

MAJA HUSAR HOLMES

Department of Public Administration
John D. Rockefeller IV School of Policy and Politics
West Virginia University
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ACADEMIC EXPERIENCE

West Virginia University

Chair Department of Public Administration 2016-Present
Associate Professor of Public Administration 2014-Present
Research Associate, WVU ADVANCE Center 2014-Present
Master of Public Administration (MPA) Director 2013-2015
Assistant Professor of Public Administration 2008-2014

American University School of Public Affairs

Visiting Assistant Professor 2006-2008

EDUCATION

Ph.D. in Public Administration, 2005

Maxwell School, Syracuse University

Master of Public Administration, 2000

Maxwell School, Syracuse University

Bachelor of Science in Business Administration, 1994

John M. Olin School of Business, Washington University, St. Louis, MO.

COURSES TAUGHT

Public Management Theory and Practice

MPA Capstone Seminar

Team Facilitation and Development

Public Administration and Policy

Individual and the Organization

Leadership for a Changing Workplace

Human Resource Management

Collaborative Public Management

PEER-REVIEWED PUBLICATIONS

2016. Jackson, Kasi J., Meija, Joel A., Holmes, Maja H. & Stoiko, R. "Dialogues Toward Gender Equity: Engaging Engineering Faculty to Promote an Inclusive Department Climate." Proceedings from 123rd Annual Conference of American Society for Engineering Education. June 26-29, New Orleans, LA.

2016. Holmes, Maja, Jackson, Kasi, and Stoiko, Rachel. Departmental Dialogues: Facilitating Positive Academic Climates to Improve Equity. *Innovative Higher Education*.

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2015. Chapman, Carrie, Getha-Taylor, Heather, Holmes, Maja Husar, Jacobson, Willow S., Morse, Ricardo S. & Sowa, Jessica E. "How Public Service Leadership is Studied: An Examination of a Quarter Century of Scholarship." *Public Administration*.
2013. Stout, Margaret & Holmes, Maja H. "From Theory to Practice: Utilizing Integrative Seminars as Bookends to the Master of Public Administration Program of Study." *Teaching Public Administration*. 31(2):186–203.
2013. Holmes, Maja Husar. "Voices, Geography, and Technical Complexity: Exploring Project Contexts and Public Participation Goals." *International Journal of Public Administration*. 36:1-14.
2012. Lai, Xianjin, Ye, Zhonghua, Xu, Zhengzhong, Holmes, Maja Husar & Lambright, W. Henry. "Carbon Capture and Sequestration (CCS) Technological Innovation System in China: Structure, Function evaluation and Policy Implication of CCS in China." *Energy Policy*. 50:635-646.
2012. Holmes, Maja Husar. "Raising the Ranks of Public Service Leaders: Results of a National Survey of Executive Masters of Public Administration (MPA) Programs." *Public Personnel Management*. 41(3): 449-463.
2011. Getha-Taylor, Heather, Holmes, Maja Husar, Jacobson, Willow S., Morse, Ricardo S. & Sowa, Jessica E. "Focusing the Public Leadership Lens: Research Propositions and Questions in the Minnowbrook Tradition." *Journal of Public Administration Research and Theory*. 21(suppl 1): i83-i97.
2010. Holmes, Maja Husar. "Translating Goals to Practice: An Analysis of U.S. Army Corps of Engineers Public Participation Practices." *Public Administration and Management*. 15(1): 177-220.
2010. Holmes, Maja Husar. "Modeling Team Development Lifecycle in Public Administration Courses." *Journal of Public Affairs Education*. 16(1).
2009. Holmes, Maja Husar. "Validating the Relevance of Leadership in Public Administration." *International Journal of Organization Theory and Behavior*. 12(2): 254-265.
2002. O’Leary, Rosemary & Husar, Maja. "Public Managers, Attorneys, and Alternative Dispute Resolution of Environmental and Natural Resources Conflict: Results and Implications of National Survey." *International Journal of Public Administration* 25(11):1271-1284.

