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

***Associate of Arts***, Human Services, summa cum laude 1980

Kendall College, Evanston, IL

### 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

#### Works in Progress

Stout, Margaret. 2017. The Impossibility of a Universal Public Service Perspective. (Under review with *Teaching Public Administration*.)

Stout, Margaret and Love, Jeannine M. 2017. *Integrative Governance: Generating Sustainable Responses to Global Crises*. London: Routledge. (Contracted and forthcoming.)

Stout, Margaret and Diamond, John (Eds). 2018. *From Austerity to Abundance? Creative Approaches to Coordinating the Common Good*, Volume 6 of Critical Perspectives on International Public Sector Management. Bingley, UK: Emerald Group Publishing. (Contracted and forthcoming.)

Stout, Margaret. 2018. Planning for Community Change: Radically Democratic Practice and Pedagogy. In Eikenberry, Angela M.; Mirabella, Roseanne Marie; and Sandberg, Billie (Eds.). *Critical Perspectives on Nonprofit and Voluntary Organization Management*. Irvine, CA: Melvin & Leigh. (Forthcoming.)

Stout, Margaret (Ed.). 2018. *The Future of Progressivism: Applying Follettian Thinking to Contemporary Issues*. Anoka, MN: Process Century Press. (Contracted and forthcoming).

#### Books

Stout, Margaret, & Love, Jeannine M. 2016. *A Radically Democratic Response to Global Governance: Dystopian Utopias*. Abingdon, UK: Routledge.

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

Stout, Margaret. 2013. *Logics of Legitimacy: Three Traditions of Public Administration Praxis*. Boca Raton, FL: Taylor & Francis Group, CRC Press.

#### Blind Peer Reviewed Articles and Book Chapters

Stout, Margaret, George W. Dougherty, and Larkin Dudley. 2017. "Citizen advisory bodies: New wine in old bottles?" In *Beyond reform: Leadership and change in public sector organizations*, edited by James D. Ward, 176-202. London: Routledge.

Stout, Margaret & Love, Jeannine M. 2016. 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. Revisiting 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 Peer Review)

Stout, Margaret. 2017. I Wish Someone Told Me This in Graduate School. In Zavattaro, Staci and Orr, Shannon (Eds.), *Reflections on Academic Lives: Identities, Struggles, and Triumphs in Graduate School and Beyond*. New York: Palgrave Macmillan. (Forthcoming.)

Stout, Margaret. 2016. Remembering Kym Thorne (and Alexander Kouzmin): Reform, Revolution or Mission Impossible? *Administrative Theory & Praxis*, 38(2), pp. 90-92.

Catlaw, Thomas J. and Stout, Margaret. 2016. Governing Small Town America Today: The Promise and Dilemma of Dense Networks. *Public Administration Review*, 76(2), pp. 225-229.

Stout, Margaret & Love, Jeannine M. 2015. Follett, Mary Parker. In Bearfield, D.; Dubnick, M. (Eds.) *Encyclopedia of Public Administration and Public Policy*, 3rd Edition. New York: Taylor & Francis, pp. 1503-1510.

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

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 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. Symposium Introduction: Deliberative Democracy and Participatory Practice. *Public Administration and Management*, 15(1), pp. 1-8.

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 Peer Review)

Stout, Margaret. 2015. Book Review: *Democratic Justice & the Social Contract*. Albert Weale. Oxford University Press, 2013. *Public Administration*, 93(3), pp. 822-836.

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

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

Stout, Margaret. 2014. Book Review: *Women in Public Service: Barriers, Challenges, and Opportunities*. Mohamad G. Alkadry and Leslie E. Tower. M.E. Sharpe, 2014. *American Review of Public Administration*, 44(3), pp. 375-377 (Early View December 2013). DOI: 10-1177/0275074013513066

Stout, Margaret. 2011. Book Review: In Exploration of Foundational Political Philosophy. *Vital Democracy: A Theory of Democracy in Action*. Frank Hendriks. Oxford University Press, 2010. *Public Administration Review*, 71(6), pp. 970-973. DOI: 10.1111/j.1540-6210.2011.02453.x

Stout, Margaret. 2011. Book Review: In Search of a Holistic Public Policy Theory Primer. *The Public Policy Theory Primer*. Kevin B. Smith and Christopher W. Larimer. Westview Press, 2009. *Public Administration Review*, 71(2), pp. 322-326. DOI: 10.1111/j.1540-6210.2011.02350.x

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*, Amitai Etzioni, Communitarian Network, George Washington University.

Stout, Margaret; Bryer, Thomas; and Caver, Floun’say. 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.

#### Conference Papers and Presentations

“Saving Ourselves through Collaborative Action.” Virginia Tech Save Our Towns Summit, Blacksburg, VA, September 15, 2016.

“Planning for Social Equity.” (With Jeannine Love.) Network of Schools of Public Policy, Affairs, and Administration, Columbus, OH, October 21, 2016.

“Is There a Role for Public Administration in Radical Democracy?” American Society for Public Administration, Seattle, WA, March 18, 2016.

“Service Learning and Outreach as Community Revitalization Catalysts.” (With Karen Kunz.) Community Development Society Conference, Lexington, KY, July 20, 2015.

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

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

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

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

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

“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.) Teaching Public Administration Conference, San Francisco, CA, June 3, 2013.

“Utopia, Democracy, and Public Administration: Integrative Governance.” (With Jeannine Love.) Public Administration Theory Network, San Francisco, CA, June 1, 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.) American Society for Public Administration, New Orleans, LA, March 18, 2013.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

“Do Policy Frameworks Grow Corn?” (With Marlys Morton.) Public Administration Theory Network Conference, Omaha, NE, June, 2004.

