### Margaret Stout

458 Morgan Street

Morgantown, WV 26505

304-282-0205

### Academic Appointments

Associate Professor, Public Administration, West Virginia University 2015-present

Assistant Professor, Public Administration, West Virginia University 2009-2015

Assistant Professor, Political Science, Bridgewater State College 2007-2009

Teaching Assistant, Public Administration, Arizona State University 2005-2007

Research Assistant, Public Administration, Arizona State University 2002-2005

### Education

***Doctor of Philosophy***, Public Administration 2007

Arizona State University, College of Public Programs, School of Public Affairs, Phoenix, AZ

Concentrations: Administrative Theory in Public Organizations; Public Policy

Dissertation: *Bureaucrats, Entrepreneurs, and Stewards: Seeking Legitimacy in Public Administration*

***Graduate Certificate***, Nonprofit Leadership & Management 2004

Arizona State University, Tempe, AZ

***Master of Science***, Management & Development of Human Resources 1988

National College of Education (now National Louis University), Evanston, IL

Thesis: *Employer-Supported Child Care in Arizona: Needs and Expectations*

***Bachelor of Science***, Psychology, cum laude 1982

Northern Arizona University, Flagstaff, AZ

### Research and Publications

#### Research Interests

* The Administrative Role in Social and Economic Justice
* Deliberative and Collaborative Democratic Governance
* Land Use Policy, Planning, and Community Development

#### Books

Stout, Margaret and Jeannine M. Love. 2015. *Integrative Process: Follettian Thinking from Ontology to Administration*. Claremont, CA: Process Century Press.

Stout, Margaret. 2013. *Logics of Legitimacy: Three Traditions of Public Administration Praxis*. Boca Raton, FL: Taylor & Francis Group, CRC Press. <http://catalog.lib.ncsu.edu/record/NCSU2753106>

#### Peer Reviewed Articles

Stout, Margaret & Love, Jeannine M. 2015. Integrative Governance: A Method for Fruitful Public Encounters. *American Review of Public Administration*. (Early View March 2015.) DOI: 10.1177/0275074015576953

Stout, Margaret; Tower, Leslie; and Alkadry, Mohamad. 2015. Reframing Workplace Spirituality to Reduce Career and Social Costs to Women. *Public Integrity*, 17(2), pp. 143-164.

Stout, Margaret & Love, Jeannine M. 2015. Relational Process Ontology: A Grounding for Global Governance. *Administration & Society*, 47(4) 447–481. (Early View June 2013). DOI: 10.1177/0095399713490692

Stout, Margaret & Love, Jeannine M. 2014. The Unfortunate Misinterpretation of Miss Follett. *Public Voices*, 13(2), pp. 11-32.

Stout, Margaret & Holmes, Maja H. 2013. From Theory to Practice: Utilizing Integrative Seminars as Bookends to the Master of Public Administration Program of Study. *Teaching Public Administration*, 31, pp. 186-203. DOI: 10.1177/0144739413487745

Stout, Margaret. 2013. Preparing Public Administration Scholars for Qualitative Inquiry: A Status Report. *Public Administration Research,* 2(1), pp. 11-28. DOI: 10.5539/par.v2n1p11

Stout, Margaret. 2013. Delivering an MPA Emphasis in Local Governance and Community Development through Service Learning and Action Research. *Journal of Public Affairs Education,* 19(2), pp. 217-238. <http://www.naspaa.org/jpaemessenger/Article/VOL19-2/04_Stout.pdf>

Stout, Margaret. 2012. Toward a Relational Language of Process. *Administrative Theory & Praxis,* 34(3), pp. 407-432. DOI: 10.2753/ATP1084-1806340305

Stout, Margaret. 2012. Competing Ontologies: A Primer for Public Administration. *Public Administration Review,* 72(3), pp. 388–398. DOI: 10.1111/j.1540-6210.2011.02530.x

Stout, Margaret and Staton, Carrie. 2011. The Ontology of Process Philosophy in Follett’s Governance Theory. *Administrative Theory & Praxis*, 33(2), pp. 268–292. DOI: 10.2753/ATP1084-1806330206

Stout, Margaret and Salm, Joao. 2011. What Restorative Justice Might Learn from Administrative Theory. *Contemporary Justice Review,* 14(2), pp. 203-225. DOI: 10.1080/10282580.2011.565978

Stout, Margaret. 2010. Reclaiming the (Lost) Art of Ideal-Typing in Public Administration. *Administrative Theory & Praxis*, 32(4), pp. 491-519. DOI: 10.2753/ATP1084-1806320401

Stout, Margaret. 2010. Back to the Future: Toward a Political Economy of Love & Abundance. *Administration & Society*, 42(1), pp. 3-37. DOI: 10.1177/0095399710363681

Stout, Margaret. 2010. Climbing the Ladder of Citizen Participation: Establishing Local Policies for Participatory Practice. *Public Administration and Management*, 15(1), pp. 46-98. <http://www.spaef.com/file.php?id=1127>

Stout, Margaret. 2009. Enhancing Professional Socialization through the Metaphor of Tradition. *Journal of Public Affairs Education*, 15(3), pp. 289-316. <http://www.naspaa.org/jpaemessenger/Article/jpae-v15n3-03Stou.pdf>

Stout, Margaret. 2009. You Say You Want a Revolution? *International Journal of Organization Theory and Behavior*, 12(2), pp. 291-309.