BOOK CHAPTER

2014. Holmes, Maja Husar and Lambright, W. Henry. "Paradoxes of Cross-Sector Partnerships: Public Value and Large-Scale Energy Innovation." in *Creating Public Value in Practice*, Eds. John M. Bryson, Barbara C. Crosby, & Laura Bloomberg, *CRC Press*.

OTHER PUBLICATIONS

2012. Holmes, Maja Husar. "Belief Systems and the Endurance of Public Agencies" Book Review of *Mission Mystique: Belief Systems in Public Agencies* by Charles Goodsell. *Public Administration Review*, 74(2): 626-628.

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2010. Holmes, Maja Husar and Henry, Alix W. "Building Sustainable Building Ordinances in Taos, NM" *Public Manager*. 39(1).
2008. Holmes, Maja Husar. Book Review of "The Greening of the U.S. Military: Environmental Policy, National Security, and Organization Change." *Public Management Review*. 10(1).
2006. Holmes, Maja, Marc Holzer, Byron E. Price. "The Executive MPA: An Efficient Pathway to Effective Government." *PA Times* 29(10): 4, 10.
2002. O'Leary, Rosemary and Husar, Maja. "What Environmental and Natural Resource Attorneys Think About Alternative Dispute Resolution: A National Survey." *Natural Resources and Environment* 16(4):262-264.

CONFERENCE PAPERS AND PRESENTATIONS

2016. Holmes, Maja. "Relational Leadership Theory: The Dynamics and Impact of Micro-Processes to Promote Public Value." Public Management Research Conference, June 22-24, Aarhus, Denmark.
2015. Holmes, Maja Husar, Jackson, Kasi, Latimer, Melissa, and Dilks, Lisa, "Relational Leadership Practices, Dialogues, and Positive Academic Climates" International Leadership Association Annual Conference, October 14-18, 2015, Barcelona, Spain.
2015. Holmes, Maja Husar, Jackson, Kasi, Dilks, Lisa, and Latimer, Melissa. "Departmental Dialogues: Facilitating Workplace Relationships to Support, Retain, and Promote Women in Engineering Departments" National Science Foundation ADVANCE PI Conference, May 31-June 3, 2015, Baltimore, MD.
2014. Holmes, Maja Husar. "Developing today's team members: Intentional team development strategies, courses, and assessments," Network of Schools of Public Affairs and Administration Annual Conference, November 3-5, 2014, Albuquerque, NM.
2013. Holmes, Maja Husar, Sowa, Jessica, Morse, Ricardo & Jacobson, Willow. "Development a MPA Curriculum that Meets the Emerging Character, Function, and Jurisdiction of Public Leadership" Network of Schools of Public Affairs and Administration Annual Conference, October 9-12, 2013, Washington, DC.
2013. Holmes, Maja Husar and Jacobson, Willow. "Up, Down and All Around: Public Leadership Jurisdictions and Applications." Public Management Research Conference, June 20-22, Madison, WI.
2013. Holmes, Maja. "Commercializing Large-Scale Energy Technology: Government-Industry Partnership and ARRA" American Society of Public Administration Annual Conference, March 18-22, 2013, New Orleans, LA.
2012. Holmes, Maja Husar and Lambright, W. Henry. "Initiating and Sustaining Innovation in Large-Scale Energy Generation: Public Value and Decision-Making" Center for Integrative Leadership Conference "Creating Public Value in a Multi-Sector, Shared Power World," Minneapolis, MN, September 20-22.
2012. Holmes, Maja and Lai, Xianjin. "Government-Supported Large-Scale CCS Demonstration Projects in US and China: A Comparative Analysis of the Implementation Process of FutureGen

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and GreenGen” Poster Presentation at 11th Annual Carbon Capture and Sequestration Conference, April 30- May 3, Pittsburgh, PA.

