September/October, 1989), 339-355.

“Characteristics, Contributions, and Values of City and County Managers in North Carolina,” Popular Government 55 (Fall, 1989), 11-19.

“Is There a Future for City Managers? The Evolving Roles of Officials in Council-Manager Government,” International Journal of Public Administration, 12 (No. 2, 1989), 179-212.

“The Rediscovery of Municipal Officials,” Public Administration Review, 49 (November/December, 1988), 1005-1111.

“Conflict, Cooperation, and Separation of Powers in City Government,” Journal of Urban Affairs, 10 (No. 4, 1988), 357-372.

“Council-Manager Relations and the Performance of Governing Boards in North Carolina Cities and Counties,” Popular Government, 54 (Summer, 1988), 27-32.

“The Complementary Roles of Officials in Council-Manager Government,” Municipal Yearbook 1988 (Washington: International City Management Association, 1988), 23-33.

“The Responsible Manager: Building on the Code and the Declaration,” Public Management, 69 (September, 1987), 14-18.

“Mayoral Leadership in Council-Manager Cities: Preconditions Versus Preconceptions,” Journal of Politics, 49 (February, 1987), 207-227.

“The Responsible Administrator: Contributions of the City Manager to Effective Governance,” Popular Government, 51 (Winter, 1986), 18-24, 27.

“Mayors in Council-Manager Cities: Recognizing the Leadership Potential,” National Civic Review, 75 (September/October, 1986), 271-283, 305.

“Contributions of the City Council to Effective Governance,” Popular Government, 51 (Spring, 1986), 1-8.

“Political Supremacy and Administrative Expertise,” Management Science and Policy Analysis, 3 (Summer, 1985), 3-7

“Understanding the Mayor’s Office in Council-Manager Cities,” Popular Government, 50 (Fall, 1985), 6-11 [reprinted in Roger L. Kemp, Ed., Forms of Local Government: A Handbook on City and Regional Options. (Jefferson, N.C.: McFarland and Co., 1999)].

“Sharing the Load of Governance: The Manager’s Responsibilities,” Public Management, 67 (July, 1985), 16-19 [reprinted in Roger L. Kemp, Ed., Forms of Local Government: A Handbook on City and Regional Options. (Jefferson, N.C.: McFarland and Co., 1999)].

“Dichotomy and Duality: Reconceptualizing the Relationship Between Policy and Administration in Council-Manager Cities,” Public Administration Review, 45 (January/February, 1985), 221-232 [reprinted in H. George Frederickson, Ed., Ideal and Practice in City Management (Washington: International City Management Association, 1989), 53-69]

“Political Change in the Urban South: A Re-Examination of Emerging Trends,” Journal of the North Carolina Political Science Association, 1 (Summer, 1979), 22-35 (with Charles Prysby and John Bing)

“Attitudes Toward City Government and Preference for District Elections,” South Atlantic Urban Studies, 3 (1979), 67-84

“Citizen Preference for Urban Election Institutions: Discarding Old Models of City Government,” Urban Affairs Quarterly, 12 (June, 1977), 511-522

“Unwrapping Institutional Packages in Urban Government: The Combination of Election Institutions in American Cities,” Journal of Politics, 39 (February, 1977), 166-175

“The Mayoralty and Leadership in Council-Manager Cities,” Popular Government, 41 (Winter, 1976), 1-6 (with James Bohmbach)

Book Chapters

“Are Elected Executives Needed to Achieve Accountability to Citizens? Performance Issues and Form of Government in Large U.S. Cities,” in Jeffrey A. Raffel, Peter Leisink, and Anthony E. Middlebrooks, Editors, Public Sector Leadership: International Challenges and Perspectives (Northampton, MA: Edward Elgar Publishing, 2009), 109-124.

“Local Government Reforms in the United States,” in Brian E. Dollery, Joseph Garcea, and Edward C. LeSage Jr., Editors, Local Government Reform: A Comparative Analysis of Advanced Anglo-American Countries (Cheltenham, UK: Edward Elgar Publishing Limited, 2008), 133-157 (with Christopher Hoene).

“Conflict or Cooperation?: Local Government, Intergovernmental Relations, and Federalism in North Carolina,” in Christopher Cooper and H. Gibbs Knotts, Editors, The New Politics of North Carolina (Chapel Hill, NC: The University of North Carolina Press, 2008), 204-236 (with Sean Hildebrand).