Stout, Margaret. 2006. A Samurai’s Lineage: Theoretical Traditions in Public Administration. *Administrative Theory & Praxis,* 28(4), pp. 618-630. <http://mesharpe.metapress.com/link.asp?id=38606w1235755813>

#### Invitational Essays (Editorial Review)

Stout, Margaret & Love, Jeannine M. 2015. Follett, Mary Parker. In Dubnick, M. and Bearfield, D. (Eds.) *Encyclopedia of Public Administration and Public Policy*, 3rd Edition. (Forthcoming.)

Stout, Margaret & Love, Jeannine M. 2014. Fraternity, Solidarity, and Unity: Concepts Grounded in Competing Ontologies. *Administrative Theory & Praxis*, 36(3), pp. 421-429.

Stout, Margaret. 2014.Repurposing Citizen Advisory Bodies in a Ninth Model City Charter. *National Civic Review*, Summer, pp. 48-54.

Stout, Margaret. 2014.The Many Faces of Unity. *Public Administration Quarterly,* 38(2), pp. 273-281.

Stout, Margaret and Love, Jeannine M. 2013.Ethical Choice Making. *Public Administration Quarterly*, 37(2), pp. 278-294.

Stout, Margaret. 2012.Community as Home: The Process Perspective on Community Building. *Creative Transformation,* 21(3-4), pp. 8-12.

Stout, Margaret and Staton, Carrie. 2012.Public Administration’s Concept of Person-in-Community. *Creative Transformation,* 21(3-4), pp. 4-7.

Stout, Margaret. 2012. Symposium Introduction: Process Philosophy. *Administrative Theory & Praxis*, 34(3), pp. 357-361.

Stout, Margaret. 2011. Portraits of Politicians, Administrators, and Citizens. *Administrative Theory & Praxis*, 33(4), pp. 604-609. [DOI: 10.2753/ATP1084-1806330409](http://dx.doi.org/10.2753/ATP1084-1806330409)

Stout, Margaret. 2011. Refusing Ontological Colonization. *Administrative Theory & Praxis*, 32(4), pp. 600-605. DOI: 10.2753/ATP1084-1806320407

Stout, Margaret. 2010. Guest Editor’s Introduction to the TPAC Symposium. *Journal of Public Affairs Education*, 15(3), pp. v-vii.

Stout, Margaret. 2009. Settlement Women Are Alive and Well in Community Development. *Administrative Theory & Praxis,* 31(4), pp. 590-595. DOI: 10.2753/ATP1084-1806310410

Stout, Margaret. 2009. Reflections from a “Minnow.” *Administrative Theory & Praxis,* 31(2), pp. 243-246. DOI: 10.2753/ATP1084-1806310208

Catlaw, Thomas J. and Stout, Margaret. 2008. Postmodernism and Public Policy. In Jack Rabin (Ed.). *Encyclopedia of Public Administration and Public Policy, Second Edition*, pp. 1524-1529. New York: Taylor & Francis Group. DOI: 10.1081/E-EPAP2-12002078

Stout, Margaret. 2007. In Remembrance of Fred Thayer. *Administrative Theory & Praxis,* 29(3), pp. 465-469. <http://mesharpe.metapress.com/link.asp?id=m92t8jp46743v550>

Stout, Margaret. 2007. Rejoinder to Cunningham, Hummel, McSwite, and Rutgers. *Administrative Theory & Praxis,* 29(2), pp. 333-340. <http://www.jstor.org/stable/2561086>

#### Commentaries & Book Reviews (Editorial Review)

Stout, Margaret. 2015. Book Review: *Democratic Justice & the Social Contract*. Albert Weale. New York: Oxford University Press. 2013. *Public Administration*. (Forthcoming.)

Stout, Margaret. 2015. Book Review: Universalism of the Void as Lack. Sergei Prozorov. *Ontology and World Politics: Void Universalism I*. New York: Routledge. 2014. Sergei Prozorov. *Theory of the Political Subject: Void Universalism II*. New York: Routledge. 2014. *Administrative Theory & Praxis*, 37:1, 70-76, DOI: 10.1080/10841806.2015.997633.