2011. Holmes, Maja Husar and Lambright, W. Henry. “Building Government-Industry Capacity for Accelerating Large-Scale Energy Innovation: The Case of Carbon Capture and Sequestration.” Atlanta Conference on Science and Innovation Policy, September 15-17, Atlanta, GA.

2011. Holmes, Maja Husar and Lambright, W. Henry. “The Dynamics of Large-Scale Collaboration: Government-Industry Partnership for Innovations in Energy Development.” Public Management Research Conference, June 2-4, Syracuse, NY.

2011. Holmes, Maja Husar. “Framing the Boundaries of Public Leadership: Balancing Public Accountability and Jurisdictional Authority to Achieve Public Value.” Public Management Research Conference, June 2-4, Syracuse, NY.

2010. Holmes, Maja Husar. “Advancing Carbon Capture and Sequestration: Government-Industry Relations in Energy Policy.” The Policy Studies Organization Dupont Summit - Report Card at Midstream: The Obama Administration Faces Science, Technology & Environmental Policy Issues, December 3, Washington, D.C.

2010. Holmes, Maja Husar. “Developing Affective Leadership by Modeling Team Development Lifecycle in Public Administration Courses.” American Society of Public Administration Annual Conference, April 9-13, San Jose, CA.

2009. Holmes, Maja Husar. “Integrating Public Values into the Lifecycle of Public Leadership Curricula.” National Association of Schools of Public Affairs and Administration Annual Conference, October 15-17, Crystal City, VA.

2009. Holmes, Maja Husar. “Developing Affective Leadership by Modeling Team Development Lifecycle in Public Administration Courses.” 32nd Annual National Teaching Public Administration Conference, May 27th-28th, Frankfort, KY.

2008. Holmes, Maja Husar. “Critical Questions for Sustainable Leadership Development of the Next Generation of Public Servants.” Minnowbrook III: Phase 2. The Future of Public Service Administration, Public Management, and Public Service Around the World, September 5-7, Lake Placid, NY.

2007. Holmes, Maja Husar. “Survey of Executive MPA Curriculum Models: Core Courses to Cohorts.” National Association of Schools of Public Affairs and Administration Annual Conference, October 11-13, Seattle, WA.

2007. Holmes, Maja Husar. “Developing the Capacity of Today’s Public Service Leaders: Reflections on Executive MPA Curriculum Models.” Third Transatlantic Dialogue, May 31-June 2, Newark, DE.

2006. Holmes, Maja Husar. “Public Affairs Executive Education: Results of National Survey.” National Association of Schools of Public Affairs and Administration Annual Conference, October 19-21, Minneapolis, MN.

2006. Holmes, Maja Husar. “Antecedents of Collaboration in Public Participation Strategies: Reconciling Relationships, Rationales and Roles.” Collaborative Public Management Conference, September 28-30, Washington, D.C.

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2003. O’Leary, Rosemary and Holmes, Maja Husar. “Attorneys’ Views of Alternative Dispute Resolution in Environmental and Natural Resource Conflicts: Results and Implications of a National Survey.” Paper presented at ASPA National Conference, March 15-18, Washington, DC.

2002. Holmes, Maja Husar. “Federal Court Decisions and Canadian and U.S. Environmental Impact Assessment Programs: Impact on Public Participation.” Paper presented at 24th Annual APPAM Research Conference, November 7-9, Dallas, TX.

2002. Holmes, Maja Husar. “Impact of Federal Court Decisions on Canadian and U.S. Environmental Impact Assessment Programs: Exploring Diffusion of Policy Innovation.” Paper presented at Western Social Science Association Conference, April 11-13, Albuquerque, NM.

2001. Husar, Maja. “Transboundary Policy Making: Evolution of Epistemic Communities in North America.” Paper presented at Great Lakes Research Conference, SUNY College of Environmental Science and Forestry, March 13-14, Syracuse, NY.

