

NASPAA SELF-STUDY REPORT

VOLUME II

August 12, 2009

MASTER OF PUBLIC ADMINISTRATION

**Department of Political Science
College of Humanities and Social & Behavioral Sciences
Central Michigan University
Anspach Hall 247
Mount Pleasant, Michigan 48859**

VOLUME II

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EMPLOYER

Central Michigan University, College of Humanities, Dept. of Political Science

FACULTY EXPERIENCE

Current Position and Employment Date

Associate Professor of Public Administration, 2007

Previous Faculty Experience

Associate Professor, Criminal Justice Administration, Atlantic Region,
University College, Troy University (2004-2007)

Associate Professor of Administration, East Region, College of Extended
Learning, Central Michigan University (1999-2004)

Associate Professor of Public Administration, Atlantic Region, University
College, Troy State University (1996-1999)

Assistant Professor, Business Administration, Central Virginia Region, Averett
Adult Curriculum for Excellence, Averett College (1995-1996)

Adjunct Educator, School of Business, Virginia Commonwealth University
(1993-1995)

Adjunct Educator, Department of Public Administration, College of Humanities
and Sciences, Virginia Commonwealth University (1991-1994)

Academic Administrator Experience

Regional Chairperson, Criminal Justice Administration, Atlantic Region,
University College, Troy University (2004-2007)

Coordinator for Faculty and Instructional Affairs, Central Region, Adult
Curriculum for Excellence, Averett College (1995-1996)

Research Associate, Center for Public Affairs, Virginia Commonwealth
University (1987-1990)

ACADEMIC DEGREES

Ph.D., Public Policy and Administration, Virginia Commonwealth University,
Richmond, VA (1994)

M.S., International Relations, Troy State University, Ramstein, Germany (1980)

B.A., History, Virginia Military Institute, Lexington, VA (1966)

PRACTICAL EXPERIENCE

Director for Management Systems Innovations, Employment Support Institute,
Richmond, VA (1992-1995)

Military Service, U.S. Air Force (1966-1986)

Electrical Resistance Measurement Specialist, National Bureau of Standards,
Washington, DC (1962)

AREAS OF TEACHING EXPERTISE

Professional Ethics

Leadership

Strategic Planning

Organization Theory and Behavior

Policy Analysis and Administration

Budgeting and Financial Management

Program Design / Implementation / Evaluation

PROFESSIONAL AND ACADEMIC ASSOCIATIONS

International City / County Management Association

American Society for Quality, Senior Member

American Society for Public Administration

Government Finance Officers Association

W. Edwards Deming Institute

Decision Sciences Institute

CURRENT RESEARCH INTEREST

Improving Graduate-Student Course-Research Experiences

SELECTED PUBLICATIONS

Administrative Research: A Student Guide to Practical Tools for Use in Solving
Workplace Problems (with colleagues; in preparation, 2008)

“Adjunct Faculty Salary Rationalization Study.” Atlantic Region, University
College, Troy University (with colleagues; recommendations implemented, 2006)

“Ethics Training in Local Police Agencies: The Virginia Example.” Public
Integrity. Winter 2000 (with colleagues)

SELECTED PROGRAM AND WORKSHOP PRESENTATIONS

“Basic Budgeting for Nonprofit Organization Employees.” Greater Richmond
Partnership for Nonprofit Organization Management, Richmond, VA (2007)

“Employee Evaluation of Supervision.” Navy Department Personnel Management
Conference, Oceana Naval Air Station, VA (2005)

THOMAS J. GREITENS

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Updated July 29, 2008

EDUCATION

Northern Illinois University

Ph.D. in Political Science (August 2007)

Fields: Public Administration and Public Policy

Dissertation: *Bargaining of Beliefs: Agencies, Advocacy Groups, and the Evolution of Pesticide Regulatory Reform*

Arkansas State University

Master of Public Administration (May 2001)

Arkansas State University

Bachelor of Science (May 1996)

PROFESSIONAL EXPERIENCE

American Farmland Trust-Center for Agriculture in the Environment, Dekalb, Illinois

Graduate Assistant & Consultant (May 2001 to August 2007)

- Co-authored with Lee Roberson the "CAE Database Interface," a copyrighted computer program that allows users to implement an online database entry system.
- Principal writer for the U.S. Environmental Protection Agency's Strategic Agricultural Initiative application for the 2006 Innovations in American Government Award sponsored by the Ash Institute for Democratic Governance and Innovation, John F. Kennedy School of Government, Harvard University. Reviewers ranked this application in the top 15% of all applications received.
- Member of the team that developed the "Strategic Agricultural Initiative Reports Database" website for the U.S. Environmental Protection Agency. This site allowed research results from Strategic Agricultural Initiative projects to become integrated into EPA's pesticide re-registration decisions and "Section 18 Emergency Exemption" decisions. (<http://sai.ipm.gov>)
- Designed an evaluation for the "National Foundation for Integrated Pest Management Education" grants program that identified areas where program administration could be improved.