Stout, Margaret. 2014. Book Review: William E. Connolly. *A World of Becoming.* Durham, NC: Duke University Press. 2011. William E. Connolly. *The Fragility of Things: Self-Organizing Processes, Neoliberal Fantasies, and Democratic Activism*. Durham, NC: Duke University Press. 2013. *Administrative Theory & Praxis*, 36(4), pp. 545-554.

Stout, Margaret. 2013. Women in Public Service: Barriers, Challenges, and Opportunities. *American Review of Public Administration*. December Early View DOI: 10-1177/0275074013513066

Stout, Margaret. 2011. In Exploration of Foundational Political Philosophy. *Public Administration Review*, 71(6), pp. 970-973. DOI: 10.1111/j.1540-6210.2011.02453.x

Stout, Margaret. 2011. In Search of a Holistic Public Policy Theory Primer. *Public Administration Review*, 71(2), pp. 322-326. DOI: 10.1111/j.1540-6210.2011.02350.x <http://onlinelibrary.wiley.com/doi/10.1111/j.1540-6210.2011.02350.x/abstract>

Stout, Margaret and Bryer, Thomas. 2009. Reflections on a Themeless Conference:PA Theory Network 2009, Frankfort, Kentucky.*Administrative Theory & Praxis,* 31(4), pp. 632-644. DOI: 10.2753/ATP1084-1806310416

Stout, Margaret. 2009. Defining Public Service Attitudes and Actions: So What Exactly Does this Mean in a Postmodern World? *PA Times*, 32(5), p. 3. American Society for Public Administration. <http://web.ebscohost.com/ehost/pdfviewer/pdfviewer?sid=393d61f1-7c04-4bd5-8547-9179954ba9fc%40sessionmgr115&vid=5&hid=11>

Stout, Margaret. 2006. Commentary on the Diversity Within Unity Concept. *Communitarian Letter #12*, Dr. Amitai Etzioni, Communitarian Network, George Washington University.

Stout, Margaret, Thomas Bryer, and Floun’say Caver. 2006. Doctoral Students Convene in Texas to Discuss Emerging Issues in Public Administration. *PA Times*, 29(3), pp. 8-9. American Society for Public Administration. ISSN: 0416323 <http://web.ebscohost.com/ehost/pdfviewer/pdfviewer?sid=393d61f1-7c04-4bd5-8547-9179954ba9fc%40sessionmgr115&vid=6&hid=114>

Stout, Margaret. 2004. Teaching Public Service Ethics. *Ethics Today*, 7(1), pp. 5, 15-17. American Society for Public Administration Ethics Section, Washington, D.C.

#### Practice & Other Publications

Amsler, Terry; Blomgren, Lia Amsler; Hilver, Cheryl; Huggins, Mike; Leighninger, Matt; Moore, Steve; Rawlings, Kelly; Stout, Margaret; Willis, Wendy. 2013. *Making Public Participation Legal*. Working Group on Legal Frameworks for Public Participation.

Harter, Leigh and Margaret Stout. 2008. Charitable Remainder Trusts Part II: The Miracle of Multigenerational Growth. *Journal of Practical Estate Planning,* 9(6), December-January, pp. 35-50. <http://heinonline.org/HOL/Page?handle=hein.journals/jrlpep9&div=75&g_sent=1&collection=journals>

Stout, Margaret and Leigh Harter. 2007. Charitable Remainder Trusts Part I: The Aspiration of Stewardship. *Journal of Practical Estate Planning,* 9(5), October/November, pp. 33-41. <http://heinonline.org/HOL/Page?handle=hein.journals/jrlpep9&div=63&g_sent=1&collection=journals>

Stout, Margaret and Wolf, Susan. 1996. *Bridging the Gap Between Work and Family: The Complete Employee Dependent Care Planning Manual*. Tempe, AZ: Cheetah Consulting, Inc. dba WorkLife Strategies.

Stout, Margaret. 1991. Assessing Employee Dependent Care Needs. *HRMagazine,* 36(9), September. Society for Human Resource Management.

Stout, Margaret. 1989. *Child Care: A Business Investment that Works*. Phoenix, AZ: Children's Action Alliance (with funding from American Express Company and Honeywell Inc.).

Stout, Margaret. 1987. Who is Responsible for Our Children? *Contemporary Women's Newspaper,* 1(8), August.

#### Works in Progress

Stout, Margaret; Dougherty, George W.; and Dudley, Larkin S. 2015. Citizen Advisory Bodies: New Wine in Old Bottles? In Ward, James D. (Ed.). *Beyond Reform: Leadership and Change in Public Sector Organizations*. New York: Routledge. (Under review.)

Stout, Margaret & Jeannine M. Love. 2015. *Barriers to Governance in a Global Context: Dystopic Utopias in Governance Theory*. (Under review.)

Stout, Margaret; Bartels, Koen P. R.; & Love, Jeannine M. 2015. Clarifying Collaborative Dynamics in Governance Networks. *Public Performance and Management Review*. (Under review.)