“Leadership by Top Administrators in a Changing World: New Challenges in Political-Administrative Relations,” in Ricardo S. Morse and Terry F. Buss, Editors, Transforming Public Leadership for the 21st Century (Armonk, NY: M.E. Sharpe, 2007), 69-102.

“Institutional Form and Political Leadership in American City Government,” in Nirmala Rao and Rikke Berg, Eds., Transforming Political Leadership in Local Government (Houndmills: Palgrave Mcmillan, 2005), pp. 131-149.

“Achieving Effective Community Leadership,” Chapter 2 in Charldean Newell, Ed., The Effective Local Government Manager, 3rd Edition (Washington: International City Management Association, 2004)

“Finding and Refining Complementarity in Recent Conceptual Models of Politics and Administration,” in Mark R. Rutgers, Ed., Retracing Public Administration, Research in Public Administration, Vol. 7 (Amsterdam: Elsevier Science, 2003), pp. 185-208 (with James R. Brunet).

“Council Roles, Performance, and Form of Government,” in George Frederickson and John Nalbandian, editors, The Future of Local Government Administration: The Hansell Symposium (Washington: International City and County Management Association, 2002)

“Effective Mayoral Leadership in Council-Manager Cities: Reassessing the Facilitative Model,” in George Frederickson and John Nalbandian, editors, The Future of Local Government Administration: The Hansell Symposium (Washington: International City and County Management Association, 2002) [reprinted in modified form in National Civic Review. 92 (Summer, 2003), pp. 157-172]

“North Carolina,” in Dale Crane, Platon N. Rigos, and Melvin B. Hill, Jr., Eds., Home Rule in America: A Fifty State Handbook. (Washington: CQ Press, 2001), pp. 312-321.

“Representation and Governance: Redefining Roles for Large Council-Manager Cities in the United States,” in Nirmala Rao, Ed., Representation and Community in Western Democracies. (London: Macmillan Press, 2000), pp. 138-166.

“The Embattled Mayors and Local Executives,” in Ronald E. Weber and Paul Brace, Eds., American State and Local Politics: Directions for the 21st Century (New York: Chatham House, 1999), pp. 139-165.

"United States of America: Similarity Within Diversity," in Klausen and Magnier, Eds., The Anonymous Leader: Appointed CEOs in Western Local Government (Odense, Denmark: Odense University Press, 1998), pp. 78-96.

"Local Government Leadership," The International Encyclopedia of Public Policy and Administration, Vol. 3 (Boulder, CO: Westview Press, 1998), pp. 1305-1310

“Professional Administration (and Representative Governance) in the Council-Manager City,” in John J. Gargan, Ed., Handbook of Local Government Administration (New York: Marcel Dekker, 1996), pp. 349-385.

“Leadership and Professionalism in County Government,” chapter in Donald C. Menzel, Editor, The American County. (University, AL: University of Alabama Press, 1996), pp. 109-127.

“Achieving Effective Community Leadership,” Chapter 2 in Charldean Newell, Ed., The Effective Local Government Manager, 2nd Edition (Washington: International City Management Association, 1993)

“Policy and Administration: Managers as Comprehensive Professional Leaders,” in H. George Frederickson, Ed., Ideal and Practice in City Management (Washington: International City Management Association, 1989), pp. 70-93.

“Understanding Council Roles and Responsibilities: Recent Research Findings,” in Partnerships in Local Governance: Effective Council/Manager Relations (Washington: International City Management Association, 1989), pp. 10-19.

“Administrative Discretion and Political Control in North Carolina Cities,” Public-Private Partnerships in Urban Development (Chapel Hill: University of North Carolina, 1984), 143-156

“Measuring Community Development Block Grant Performance in North Carolina Cities: Response to the Management by Objectives Approach,” Urban Growth and Urban Life (Chapel Hill: University of North Carolina, 1981), 206-213

Applied Research and Reports

Navigating the Fiscal Crisis: Tested Strategies for Local Leaders. Alliance for Innovation Report commissioned by the International City/County Management Association (February, 2009)
<http://www.transformgov.org/FiscalSection.aspx?id=2162>

“Taking Stock of Form and Structure in County Government,” *PM* (December, 2008): 21-26 (with Kimberly Nelson)

“Taking Stock of the Council-Manager Form at 100,” *PM* (August, 2008): 6-14 (with Kimberly Nelson)

James Keene, John Nalbandian, Robert O’Neill, Jr., Shannon Portillo, and James H. Svara, “How Professionals Add Value to their Communities and Organizations,” *PM*, March, 2007, 32-39.