#### Colloquia

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

#### Practice Publications

Amsler, Terry; Blomgren, Lisa 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 Stout, Margaret. 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 Harter, Leigh. 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.

#### Professional Presentations

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

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

### Teaching & Mentorship

### *Teaching Interests*

* Administrative Theory, Ethics, and Leadership in Public and Nonprofit Organizations
* Public Engagement, 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 650, Fall ’11, ’13,’15
* Public Engagement, WVU PUBA 655, Spring ’12, ’14,’16
* Public Planning, WVU PUBA 611/750, Fall ’10, ’12, ’14, ’16
* Sustainable Community Development, WVU PUBA 755, Spring ’13, ’15, ’17
* 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

***Seminars and Workshops***

“Community Enterprise Game.” Westside Action Coalition, Fairmont, WV, October 15, 2016.

“Community Visioning Conversations.” Westside Action Coalition, Fairmont, WV, April 29-30, 2016.

“Engaging the Public.” Westside Action Coalition, Fairmont, WV, March 5, 2016.

“Building Social Capital.” Westside Action Coalition, Fairmont, WV, February 6, 2016.

“Asset-Based Community Development.” Westside Action Coalition, Fairmont, WV, February 6, 2016.

“Resource Development and Grant Writing.” Ravenswood Development Authority, Ravenswood, WV, October 24, 2015.

“Board Financial Policies and Procedures.” Ravenswood Development Authority, Ravenswood, WV, October 24, 2015.

“Board Roles and Responsibilities.” Ravenswood Development Authority, Ravenswood, WV, October 23, 2015.

“West Virginia Boards, Commissions, and Authorities.” Ravenswood Development Authority, Ravenswood, WV, October 23, 2015.

“Not the Usual Suspects… Engaging the General Public in Community Development.” Community Leadership Academy, Cheat Lake, WV, October 3, 2014.

“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.

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

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

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

“How Employer-Sponsored Child Care Programs are Developed.” 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.

***Guest Lectures***

“Community Development and Public Engagement: What Every Architect Should Know.” Fairmont State University Architecture (Robert Kelly), September 2016.

“Asset-Based Community Development and the Community Capitals Framework.” WVU Graphic Design (Eve Faulkes), Cultural Resource Management (Jenny Boulware), and Geography (Bradley Wilson), September 2016.

“Logics of Legitimacy and Theoretical Research in Public Administration.” University of Central Florida, Foundations of Public Administration (Staci Zavatarro), October 26, 2016.

“Integrating, Conciliating, and Synthesizing Traditions of Public Administration.” Mississippi State University, Foundations of Public Administration (Staci Zavatarro), November 14, 2013.

“Logics of Legitimacy and Theoretical Research in Public Administration.” Mississippi State University, Foundations of Public Administration (Staci Zavatarro), 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; Online course in the Taxation and Economic Development series released October 6, 2010.

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

#### PodCasts

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

# 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, adapted, 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

2016-present West Virginia Housing and Resiliency Working Group, WVU.

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 MPA Program Committee, Division/Department of Public Administration, WVU.

2016 Visiting Committee Presentation, Eberly College of Arts & Sciences, WVU.

2015-2017 Outstanding Teacher Award Committee, Eberly College of Arts & Sciences, WVU.

2015-2016 Outstanding Teacher Award Committee, WVU Foundation.

2015-2016 Charleston West Side Revive Implementation Committee, WVU.

2009-2015 Admissions Committee, Division/Department of Public Administration, WVU.

2010-2014 Faculty Advisor to *Commune Bonum: The Public Good* (student journal), 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 Energy Policy 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.

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

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

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

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)*

2013-present Series Editorial Committee, Emerald Group Publishers, *Critical Perspectives in International Public Management (UK)*

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

2010-present ASPA Section on Public Administration Education (Executive Board Member 2010-2011, 2015-present, Vice-Chair 2012, Chair 2013, Immediate Past Chair 2014)

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*
* *Local Government Studies*
* *Public Administration (UK)*
* *Public Administration and Management*
* *Public Administration Review*
* *Public Administration Quarterly*
* *Public Integrity*
* *Public Performance & Management Review*
* *Qualitative Research*
* *Social Science Quarterly*
* *Teaching Public Administration*
* *Urban Studies*

2009-present Peer review of book chapters and books for:

* CQ Press
* Emerald Group
* Jossey Bass
* McGraw Hill
* Policy Press

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

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

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

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 Conference, *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-present 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

WVU Faculty Senate Grants for Research and Scholarship: $16,500 2016-2017

Integrative Governance

WesBanco: $1,650 2016-2017

Fostering Fairmont Project

Marion County: $500 2015-2016

Fostering Fairmont Project

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

Rural Health Flex/Recruitable Communities Grant

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

Rural Health 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): Revitalizing Ravenswood

West Virginia Campus Compact: $6,000 2012

Campus-Community LINK Project: Unifying Moundsville

West Virginia Campus Compact: $5,000 2011

Campus-Community LINK Project: Unifying Moundsville

### Honors & Awards

Outstanding Community Development Educator Award 2017

Community Development Society

Outstanding Public Service Award

West Virginia University, Eberly College of Arts & Sciences 2015-2016

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

*Institute on Teaching and Mentoring*, The Compact for Faculty Diversity, Southern Regional Educational Board, Tampa, FL, October 27-30, 2016.

*Institute on Teaching and Mentoring*, The Compact for Faculty Diversity, Southern Regional Educational Board, Washington D.C., October 29-31, 2015.

*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

* Community Development Society 2015 to present
* 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