Stout, Margaret & Kunz, Karen. July 21, 2015. The People Paradox in West Virginia Community Development Work. Community Development Society Conference. Lexington, KY.

Stout, Margaret & Love, Jeannine M. 2015. *Integrative Governance: Dynamic, Relational Praxis for Radically Democratic Governance*. (In progress.)

Stout, Margaret; Riffle, Morgan; & Tchida, Celina. 2013. Still Climbing the Ladder of Participation: A Case Study Follow Up in Tempe, Arizona. Unpublished paper.

### Teaching & Mentorship

### *Teaching Interests*

* Administrative Theory, Ethics, and Leadership in Public and Nonprofit Organizations
* Public Planning and Community Development
* Local Governance
* Public Policy Theory, Analysis, and Evaluation

### *Courses Taught*

* Scope and Practice (Historical and Intellectual Foundations), WVU PUBA 600, ongoing
* Local Governance, WVU PUBA 791, Fall ’11, Fall ‘13
* Public Engagement & Collaboration, WVU PUBA 791, Spring ’12, Spring ‘14
* Public Planning, WVU PUBA 611/750, Fall ’10; Fall ’12; Fall ‘14
* Sustainable Community Development, WVU PUBC 791/755, Spring ’13, Spring ‘15
* Conflict Management, WVU PUBA 743, Spring ‘11
* Public Administration and Policy Development, WVU PUBA 645, Spring ‘10
* Legal and Political Foundations, WVU PUBA 640, Fall ‘09
* Administrative Ethics, Bridgewater State College POLI 533, Spring ‘09
* Community Building and Conflict Resolution, Bridgewater State College POLI 592, Fall ‘08
* Public Policy, Bridgewater State College POLI 479, Fall ‘08
* Public Policy Arenas, Bridgewater State College POLI 592, Fall ‘07
* Public Personnel, Bridgewater State College POLI 531, Spring ‘09
* State and Local Government, Bridgewater State College POLI 277, Spring ‘08, Spring ‘09
* Introduction to American Government, Bridgewater State College POLI 172, Fall ‘07; Spring ‘08; Fall ‘08
* Public Service Ethics, Arizona State University PAF 460, Summer ‘04

### Presentations

***Seminars and Workshops***

*Improving Citizen Advisory Board Efficacy*. City of Morgantown Urban Landscape Commission and City of Morgantown Tree Board, Morgantown, WV, August 28, 2013.

*Pros and Cons of the Forms of Local Government Available in West Virginia*. Morgantown League of Women Voters, Morgantown, WV, March 14, 2013.

*Process Philosophy and Governance*. With Carrie Staton. Claremont School of Theology, Center for Process Studies, Claremont, CA, March 28, 2012.

*How to Transform a Community: Social Marketing for Community-Wide Change*. With Bill Reger-Nash. West Virginia Public Health Conference, Cheat Lake, WV, September 23, 2011.

*Evaluating Community Programs*. Community Development Institute-East, May 10, 2011.

*Two Models of Community and Economic Development*. Taxation and Economic Development Lincoln Institute of Land Policy, Online course released October 6, 2010.

***Guest Lectures***

*Integrating, Conciliating, and Synthesizing Traditions of Public Administration*. Mississippi State University, Foundations of Public Administration, November 14, 2013.

*Logics of Legitimacy and Theoretical Research in Public Administration*. Mississippi State University, Foundations of Public Administration, September 5, 2010.

*Political Ontology and Public Administration*. Arizona State University, College of Public Programs, School of Public Affairs, November, 2010.

*Logics of Legitimacy: Competing Traditions of Public Administration*. UDESC (State University of Santa Catarina, Brazil), August, 2010.

*The Importance of Ontology in a Globalizing Context*. UDESC (State University of Santa Catarina, Brazil), August, 2010.

*Community Building versus Development: Differing Approaches to Investment*. UDESC (State University of Santa Catarina, Brazil), August, 2010.

*Two Models of Community and Economic Development: A Case Study of Tempe, Arizona*, Lincoln Institute of Land Policy, November, 2008.

*The New Public Service: Limits and Possibilities*. UDESC (State University of Santa Catarina, Brazil), May, 2008.

#### Conference Papers and Presentations

11th International Whitehead Conference, Claremont, CA, June 6, 2015. *Process Thought in Public Administration Theory: A Genealogy*.

Interpretive Policy Analysis Conference, Wageningen, the Netherlands, July 3, 2014. *Integrative Governance: A Method for Fruitful Encounters*. (With Jeannine Love.)

Teaching Public Administration Conference, Liverpool, England, June 9, 2014. *Building Core Competencies through an Integrative MPA Curriculum*. (With Maja Holmes.)

Trans-Atlantic Dialogue, Lugano, Switzerland, June 3, 2014. *Integrative Collaborative Governance: Why Styles of Relating Matter*. (With Koen Bartels and Jeannine Love.)