Towards a Danish Concept of Public Governance: An International Perspective. (Copenhagen: Forum for Executive Public Management, 2004) (with Donald Kettl and Christopher Pollitt)

“Change with Continuity in the Values of Local Government Reform,” Model City Charter, 8th Edition. (Denver: National Civic League, 2003), pp. 69-72.

Council-Manager System: “Reassessing and Reaffirming Value,” PA Times. November, 2000, page 3.

Commentary: “Reaffirming and Reforming Reform,” PM, 81 (September, 1999), pp. 7-10.

“Regional Councils and Regional Action in North Carolina: Past, Present, and Prospects,” Carolina Planning, 21 (No. 1, 1996), 19-25.

Regionalism in North Carolina prepared for the Working Group on Regions and Regionalism, Jonathan Howes, Secretary of the N.C. Department of Health, Environment, and Natural Resources, Chairperson (Raleigh, North Carolina, 1995)

Organizing the Transition in City Government: A Guide for Mayors in Council-Manager Cities and A Guide for Mayors in Small Mayor Cities [principal author] (Coalition to Improve Management in State and Local Government, 1994)

Organizing the Transition in City Government: A Guide for Mayors in Mayor-Council Cities [principal author] (Coalition to Improve Management in State and Local Government, 1993)

Faculty Involved in Local Government Research, Training, and Consultation at North Carolina Colleges and Universities (North Carolina Local Government Research Consortium--Public Administration Program, North Carolina Association of County Commissioners and the North Carolina League of Municipalities, 1993)

“Council-Manager Relations and Effective Government,” Virginia Cities and Towns 24 (May, 1989), 6-9.

“Conflict vs. Cooperation: Comparing Mayor-Council and Council-Manager Cities,” Cities and Villages (Ohio Municipal League), 36, (April, 1988), 8-15.

“Utilizing Problem Solving Processes,” Training Module for the N.C. Public Manager Program, 1982 (with Roland Nelson)

“Proposed Evaluation Plan for the N.C. Public Manager Program,” Center for Social Research and Human Services, UNC-G, 1981

“Citizen Participation,” in Community Development Block Grant Program, Third Annual Report, (Washington: GPO, 1978), Chapter 23

“Citizen Participation,” in Community Development Block Grant Program, Second Annual Report, (Washington: GPO, 1976), Chapter 14

EDITORIAL BOARDS

National Civic Review

Public Integrity

CONFERENCES ORGANIZED

“Mayors and Board Chairpersons: Realizing the Potential of Facilitative Leadership,” North Carolina State University, Raleigh, NC, April 11-13, 1991.

“The Model Charters and the Future of Local Government,” North Carolina State University, Raleigh, NC, March 23-24, 1990.

PROFESSIONAL SOCIETIES AND SCHOLARLY MEETINGS (since 1980)

Organized panel “Promoting Innovation in Local Government,” NASPAA, Charleston, SC, October, 2008

Presented paper “A Study of the Scope and Dynamics of Innovation in City Government: A Literature Review and Exploration of Sino-American Differences,” at Sino-American Public Administration Conference, Newark, NJ, June 7, 2008.

Presented paper “Rethinking Models of Mayoral Leadership” at annual meeting of Urban Affairs Association meeting, Baltimore, MD, April 24, 2008

Presented paper “Exploring the Range and Ramifications of Local Government Innovation” in panel on Exploring Innovation Management in Local Governments, American Society for Public Administration, Dallas, Texas, March 10, 2008

Organized panel on Promoting Positive Relations between Facilitative Mayors and City Administrators, American Society for Public Administration, Dallas, Texas, March 10, 2008

Leading the Future of the Public Sector: The Third Transatlantic Dialogue. Co-organizer with *Eckhard Schröter, Zeppelin University*, of Workshop 1: Leading for the future by politicians and administrators, 2007

Presentation, “Who Are the Local Government Innovators?,” Public Management Research Association, Tucson, Arizona, October, 2007.