- Member of the team that developed the “Strategic Agricultural Initiative Toolbox” website for the U.S. Environmental Protection Agency that allowed EPA grantees and grantors access to a common website for grant requirements, agency directives, and performance measures (<http://sai.ipm.gov/>). This work helped the Strategic Agricultural Initiative program receive an EPA Bronze Medal for Commendable Service in 2004.
- Conducted research on pesticide risk indicators to determine which indicators could be used as part of a U.S. Department of Agriculture - U.S. Environmental Protection Agency collaborative strategy to evaluate Integrated Pest Management programs.
- Reviewer of grant proposals submitted for Food Quality Protection Act grants program administered by American Farmland Trust and the U.S. Environmental Protection Agency.

Arkansas Department of Finance & Administration-Office of Budget, Little Rock, Arkansas

Budget Analyst Intern (January 2001-May 2001)

- *Provided technical analysis and assistance to state agencies and legislators in the development, enactment, and implementation of the state's biennial budget.*
- Member of Office of Budget's “Performance Based Budgeting Transition Team.” Responsible for developing Strategic Planning Guides for agencies and integrating performance based budgeting concepts into the biennial budget process.
- Received training in the latest applications of SAP accounting software.
- Conducted qualitative research on state rainy day funds. Interviewed various state budget offices to determine if these types of programs were successful.

RESEARCH PUBLICATIONS & PRESENTATIONS

Published Articles (peer reviewed)

- “An Alternative Way to Evaluate the Environmental Effects of Integrated Pest Management: Pesticide Risk Indicators.” Coauthored with Esther Day. *Renewable Agriculture and Food Systems* Volume 22, No. 3, pages 213-222. 2007.
- “Environmental Policy.” In the *Encyclopedia of Public Administration and Public Policy, 2nd Edition*. New York: Marcel Dekker (CRC Press). 2007.
- “Trends and Future: Integrated Pest Management.” Coauthored with Dr. Ann Sorensen. In the *Proceedings of the 2004 Illinois Crop Protection Technology Conference*, p. 3-8. Champaign-Urbana, Illinois: University of Illinois Extension. 2004.

Book Reviews & Other Articles

- “The Privilege of Local Governance.” Commentary Article for the *Cadillac Evening News*. April 29, 2008.
- Review of Tomas M. Koontz's *Federalism in the Forest: National versus State Natural Resource Policy*. In *Politics and the Life Sciences*, Volume 22, Issue 2, September 2003.

Policy/Program Evaluations

- “An Evaluation of Strategic Agricultural Initiative Grants in EPA Regions 5 and 10.” Currently in progress.
- “An Evaluation of Pesticide Environmental Stewardship Grants Administered by the National Foundation for Integrated Pest Management Education.” Coauthored with Dr. Ann Sorensen. January 4, 2005.
 - “Multi-Disciplinary Approach to Integrated Pest Management Program Evaluation: Report to the U.S. Environmental Protection Agency.” Coauthored with Esther Day. August 12, 2003.
 - “Revitalizing Downtown Jonesboro: A Needs Analysis.” Contributing author. A Public Policy Analysis and Evaluation class report prepared for the Jonesboro Central Planning Association. December 14, 1999.