Public Administration Theory Network Conference, Miami, FL, May 17, 2014. *Dystopic Utopias: Barriers to Governance in a Global Context*. (With Jeannine Love.)

Teaching Public Administration Conference, San Francisco, CA, June 3, 2013. *From Theory to Practice: Utilizing Integrative Seminars to Provide Foundational and Application Bookends to the Master of Public Administration Program of Study*. (With Maja Holmes.)

Public Administration Theory Network, San Francisco, CA, June 1, 2013. *Utopia, Democracy, and Public Administration: Integrative Governance*. (With Jeannine Love.)

American Society for Public Administration, New Orleans, LA, March 18, 2013. *Integrating Follett: An Explication of Her Thinking from Ontology to Administration*. (With Jeannine Love.)

American Society for Public Administration, New Orleans, LA, March 18, 2013. *Still Climbing the Ladder of Participation*. (With Morgan Riffle and Celina Tchida.)

American Society for Public Administration, New Orleans, LA, March 18, 2013. *Citizen Advisory Boards as a Venue for Participation*. (With George Dougherty and Larkin Dudley.)

The Normandy Conversations on Mary P. Follett, Rouen, Normandy, France, October 25-26, 2012. *Follettian Integrative Governance: A Global Solution?* (With Jeannine Love.)

Teaching Public Administration Conference, South Padre Island, TX, May, 2012. *Community Design and Development through Interdisciplinary Service Learning and Action Research*. (With Ashley Kyber.)

Public Administration Theory Network Conference, South Padre Island, TX, May, 2012. *Relational Ontology: A New (Old) Foundation for Governance in a Globalizing World.* (With Jeannine Love.)

American Society for Public Administration, Las Vegas, NV, March 2, 2012. *Democracy & Social Justice Roundtable*. (With Lenneal Henderson and James Nordin.)

National Association of Schools of Public Administration and Affairs, Annual Conference, Kansas City, KS, October 21, 2011. *Collaborative by Design: An Integrated Service Learning and Action Research Model*.

American Society for Public Administration, Annual Conference, Baltimore, MD, March 12, 2011. *Toward a Public Philosophy and Ethic for an Interconnected World*.

Council on Governmental Ethics Laws, Annual Conference, Washington, D.C., December, 2010. *Ethics and Ontology in Governance*.

Political Science Association (UK), Participatory and Deliberative Democracy Specialist Group Conference, Glasgow, Scotland, June, 2010. *Establishing Substantive Space within Formal Institutions: A Necessary Precursor to Effective Deliberation?*

Public Administration Theory Network Conference, Omaha, NE, May, 2010. *The Ontology of Process Philosophy in Follett’s Administrative Theory.* (With Carrie Staton, MPA student.)

American Society for Public Administration, San Jose, CA, April 2010. *Co-Creation and the Social Bond: A Collaborative Process of Being.*

Public Administration Theory Network Conference, Frankfort, KY, May, 2009. *Toward a Dialectical Synthesis of Competing Political Ontologies*.

Teaching Public Administration Conference, Frankfort, KY, May, 2009. *Teaching Public Policy as a Survey Course: Using Forms of Rationality as a Framework*.

Minnowbrook III Conference (Maxwell School, Syracuse University), Blue Mountain Lake, NY, September, 2008. *Critiquing the State of Public Service*.

Public Administration Theory Network Conference, Richmond, VA, May, 2008. *Climbing the Ladder of Participation: Collaborative Planning as a Counter-Hegemonic Movement*.

Teaching Public Administration Conference, Richmond, VA, May, 2008. *Teaching Qualitative Research Methods for Practitioners*.

Public Administration Theory Network Conference, Harrisburg, PA, May, 2007. *Back to the Future: Toward a Political Economy of Love and Abundance*.

Teaching Public Administration Conference, Harrisburg, PA, May, 2007. *Using the Metaphor of Tradition to Teach Public Administration*.

Teaching Public Administration Conference, Olympia, WA, February, 2006. *Qualitative Research Methods in Public Administration Pedagogy: Discovering the Moments*.

Public Administration Theory Network Conference, Krakow, Poland, June, 2005. *A More Perfect Union: Qualitative Research Methods and Public Administration Doctoral Programs*.

American Society for Public Administration Conference, Milwaukee, WI, April, 2005. *Calling, Vocation, and Stewards of the Public Trust:  Motivations and Manifestations of Public Service*.

Public Administration Theory Network Conference, Omaha, NE, June, 2004. *Do Policy Frameworks Grow Corn?* (With Marlys Morton, Ph.D. student.)

#### Colloquia

West Virginia University, School of Applied Social Sciences, Thoughtful Thursday series, April 22, 2010. *An Alternative Philosophy of Being for Collaborative Action*.

#### PodCasts

Bridgewater State College web site: http//:www.bridgew.edu, November, 2008. *Community Mobilizing: A Factor in the 2008 Presidential Electoral Outcome with a Longstanding Tradition*.