Presented paper, “Reexamining Models of Mayoral Leadership,” Leading the Future of the Public Sector: The Third Transatlantic Dialogue, May, 2007.

Presented paper, “Exploring the Boundaries of Local Government Innovation,” International Society for Public Management conference, Potsdam, Germany, April, 2007.

Presentation, “Alliance for Innovation Research Agenda,” American Society for Public Administration Annual Meeting, Washington, DC, March, 2007.

Chaired panel on “Collaboration to Explore New Frontiers in Urban Innovation,” American Society for Public Administration, March 26, 2007

Presented paper, “Are Elected Executives Needed to Achieve Accountability to Citizens? The Emerging Performance Issues in Large U.S. Council-Manager Cities,” A Performing Public Sector: The Second TransAtlantic Dialogue, Leuven (Belgium), 1-3 June 2006.

Presented paper, “The Implicit Ethics Codes of Public Administration Students: An Open-Ended Exploration,” Ethics and Integrity of Governance: The First Transatlantic Dialogue, Leuven, Belgium, June 4, 2005.

Chaired panel on “Reforming Local Government Structure From Above,” American Society for Public Administration, April 5, 2005

Chaired panel and presented paper on “Mayors as Political Leaders: A Comparative Study of Fourteen Countries,” American Society for Public Administration, March 28, 2004

Presentation, “Councils and City Managers or ‘Strong’ Mayors: What Difference Does It Make for Leadership in American City Governments?” Conference on The Political Executive, University of Southern Denmark, Odense, October, 2003.

Presented paper, “Being Apart But Living Together: The Ideal Types and the Reality of the Politics-Administration Dichotomy,” American Society for Public Administration annual meeting, Phoenix, March 2002.

Presented paper, “Council Roles, Performance, and Form of Government,” American Political Science Association, 2001.

American Political Science Association, "The Conceptual and Empirical Bases for the Complementarity of Politics and Administration," Public Administration Theory Network annual meeting, Leiden, Netherlands, June 2001.

Presented paper "Model Charters," American Society for Public Administration, Newark, NJ, March, 2001

SECOPA, Convenor, "Challenges to Council-Manager Government," Oct. 5, 2000.

American Society of Public Administration, presented paper, "The Influence of Appointed CEOs and Democratic Governance in Western Local Government," 1999.

American Political Science Association, presented paper, "American City Managers and Administrators in a Global Perspective," 1998.

World Congress of Sociology, presented paper, "Community Leaders And Reluctant Reformers: Local Government CEOs In The Nineties," 1998 [with Michael Goldsmith, University of Salford, United Kingdom]

American Society for Public Administration, "The Ethical Triangle: Synthesizing the Bases of Administrative Ethics," 1996

Public Administration Theory Network, presented paper, "The Politics-Administration Dichotomy Model as Aberration, Or Why an Idea Without Heritage or Legacy Should Be Removed From a Place of Honor in Public Administration Thinking about Local Government," 1996.

Urban Affairs Association, presented paper, "Home Rule in North Carolina," 1995.

Southwest Political Science Association, presented paper, "Mayors as Facilitative Leaders in Council-Manager Cities: Limits and Possibilities," 1995

American Political Science Association, presented paper, "Mayoral Leadership and the Future of Council-Manager Cities," 1994.

American Society of Public Administration, presented paper, "Leadership and Professionalism in County Government," 1994.

Albert A. Levin Lecture Series, presented paper, "The Mayor as Linchpin and Guide: Facilitative Leadership in Council-Manager (and Even Mayor-Council) Government," as part of Governing Local America Conference at Cleveland State University, April 22, 1993

Urban Affairs Association, presented paper, "Setting a Regional Agenda for Councils of Government in North Carolina," 1992.

Seminar on Metropolitan Governance, Co-Sponsored by John F. Kennedy School of Government and National Association of Regional Councils, 1991

Southern Political Science Association, presented paper, "Cooperation and Conflict in Council-Manager Relations: Shifts Over Time," 1991.

American Political Science Association, presented paper, "Rethinking the Relationship Between Leadership and Power: Learning from Facilitative Mayors in Council-Manager Cities," 1991.