INVITED PRESENTATIONS AND PROFESSIONAL WORKSHOPS

2014. *Beyond the Here and Now: Developing Sustainable Practices for Strategic Planning*. WVU Division of Social Work Continuing Education, April 21, Martinsburg WV.

2013. Eberly Ideas. *Inclusive Leadership: Embracing Diverse Perspectives*. October 24, 2013, Washington, DC.

2013. *Strategic Action through Community Collaboration: A West Virginia Model*. Community Leadership Academy, October 3, Morgantown, WV.

2013. *Facilitating Strategic Action*. National Association of Social Work West Virginia Chapter 27th Fall Conference and Management Institute. August 23, Morgantown, WV.

2012. *Facilitating Conflict and Consensus For Effective Meetings*. West Virginia University Extension Service 2012 Community Resource Leadership Academy. October 3-5, Morgantown, WV.

2012. *Fast Facilitation*, National Association of Social Work West Virginia Chapter 26th Fall Conference and Management Institute. August 24, Morgantown, WV.

2011. *Beyond the Here and Now: Developing Sustainable Practices for Strategic Planning*. WVU Division of Social Work Continuing Education, September 29, Morgantown, WV.

2010. *Bring Your Own Brownfields Expert Panel*, West Virginia Brownfield Annual Conference, September 8-9, Charleston, WV.

2010. *Developing Managerial Skills*. West Virginia Association of Housing Agencies Fall Conference. September 13-14th, Morgantown, WV.

2010. *Beyond the Here and Now: Developing Sustainable Practices for Strategic Planning*. WVU Division of Social Work Continuing Education, February 25, Morgantown, WV.

2009. *Engaging the Public -Transparency in a Web 2.0 Environment*. Strengthening Trust in Government: Public Manager and American Society of Public Administration Annual Conference, November 2-3, Washington, D.C..

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2009. *Political Leadership Roundtable. Status of America: Changing Priorities*. West Virginia Political Science Association and West Virginia Chapter of American Society of Public Administration, September 24-25th, Morgantown, WV.

2008. *Minnowbrook III – Preconference Workshop for New Scholars*, Syracuse University Minnowbrook Conference Center, NY.

2008. *Symposium on Public Leadership Competencies & Curricula*. University of Maryland – James McGregor Burns Academy of Leadership. College Park, Maryland.

2007. *Symposium on Succession Planning and the Human Capital Crisis in Government*, American Society of Public Administration, Section on Personnel Administration and Labor Relations, April 13th, Washington D.C.

GRANT SUBMISSIONS

2015. U.S. Environmental Protection Agency, EPA-OITA-2015-002, Environmental Governance Capacity Building Program. Funding Requested \$5,000,000. PI Allison Peck. Not Funded.

2015. Centers of Disease Control and Prevention (CDC) as part of the National Dissemination and Implementation program within the Division of Community Health, Funding Opportunity Announcement #DP14-1418. Co-PIs Christiaan Albildso and Thomas Bias. Funding Requested \$136,183. Not Funded.

2014. National Science Foundation ADVANCE PLAN IHE NSF 14-573 “Departmental Dialogues: Fostering Participatory Governance to Promote Gender Equity among STEM Faculty” \$749,972, PI Melissa Latimer, Co-PIs Canan Bilen-Green, Jenna Carpenter, Maja Holmes, Jennifer Jackson. Not Funded.

2014. National Science Foundation IUSE/PFE: RED NSF 14-602 “A Flexible Framework for Tailoring Engineering Education to Emerging Professional Expectations and Learning Styles of Future Generations of Students. \$1,995,106, PI Jacky Prucz, Co-Is Jennifer Jackson, Melissa Latimer, Victor Mucino, Konstantinos Sierros. Senior Personnel Maja Holmes. Not Funded.