#### Other Professional Presentations

Technical Assistance Workshop, Arizona Department of Commerce, Housing and Infrastructure Development, Phoenix, AZ, October 28, 1999. *Community-Based Planning for ACTION Zone Strategies*.

Dynamics of Change, Railvolution ‘99, Dallas, TX. September 27, 1999. *The First Step is Getting There: Getting to Rail and TOD*, with Mary O’Connor.

Joining Together to Make a Difference, Arizona SHRM Human Resource Conference, Mesa, AZ, September 14, 1995. *How Business Can Change and Improve Educational Outcomes*, With Neil Dempster.

Lifelong Learning Partnerships: Building Healthy Communities and a Stronger Workforce*,* a conference of the Arizona Partnership for Lifelong Learning, Phoenix, AZ, May 17, 1994. *Planning and Evaluating Employer-Sponsored Dependent Care Programs*.

NESRA Western Region Conference, National Employee Services and Recreation Association, Phoenix, AZ, September 17, 1993. *Child Care in the Workplace: How to Conduct Dependent Care Research*.

Child Care: A Business Investment that Works*.* Sponsored by the Arizona Business and Industry Coalition for Child Care, a project of the Children’s Action Alliance, Phoenix, AZ, May 19, 1989. *How Employer-Sponsored Child Care Programs are Developed*.

# Professional Practice

2002-2007 *President,* Fourth Sector Collaborations, Inc., Tempe, AZ

2000-2002 *Vice President,* Venture Catalyst Inc., Tucson and Tempe, AZ

Managing consultant of these project development consultancies providing services to the public, private, and non-profit sectors; specializing in designing collaborative processes for effective planning and implementation. Services included strategic planning, organizational development, board training, program and project design, resource development, contract management, and program evaluation. Typical applications included community planning, organizational planning, and project development.

1996-2000 *Founder and* *Executive Director,* NewTowN Community Development Corporation, Tempe, AZ

Administration of and project management for this nonprofit community development corporation with a mission to create a sustainable urban village.

* Developed the organizational strategic plan and business plan.
* Managed all administrative functions, including corporate legal compliance, financial management and reporting, resource development, and marketing.
* Completed all community and economic development project development, implementation, management, evaluation, and reporting, including:
* Designed and facilitated community-based planning processes and authored two City-adopted Neighborhood Plans including all General Plan elements;
* Completed preliminary work for a Redevelopment District Plan and implementation plan for the Neighborhood Strategic Plans;
* Successfully advocated for development decisions based on adopted Plans;
* Provided leadership in the creation and adoption of mixed use zoning ordinances, transit-oriented design, light rail service, and free neighborhood shuttles connecting residents to regional transit;
* Provided advocacy, planning, design and community-based management oversight of the 5th Street Pedestrian Design and Traffic Calming Project;
* Created and managed the multi-agency Tempe Child Care Collaborative and its needs assessment process, service delivery plan, program design and implementation plan;
* Developed a Family Child Care Network micro-enterprise program;
* Developed a Comprehensive Housing Development Strategy with six distinct housing programs, including the implementation plan for a nationally unique Lease-to-Own program linked with Section 8 Family Self Sufficiency; and
* Pioneered the formation of a Community Land Trust to ensure long-term affordability in a rapidly gentrifying community.

1990-1996 *President*, Cheetah Consulting Inc. dba WorkLife Strategies, Tempe, AZ

* Provided human resources management and strategic planning services in the area of work/life balance, with a specialty in work and family research, planning and evaluation.
* Provided strategic planning and collaborative program design for regional economic development initiatives pertaining to quality of life and workforce development (Arizona Strategic Partnership for Economic Development).

1988-1990 *Research Coordinator*, Summa Associates, Inc., Tempe, AZ

* Developed, modified, and implemented: dependent care research questions; pre-survey education processes; focus groups; needs assessment surveys; program impact studies; and interpretation and reporting of statistical analyses in written and graphic form.

### Service

#### To the Institution

2010-present Coordinator, Local Governance and Community Development Area of Emphasis, Department of Public Administration, WVU.

2010-present Faculty Advisor to Pi Alpha Alpha WVU Chapter.

2010-present Faculty Advisor to *Commune Bonum: The Public Good* (student journal), WVU.

2010-present Program Committee, Division/Department of Public Administration, WVU.

2009-present Admissions Committee, Division of Public Administration, WVU.

2013-2014 Dean’s Advisory Board, Eberly College of Arts & Sciences, WVU.

2013-2014 Institute for Public Affairs Revitalization Committee, Eberly College of Arts & Sciences, WVU.

2013-2014 Faculty Search Committee, Office of the Provost, WVU.

2013-2014 NASPAA Accreditation Self-Study Committee, Department of Public Administration, WVU.