Southeastern Conference on Public Administration, chaired panel, "Perspectives on Administrative Ethics," 1990.

American Political Science Association, presented paper, "Leadership in Cities and Counties: Comparing Chairpersons and Mayors of Council-Manager Cities," and chaired panel, "Leadership in the Urban Community," 1990.

Urban Affairs Association, presented paper, "Relationships of Politicians and Managers: A Reexamination of the Council-Manager Role Conflict Thesis;" discussant on panel on "Metropolitan Reform," 1990.

American Society for Public Administration--Professional Development Workshop sponsored by the Public Administration Theory Group--presented paper, "The Model Charter and the American Political Tradition;" presentation on "Virtues, Responsibilities, and Codes of Ethics for Public Administrators," on panel, "Is Virtue Enough?" 1990

Southern Political Science Association, presented paper, "The Model City Charter: Looking Forward and Looking Back," 1989

American Society for Public Administration, presented paper, "Mayors and City Managers in the 1990s: Allies or Antagonists," 1989

National Conference on the Study of City Management and the Council-Manager Plan, invited presenter, "Policy and Administration: Managers as Responsible Professional Leaders," University of Kansas, 1988.

Southern Political Science Association, presented paper, "Council and Administrator Perspectives on the City Manager's Role: Conflict, Divergence, or Congruence?" 1988.

American Political Science Association, chaired panel, "Roundtable on Officials in City Government," and delivered paper, "Legislative Roles: Learning from City Councils," 1988.

Southern Political Science Association, delivered paper, "Assessing Mayors in Council-Manager Cities: Roles and Types of Facilitative Leadership," 1987.

Southeastern Conference on Public Administration, chaired panel, "The New Model City Charter and the Future of City Government," 1987.

Southern Political Science Association, delivered paper, "A Paradigm for the Fifth Stage in Public Administration," 1986

American Political Science Association, delivered paper, "Separation of Power and Conflict in City Government," 1986

Academy of Management, Public Sector Division, delivered paper "Organizational Dimensions and Division of Responsibilities in the Public and Private Sectors," 1986.

Southern Political Science Association, delivered paper, "Leadership Roles in City and County Government," 1985 (with M. Jeffrey Colbert)

American Political Science Association, delivered paper, "The Dichotomy-Duality Model: An Empirical Test in Council-Manager and Mayor-Council Cities," 1985

Urban Affairs Association, delivered paper, "Administrative Ethics for Our Times: The Neo-Traditional Public Administration," 1985

Southern Political Science Association, delivered paper, "Council Oversight of Administration: A Preliminary Survey in Council-Manager Cities," 1984

American Political Science Association, delivered paper, "Policy and Administration in Council-Manager Cities: Reconceptualizing the Relationship," 1983

Southern Political Science Association, delivered paper, "Developing Positive Attitudes toward Public Administrators," 1982

II. PUBLIC SERVICE

COMMITTEES

National and Local Governance

Forum for Executive Public Management, Denmark, member of International Research Committee, 2003-2006.

Local Government Management

Board member, Alliance for Innovation, 2006 to present

ICMA Strategic Planning Committee, 2006 to 2008

National Civic League/Citizens Forum on Self-Government, senior advisor and committee member, Model City Charter Revision Project (to revise the seventh [1989] edition of the Model Charter), 2001-2002.

Task Force on the Council-Manager Plan, International City Management Association, 1993-1994.

National Association of Schools of Public Affairs and Administration/ International City Management Association Task Force on Local Government Management Education, 1988-Present.

National Civic League/Citizens Forum on Self-Government, panel of advisors for Model City Charter Revision Project (to revise the sixth [1964] edition of the Model Charter), 1986-1989.

Educational Administration

Quality Candidate Committee, Task Force created by the North Carolina Legislature, 1993-1994.

Task Force on Preparing Educational Leadership, Study Commission to the North Carolina Legislature, 1992-93.

Regional Affairs

Principal Investigator, Survey of Regions and Regionalism for the Working Committee on Regionalism of North Carolina State Government, 1994-1996.

Facilitator, "Our Region Tomorrow"--Strategic Planning Effort for the Greater Charlotte area co-sponsored by the Centralina COG, Western Piedmont COG, and the Catawba Regional Council, 1994-Present

Co-Chair, Task Force to Create Greater Triangle Regional Council, Triangle J Council of Governments, 1993-1994.