Conference Papers

- “Public License Software: The Next Step in E-Government.” With Lee Roberson (Senior Web Developer Northwestern University). 66th Annual National Conference of the Midwest Political Science Association, E-Government: New Wave of Government Reform Panel. Chicago, IL. April 3, 2008.
- “Determinants of Program Performance: Results from OMB’s PART Analysis.”
With M. Ernita Joaquin (Asst. Prof. UNLV). 66th Annual National Conference of the Midwest Political Science Association, Agency Performance Panel. Chicago, IL. April 4, 2008.
- “Agency Typology and Performance: Results from OMB’s PART Analysis and Scorecard Initiative.” With M. Ernita Joaquin (Asst. Prof. UNLV). American Society of Public Administration 69th Annual Conference, Performance Budgeting at the Local Level Session. Dallas, TX. March 10, 2008.
- “Under-compliers, Over-Compliers, and Middle-Compliers: Exploring the Mechanisms of Agency Compliance in the Implementation of President Bush’s Competitive Sourcing Policy.” With M. Ernita Joaquin (Asst. Prof. UNLV). American Society of Public Administration 69th Annual Conference, Measuring Performance, Managing Risk, and Promoting Accountability in Public Organizations Session. Dallas, TX. March 10, 2008.
- “A Punctuated Equilibrium Pattern to Policy Belief Change: Results from the Pesticide Regulatory Reform Debate.” 27th Annual Meeting of the Association for Politics and the Life Sciences – Recent Research in Biology and Politics 2 Panel. Cincinnati, OH. October 12, 2007.
- “Analyzing Policy Outcomes in the Agro-Environmental Policy Subsystem: Changes in Federal Statutes from 1985 to 2004.” 63rd Annual National Conference of the Midwest Political Science Association - Competing Interests and Public Policy Panel. Chicago, IL. April 7, 2005.
- “Abandoning a Regulatory Framework: Labeling Transgenic Food in the United States.” 24 Annual Meeting of the Association for Politics and the Life Sciences-Public Opinion on Biotechnology Panel. Chicago, IL. September 4, 2004.
- “The Science Behind Integrated Pest Management Program Evaluation: Competing Coalitions and the Use of Science in Policy Implementation.” 23rd Annual Meeting of the Association for Politics and the Life Sciences-Sound

Science in Political Decision-Making and Policy Implementation Panel.
Philadelphia, PA. August 30, 2003.

- "A Comparison of Pesticide Environmental Risk Indicators for Agriculture."
Coauthored with Esther Day. 4th IPM Symposium-Integrated Pest Management
Evaluation and Impact Assessment Session. Indianapolis, IN. April 9, 2003.
- "A Possible Future of Governmental Accountability: An Analysis of Pesticide
Risk Indicators. Coauthored with Esther Day. 29th Annual Conference of the
Arkansas Political Science Association-Environmental Policy Panel. State
University, AR. February 22, 2002.

James P. Hill
Director of the University Honors and Centralis Programs

I. Personal:
BUSINESS:

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II. EDUCATION

- Ph.D. **MICHIGAN STATE UNIVERSITY**, East Lansing, Michigan 1987-1992. Doctor of Philosophy in Political Science.
- M.P.A. **HARVARD UNIVERSITY**, Cambridge, Massachusetts 1978-79. Master of Public Administration degree with distinction from the John F. Kennedy School of Government.
- J.D. **UNIVERSITY OF MICHIGAN LAW SCHOOL**, Ann Arbor, Michigan 1972-75. Juris Doctor degree.
- B.A. **MICHIGAN STATE UNIVERSITY**, East Lansing, Michigan 1968-72. Bachelor of Arts degree in history and political science with high honor.

III. EMPLOYMENT HISTORY

- 2003 **UNIVERSITY HONORS AND CENTRALIS PROGRAMS**, Central Michigan University. Appointed Director in August, 2003.
- 1995 to **POLITICAL SCIENCE DEPARTMENT**, Central Michigan University.
- 2003 Professor of Political Science with specialization in law and environmental policy
- 1995 to **CENTER FOR APPLIED RESEARCH AND RURAL STUDIES AND PROFESSOR OF POLITICAL SCIENCE**, Central Michigan University. Director of the Center and of the Computer Assisted Telephone Interviewing (CATI) laboratory
- 1999 – 2000 **ACADEMIC LEADERSHIP INSTITUTE**, Fellow in College of Graduate Studies, Central Michigan University.
- 1980 - 94 **BUSINESS LAW AND REGULATION DEPARTMENT**, Central Michigan University. Professor and Chair. (Chair from 1991-1994)
- 1980-81 **CENTRAL MICHIGAN UNIVERSITY**, Mt. Pleasant, Michigan. Director of CMU Law Center and Mt. Pleasant Legal Aid
- 1979 - 80 U.S. CONSUMER PRODUCT SAFETY COMMISSION**, Bethesda, Maryland. Policy analyst for the Office of Budget, Planning, and Policy Evaluation.

- 1977 - 78 **UNITED STATES HOUSE OF REPRESENTATIVES**, Washington, D.C. Legislative Director for U.S. Congressman Philip Ruppe.
- 1975 - 77** **UNITED STATES SENATE**, Washington, D.C. Legislative Assistant for U.S. Senator Robert Griffin.
- 1974 **AETNA LIFE AND CASUALTY CORPORTATION**, Hartford, Connecticut. Law Clerk for the Legal Department of Aetna.
- 1973 - 74** **UNITED STATES SENATE**, Washington, D.C. Staff Assistant for Senator Robert P. Griffin of Michigan.