AWARDS AND GRANTS

2013 Eberly College of Arts and Sciences Outstanding Public Service Award
2010-2012 West Virginia Campus Compact Campus-Community LINK Project, \$11,000
2011 West Virginia University Advanced Energy Initiative Energy Policy Grant \$18,000
2011 West Virginia University Faculty Senate Research Grant, \$7,400
2008-2015 West Virginia University Faculty Senate Travel Grant (6 awards)
2006 American University Distance Education Course Development Grant, \$2,500
2003 Maxwell School Public Administration Summer Research Grant
2001 Maxwell School Graduate Student Travel Award

FELLOWSHIPS

2003 Syracuse University Dissertation Fellowship
2001 National Network for Environmental Management Studies Fellowship (U.S. EPA)
2001 Syracuse University Graduate School Summer Fellowship

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PROFESSIONAL SERVICE

2016-2019 NASPAA Commission on Peer Review and Accreditation Member
2014-2016 NASPAA Commission on Peer Review and Accreditation Site Visitor
2015- 2016 Manuscript Reviewer for American Review of Public Administration
2014, 2010 Reviewer for Academy of Management Annual Meeting Papers
2012-2014 Manuscript Reviewer for *Energy Policy*
2013 Manuscript Reviewer for *International Journal of Organizational Behavior and Theory*
2013 Manuscript Reviewer for *Local Environment*
2011-2012 National Science Foundation Science of Science Policy Grant Proposal reviewer
2012 Manuscript Reviewer for *Environmental Practice*
2011 Manuscript Reviewer for *Politics and Policy*
2011 Reviewer for Book Proposal for CQ Press

UNIVERSITY SERVICE

2015 WVU Center for Service and Learning
2014-2016 Eberly College Promotion and Tenure, Chair of Social Science Subcommittee
2014-2015 WVU Center for Service and Learning Partnership Advisory Council and Program Coordinator Search Committee
2014 WVU Department of Communications Faculty Search Committee
2013-2015 WVU Extension Community Leadership Academy Conference Committee
2014, 2013, 2010 WVU Milan Puskar Leadership Scholars Selection Committee
2013 WVU Faculty Senate Student Evaluation of Instruction Committee
2012 WVU Eberly College Search Committee for College Grant Development Positions
2011-2014 WVU Faculty Senate Representative
2011-2012 WVU Faculty Senate Curriculum Committee
2011 Eberly College Strategic Planning Discovery Committee
2011 WVU Mountaineer Leadership Academy Mentor
2011 Capstone Reviewer for WVU Disabilities Studies program
2010 Reviewer for WVU Extension Service educational program resources
2010 WVU Multidisciplinary Studies/Leadership Studies Faculty Search Committee
2009-2011. WVU Eberly College Curriculum and Academic Quality Committee

DEPARTMENT SERVICE

2014 WVU Department of Public Administration Program Coordinator Search Committee
2011-2014 WVU Department of Public Administration Faculty Search Committee
2008-2015 WVU Master of Public Administration Student Admission Committee
2008 WVU Division of Public Administration Faculty Search Committee
2007. At-Large Member, Education Policy Committee, American University
2006-2007 NASPAA Reaccreditation Self-Study Report, American University.

ADDITIONAL PROFESSIONAL EXPERIENCE

2006-2008 Executive MPA Coordinator, National Association of Schools of Public Affairs and Administration, Washington, D.C.

1999-2002 Graduate Research Associate, Campbell Public Affairs Institute, Syracuse

MAJA HUSAR HOLMES

University

*Alternative Dispute Resolution in Environment and Natural Resources
Government Performance Project*

1996-1998 Team Leader, AmeriCorps, Charleston, SC and Waterbury, VT

1994-1995 Consultant, Syskopus Consulting, Munich, Germany and Rijeka, Croatia

PROFESSIONAL MEMBERSHIPS

American Society for Public Administration

Public Management Research Association

International Leadership Association