Chairperson, Regional Leadership Focus Group, World Class Region Steering Committee, TJCOG, 1992.

TRAINING AND PRESENTATIONS

Presentations, "Innovation, Now More than Ever" and "The Visionary Facilitator in City Hall and the County Courthouse," International City/Council Management Association, Richmond, VA, September, 2008

Participated in planning training for Newly Elected Mayors and Council Members presented by the League of Arizona City and Towns, and chaired panel on Understanding the Policy Process, June, 2008.

Organized briefing and visit to governmental organizations in Phoenix and Maricopa County for a delegation of Danish regional government officials, Jan. 14-17, 2008.

Presentation to New Elected Official Training, League of Arizona Cities and Towns, June 2007

Arizona City/County Management Association, workshop on "Organizational Renewal," October 27, 2006.

ICMA Panel on Practices of Professional Local Government Managers, San Antonio, September, 2006.

City of Phoenix Executive Team, workshop on "Challenges to the Management Team: Perspectives from Other Cities and Countries," August 25, 2006.

Organized workshop, "Mayoral Leadership and the Future of Council-Manager Government," School of Public Affairs and League of Arizona Cities and Towns, April 18, 2007

Seminar Leader, "Organizational Renewal," Arizona City/County Management Association, September, 2006.

Briefing, Phoenix Executive Committee, "Challenges to Public Management: International and Comparative Perspectives," August, 2006.

Panelist, "Measuring Social Equity in Local Government," International City Managers Association," annual meeting Minneapolis, 2005.

Seminar Leader, "Balancing Governance and Representation on City Councils," Leadership Training Institute, National League of Cities, March 2002; November, 2004.

Speaker, "Varieties of City Government," National League of Cities, Annual Meeting, 2003.

Workshop for County Commission Chairpersons in North Carolina, January, 1997, 1999, 2001, 2003, 2005.

Workshop for Newly Elected Mayors in North Carolina, November, 1993, 1995, 1997, 1999, 2001, 2003, 2005.

Keynote speaker, "From Dichotomy to Complementarity," National Local Government Leadership Forum on The Political/Administrative Interface, Canadian Association of Municipal Administrators and Federation of Canadian Cities, Winnipeg, Manitoba, May, 2003.

Panel Chair and presenter, "Metamorphosis of Government," International City Management Association, annual meeting, Philadelphia, September, 2002.

Panelist, "Practitioners as Teachers," International City Management Association, annual meeting Salt Lake City, Utah, September, 2001.

Keynote speaker and discussion facilitator, Mayors and Council Members Executive Forum, League of California Cities, Monterrey, July 26, 2001.

Panelist, Eldon Fields Lecture, International City Management Association, annual meeting Cincinnati, Ohio, September, 2000.

Speaker, panel on "Adapting to a Changing Council," International City Management Association annual meeting, Portland, Oregon, September, 1999.

Speaker, panel on "Adapting to a Changing Council," North Carolina City and County Management Association winter meeting, RTP, February, 2000.

Keynote speaker, "Beginning a Dialogue on the Changing Roles of the Manager and the Elected Officials in the Council-Manager Form of Government," Florida City and County Management Association meeting, Jacksonville Beach, Florida, May, 2000.

National League of Cities, opening presentation to "Dynamic Council-Manager Relations: Strategies for Small Cities," Ft. Worth, Texas, 1999.

Texas Municipal Leagues and the Texas City Managers Association, presented one-half day session on "Facilitative Leadership," as part of the Public Executive Institute, co-sponsored by the, March, 1996, 1997.

International City Management Association, "Mayor-Manager Workshop," March, 1995, Washington, DC.

Training for local government officials in Nigeria through USIA funded project, May 25-June 17, 1994.

Minnesota City Managers Association, conducted workshop on changing conditions in council-manager, 1994.

National League of Cities, "The Right Form of Government: Exploring the Structures and Processes that Impact Local Decision Making," March, 1994, Washington, DC.

Iowa Municipal Management Institute, conducted workshop on "The Changing Nature of the Manager's Job," 1993.

Connecticut Town and City Management Association, conducted workshop on council-manager relationships, 1992.