2013-2014 Faculty Evaluation Committee, Department of Public Administration, WVU.

2011-2013 UniverCity Initiative, WVU/City of Morgantown.

2012-2013 Faculty Search Committee, Department of Public Administration, WVU.

2011-2012 Chair Search Committee, Division of Public Administration, WVU.

2011-2012 Faculty Evaluation Committee, Division of Public Administration, WVU.

2010-2013 NOVA Institute (WVU) Steering Committee member.

2010-2011 Eberly College 2020 Strategic Planning process (Infrastructure and Operations Team).

2009-2010 Curriculum Committee Member, Division of Public Administration, WVU.

2008-2009 Member and Secretary, Academic Policies Committee, Bridgewater State College.

2007-2009 Member, Graduate Curriculum Committee, Political Science Department, Bridgewater State College.

2004-2006 Researcher, Qualitative Research Methods Curriculum Development, School of Public Affairs, Arizona State University.

2003-2004 Member, Social Science Committee, Arizona State University Preparing Future Faculty Program Guest Lecture Series, hosting Dr. Norman Denzin, University of Illinois at Urbana-Champaign.

#### To the Field

2015-present Editorial Board, *Public Policy and Administration (UK)*

2014-present Editorial Board, *Teaching Public Administration (UK)*

2011-present Editorial Board, *Administrative Theory & Praxis (US)*

2009-present Peer review of journal articles for *Administration & Society*; *Administrative Theory & Praxis*; *American Review of Public Administration*; *Contemporary Justice Review*; *History Compass*; *International Journal of Organization Theory & Behavior*; *International Journal of Public Participation*; *Journal of Health and Human Services Administration*; *Journal of Public Affairs Education*; *Journal of Public Budgeting, Accounting, and Financial Management*; *Public Administration (UK)*; *Public Administration and Management*; *Public Administration Review*; *Public Administration Quarterly*; *Public Integrity*; *Public Performance & Management Review*; *Teaching Public Administration*;and *Social Science Quarterly.*

2009-present Peer review of book chapters and books for: CQ Press, Jossey Bass, McGraw Hill, and Policy Press.

2011-2014 Public Administration Theory Network Board of Directors (Chair 2013-2014)

2011-2012 Guest Editor, Peer Reviewed Symposium on Process Philosophy, *Administrative Theory & Praxis*

2010-2015 ASPA Section on Public Administration Education Executive Board (Member, Vice-Chair, Chair, Immediate Past Chair)

2009-2013 ASPA Democracy & Social Justice Section Executive Board (Member)

2009-2010 Conference Program Committee, Public Administration Theory Network Conference 2010

2008-2010 Guest Editor, Peer Reviewed Symposium on Deliberative Democracy and Participatory Practice, *Public Administration and Management*

2008-2009 Guest Editor, Peer Reviewed Symposium on Teaching Public Administration, *Journal of Public Affairs Education*

2008-2009 ASPA Democracy & Social Justice Section Nomination Committee

2008-2009 Conference Program Chair, Public Administration Theory Network 2009.

2007-2008 Conference Program Chair, Teaching Public Administration Conference 2008.

2006-2007 Board Member, Section on Public Administration Research (SPAR), American Society of Public Administration (ASPA).

2004-2005 PAT-Net Theory Panel Development and Coordination for the 2005 ASPA Conference. *The New Public Service Doctrine: Can We Foster (or* Require*) A Sense of Vocation?*

#### To the Community

2011-2015 City of Morgantown Pedestrian Safety Board; representative to the Traffic Commission 2014.

2011-2015 Power of 32 (regional economic development) Governance Team.

2011-2013 Wiles Hill/Highland Park Neighborhood Association, Vice President.

2011-2013 Regional Vision Committee, Morgantown/Star City/Morgantown MPO comprehensive planning process.

2011 West Virginia Governor’s Honors Academy, resident faculty

2010-2013 Volunteer mentor and consultant to the West Virginia Community Development Hub (nonprofit organization).

2008-2009 Member, Town Government Study Committee (Open Town Meeting to Council Manager Charter passed April, 2010), Town of Bridgewater, MA.

2007-2008 Faculty Liaison, One Book One Community Planning Committee, Office of Community Partnerships Division of External Affairs, Bridgewater State College.

2003-2007 Member, City of Tempe Neighborhood Advisory Commission; Planning & Development Policy Committee Chair

2004 Evaluator, Institute of Cultural Affairs, Community Youth Forum Program Logic Model and Evaluation, with J. Nicholas Bacon, Gregory Jordan, Liane Soukup.

2001, 2003 Delegate, City of Tempe All-America Cities Award competition.