North Carolina Regional Conference -- 1991, sponsored by the N.C. Joint Regional Forum and Regional Directors Association, presented address, "Developing an Agenda for Regional Councils in North Carolina," 1991.

North Carolina League of Municipalities, presented pre-conference workshop on "Leadership Skills for Elected Officials" and co-organizer of "Orientation for New Mayors," 1991.

International City Management Association, Annual Conference, "Life Cycles: Growing with Your Governing Board," 1991.

Texas Municipal League, Annual Meeting, "Building Visions for Cities," 1991.

National League of Cities, lead presenter, "Policy Leadership Roles," Pre-Conference Training Seminar, 1990.

National League of Cities Conference for City Council Staff, presentation on "Collaboration and Conflict Resolution," 1990.

Minnesota City Managers Association, conducted workshop on manager roles and relationships, 1991.

Coalition To Improve Management in State and Local Government and Western Pennsylvania Municipal Managers Executive Development Program, presentation on "Restoring Relevance to Local Government Management, 1991.

Public Administration Program, N.C. League of Municipalities, and Institute of Government co-sponsored Workshop for Mayors, organizer of workshop and presenter on "Mayoral Roles, Relationships, and Leadership," 1990-92 (four workshops); and with N.C. Association of County Commissioners, Workshop for County Commission Chairpersons (two workshops), 1991-1992.

Wisconsin City Managers Association annual meeting, Speaker on Council-Manager Relations, 1990

Policy Leaders Seminar, American Public Power Association, pre-conference workshop on Board-Manager Relations, June, 1990.

Kansas City Management Conference, Speaker on Model City Charter, 1990.

Executive Development Program, Institute of Government, UNC-Chapel Hill. Responsible for sections on Board-Manager Relations, 1983-1989

American Association of Airport Executives, speaker on Role of Commission and Commission-Manager Relations, Annual Conference and Airport Commissioners and Board Members Workshop, 1989.

Virginia Municipal League, Annual Meeting, Speaker on Council-Manager Relations, 1988.

Texas City Management Association Annual Conference, Speaker on "Ethics for Public Service," 1988.

Virginia Local Government Managers Association Training Program, Presentation on Council-Manager Relations, 1988.

Policy Leaders Seminar, American Public Power Association, Session on Board-Manager Relations, 1987.

Seminar for Virginia School Superintendents, "Excellence in Leadership," Led session on Political Roles of the Superintendent, 1987.

International City Management Association, Annual Conference, Participant on Panel on the Council-Manager Plan, 1987.

National League of Cities and International City Management Association, Co-leader of "Council-Manager Policy Leaders Seminars," Alexandria, Louisville, Minneapolis, and Denver, 1987

National Association of Counties, Annual Conference, Participant on Panel "The Best Use of a Manager or Administrator by Elected Officials," 1987

Ohio City Management Association, Annual Meeting, Speaker on "Leadership and the City Manager--Back to the Future," 1987

Seminar on "Roles in the Local Political System: A Framework for Analysis" at the College of Urban Affairs, Cleveland State University, 1987

West Virginia Chapter, American Society for Public Administration, Presented Seminar on "Dealing with Boards, Commissions, City Councils," 1987

National League of Cities, Annual Congress, Participant in Panel "Council-Manager Relations: Building an Effective Partnership," 1986.

International City Management Association, Annual Conference, Participant on Panel, "The Council-Manager Plan: Measuring Its Merits," 1986.

North Carolina Convention of the American Society of Public Administrators. Speaker on "Current Trends in Governing Board-Administrative Staff Relations," 1986.

Seminar on "Professionalism, Accountability, and Responsiveness: Contradictions or Complementarities," Center for Public Administration and Policy, Virginia Polytechnic Institute and State University, 1986.

Workshop for Cleveland County Commission on Resolving Conflict/Enhancing Cooperation. 1991.

Wake County Executive Training Program, Workshop on Understanding Board and Staff Roles, 1988.

Greensboro Board of Education, Workshop on Board-Superintendent Relations and the Superintendent Selection Process, 1985

Forsyth County Executive Committee, Workshop on Managerial Problem Solving, 1984

Presidential Management Internship Program, U.S. Office of Personnel Management, Training Workshops on Leadership and Problem Solving, 1981 (with Lee Bernick and Roland Nelson)

Guilford County, Workshop on Budget Cutbacks, 1981

CONSULTATION AND TECHNICAL ASSISTANCE

Review of structure of Greater Triangle Regional Council, 1998-99.

Organizational assessment, Northwest Piedmont Council of Governments, 1993.

Facilitator, Regional Goal Setting, Kerr-Tar Council of Governments, 1991.

Consultant for the Strategic Planning Process of the N.C. Association of Regional Council Directors, 1990-1991.

National League of Cities Futures Forum Diversity Project, background paper on "Leadership and Diversity," 1991.

Facilitator, Relating Goals of Piedmont Triad Council of Governments and Triad Horizons, PTCOG Executive Committee, 1990.

Goal Setting Retreats for Governing Board and Administrators: Apex, NC (1992); Cleveland County (1991); Zebulon, NC (1990, 1991, 1992); Clemmons, NC (1990); Myrtle Beach, South Carolina (1987 and 1989).

International City Management Association, Symposium on Revising Recognition Criteria for ICMA Members, 1988.

Consultation on Charter Revision: Pensacola, Florida (2008); Missoula, Montana (2005); Kansas City, Missouri (2001 and 1988); Palm Beach, Florida (1998); St. Petersburg, Florida (1992); West Palm Beach, Florida (1990); Fairborn, Ohio (1990); Muskegon, Michigan (1988); Pasadena, California (1986, 1987); Hillsborough County Charter Revision Commission (1986).

North Carolina League of Municipalities, Annual Meeting, Consultant in developing program and Participant in Panel on Strengthening Partnerships in City Government, 1986.

Seminars for Executive Team, Sarasota County, Florida, and public officials in Tampa-St. Petersburg area, including the Hillsborough County Charter Revision Commission, organized by the Public Administration Program, University of South Florida, 1986.

North Carolina League of Municipalities, Annual Convention, Consultant for program development and lead speaker in two-day program track on "Improving Municipal Teamwork," 1985.

North Carolina Public Manager Program: Evaluated Pilot Phase and Project coordinator for preparation of five training modules by faculty at UNC-G, 1981-1983; Instructor, Monitoring and Evaluation Workshop, 1985; Instructor, Fundamentals of Management Series, 1988.

Brookings Institution, Field Associate for Monitoring Community Development Block Grants implementation in Raleigh and Durham, 1980

National Citizen Participation Council, Washington, DC, Development of material for training citizen group leaders in the Community Development Block Grant Program, 1978-1980

III. TEACHING AND UNIVERSITY SERVICE

COURSES TAUGHT

Undergraduate:

Urban Government and Politics
Urban Problems and Policy
Public Administration
Urban Administration
Workshop in Government
Public Leadership
State and Local Government (with service-learning)

Graduate:

Public Administration and Management
Local Government Administration
Urban Management (ASU)
Intergovernmental Relations
Urban Political System
Politics and Ethics of Public Administration
Foundations of Public Administration
Ethics in Professional Practice (ASU)
Ethics and Professional Practice in Public Administration (one credit hour)
Leadership, Ethics, and Diversity (ASU)
Politics of Metropolitan Reorganization
Citizen Participation in Policy Making
Urban Development Policy
Seminar in Urban Policy
Problems in Management: Assessing Managerial Behavior, and, Managerial Problem Solving (one credit hour workshops)

MAJOR UNIVERSITY SERVICE

ASU

School of Public Affairs, Personnel Committee

NCSU

Chair, Nonprofit Steering Committee, 2001-2003

Task Force on Service-Learning, 2001-2002

Extension and Service Committee, 1995 - 1997

Center for Urban Affairs Review Committee, 1991

College of Humanities and Social Sciences Graduate Studies Committee, 1990-1997

Graduate School Management Programs Committee, 1989-1991

Rural Revitalization Council, 1989-1993

UNCG

Task Force on Academic Planning, 1985-1988

Arts and Sciences College Council, 1978-1981

- a. Vice Chair and Chair of Committee on Promotion and Tenure, 1979-81.
- b. Chair, Committee on Structural Reorganization, 1979-81.

Graduate Administrative Board, 1978-1981

Faculty Government Committee, 1978-1981; Chair, 1979-1981

Task Force to Revise Policies and Procedures for Promotion and Tenure, 1973-75