### Grants

West Virginia Department of Health and Human Resources: $5,000 2014-2015

Flex/Recruitable Communities Grant

West Virginia Department of Health and Human Resources: $5,000 2013-2014

Flex/Recruitable Communities Grant

WVU Faculty Senate Grants for Research and Scholarship: $10,000 2013-2014

Relational Ontology: A New (Old) Foundation for Governance in a Globalizing World

Kettering Foundation Collaborative Learning Agreement: $10,000 2012-2013

Citizen Advisory Bodies Project

WVU Faculty Senate Grants for Research and Scholarship: $14,800 2012-2013

Relational Ontology: A New (Old) Foundation for Governance in a Globalizing World

West Virginia Campus Compact: $1,233 2013

Campus-Community LINK Project (extension)

West Virginia Campus Compact: $6,000 2012

Campus-Community LINK Project

West Virginia Campus Compact: $5,000 2011

Campus-Community LINK Project

### Honors & Awards

Outstanding Public Service Award Nominee

West Virginia University, Eberly College of Arts & Sciences 2014-2015

Outstanding Teacher Award Nominee

West Virginia University, Eberly College of Arts & Sciences 2014-2015

Outstanding Researcher Award Nominee

West Virginia University, Eberly College of Arts & Sciences 2013-2014

Outstanding Public Service Award Nominee

West Virginia University, Eberly College of Arts & Sciences 2012-2013

Minnowbrook III Conference, Phase I Nominee and Participant

Syracuse University, Maxwell School of Citizenship September, 2008

William E. and Sharon A. Arnold Student Service Award

Arizona State University, College of Public Programs May, 2007

Outstanding Doctoral Paper Award

Arizona State University, College of Public Programs, School of Public Affairs May, 2007

Section for Women in Public Administration Conference Scholarship

American Society for Personnel Administration (ASPA) March, 2006

Emerging Public Administration Scholar Symposium Nominee and Participant

University of Texas at Dallas and University of Texas at Arlington December, 2005

P.E.O. Sisterhood Scholarship Nominee

Arizona chapter 2004 & 2005

Community All-Stars in Public Service: Student Award

American Society for Personnel Administration, Arizona Chapter May, 2005

N. Joseph Cayer Public Affairs Scholarship Award

Arizona State University, College of Public Programs, School of Public Affairs Spring, 2004

Pi Alpha Alpha National Honor Society for Public Affairs and Administration Spring, 2004

Arizona State Council Dedicated Service Award

Society for Human Resource Management 1996

President’s Scholarship Award

Kendall College 1978 & 1979

### Professional Development

*Mountain State Land Use Academy Leadership Conference*, Charleston, WV, October 8-9, 2013.

*Civic Life Institute*, Charleston, WV, July 20-21, 2011.

*Technology in the classroom, Blackboard, and web-based course delivery training*. Bridgewater State College, 2007-2009.

*Nonprofit Day 2004: Strengthening Our Nonprofit Workforce.* College of Public Programs, Arizona State University, December 3, 2004.

*Preparing Future Faculty Experiential Phase*. Graduate College, Arizona State University. 2004-2005.

*Preparing Future Faculty Exploratory Phase*. Graduate College, Arizona State University. 2003-2004.

*Emerging Scholar Seminar*. PAT-Net and University of Nebraska at Omaha, June 8, 2004.

*Effective Mentorship in the Academy*. Preparing Future Faculty Reading Group, Graduate College, Arizona State University. April 9, 2004.

*Preparing a Curriculum Vitae*. Dr. Duane Roen, Center for Learning and Teaching Excellence, Arizona State University. March 22, 2004.

*Constructing the Course Syllabus*. Dr. Duane Roen, Center for Learning and Teaching Excellence, Arizona State University. January 27, 2004.

*Conflict Transformation in Arizona: Academics and Practitioners in Dialogue*. Conflict Transformation Project, Arizona State University. November 7, 2003.

*Diversity and the New American University*. Intergroup Relations Center, Arizona State University. October 30, 2003.

*Constructing Teaching Portfolios: Representing Effective Teaching, Scholarly Teaching, and Perhaps Even the Scholarship of Teaching*. Dr. Duane Roen, Center for Learning and Teaching Excellence, Arizona State University. October 17, 2003.

Community Policing Leadership Development Program. Arizona Regional Community Policing Institute, ASU Advanced Public Executive Program, 1999.

Tempe Leadership, Class XI, Tempe AZ, 1996.

### Professional Memberships

* National Civic League 2010 to present
* International City/County Management Association 2009 to present
* American Society for Public Administration (ASPA)   
  Ethics, Education, and Democracy & Social Justice Sections 2007 to present
* Public Administration Theory Network (PAT-Net) 2004 to present
* Association for Research on Nonprofit Organizations

and Voluntary Action (ARNOVA)

Theory, Issues & Boundaries Section 2008 to 2010

* American Society for Public Administration (ASPA)  
  Ethics and Research Sections 2003 to 2007
* Society for Human Resource Management (SHRM) 1992-1997
* American Society for Personnel Administration 1986
* National Society for Performance and Instruction 1985