IV. CREATIVE AND SCHOLARLY ACTIVITY

As you will see, my diverse educational background and experiences have permitted me to pursue a variety of research interests. For purposes of this award and ease of evaluation, I have grouped these activities into four major areas of research and have deleted all the speaking engagements and presentations.

1. Research methods and applications:

CARRS: Created through a REF grant and directed for 7 years the Center for Applied Research and Rural Studies (CARRS) to assist governments and non profit organizations in tapping CMU faculty and student resources in order to address public policy and research-related issues facing these organizations. During this time I edited or wrote **57 reports** and contracted for over **one half million dollars in contracts**. Some **examples** of reports developed during my tenure as Director of CARRS include:

Michigan College Freshmen's Alcohol-Related Attitudes and Behavior (2001) Client: Prevention Network.

A 2000 Assessment of Services Provided by the Mid-Michigan Community Action Agency (2000). Client: Mid-Michigan Community Action Agency.

Study of the Attitudes and Experiences of Walden University's Inquiring, Admitted, and Withdrawn Students (2000) Client: Walden University.

Manistee Residents' Views of the Quality of Life and City Services (1999) Client: City of Manistee.

Post-Approval Delays of Biotechnology Products in Europe: Potential and Reality (1998). Client: U.S. Food and Drug Administration.

Mid-Michigan Residents' Attitudes and Experiences with Communications. (1998) . Client: Anishnabe

Midland Parks and Recreation Commission Study of Citizen's Attitudes and Experiences (1998). Client: City of Midland.

Michigan Registered Voters Proposal E Election Survey (1998). Client: Saginaw Chippewa Tribe

Information and Statistics on Literacy in Michigan (1997) . Client : Michigan State University.

Bay City Charter Revision Study: A Report on a January 1997 Voter Survey (1997). Client: Bay City.

A Biotechnology Industry view of Recent Regulatory Changes in the United States Food and Drug Administration (1995) Client: U.S. Food and Drug Administration.

CATI: Wrote a successful REF grant proposal that funded the building of the first Computer Assisted Telephone Interview (CATI) laboratory at CMU. The laboratory has been used by faculty and students to conduct survey research for a wide range of project ranging from assessment to university development research.

Native American Casino Impact Research: One of the first projects I undertook as Director of CARRS was to conduct the first microeconomic research of the expansion of the Soaring Eagle Casino and Resort. The 300 page report was widely used as a planning document for the City of Mt. Pleasant. More than 300 copies of the full report were sold and it is still in demand today despite its age because of the stakeholder methodology used. As a result, I have become the chief CMU contact person for all inquiries on Indian gaming, and have served as a speaker and consultant for numerous community and governmental organizations in Michigan, Indiana and Ohio. I also developed an impact study and helped negotiate an MOU with the Eastern Shawnee Tribe of Oklahoma for a community in Ohio, which will serve as the home of the first ever casino in that state. In 2007, I was awarded a \$59,000 Research Excellence Grant (REF) to study the impact of tribal casinos for the first 10 years of operation. The result of this project was numerous radio, television, and newspaper interviews and the publication of the report. *“Michigan’s Tribal Casino Compacts: Rethinking the 2 Percent Solution to Local Government Impacts.* Accepted for publication in the Michigan Bar Journal (2008). *“The Fourth Wave.”* Accepted for publication as the featured article in the Michigan Township News (2008). *“The New Buffalo: A Comparative Examination of Tribal Casino Gaming in Michigan 1993-2003.”* (2008) *“A Final Report to the Stakeholders of the Saginaw Chippewa Tribe Gaming Expansion Evaluation Project”.* (Editor) July, 1996. pp. 1-300.

2. Environment:

Great Lakes: Having worked in Congress after graduating from law school, I earned a great deal of experience with environmental issues ranging from air pollution to toxic waste, especially as they relate to the Great Lakes. Accordingly, I have engaged in a variety of research activities. Some of the published materials include: *Perilous Precedents: The Unraveling of the Delicate Federal-State Balance in Great Lakes ‘Common Law’.* Michigan Academician. Vol. XXXIV, No. 2, Summer 2002. *The New Politics of Great Lakes Water Diversion: A Canada-Michigan Interface.* Volume 2, No. 1, Fall 1999 Toledo Journal of Great Lakes Law, Science, and Policy. 1999. pp. 75 – 107. *The Paradox of Great Lakes Water Diversion Policy.* State of the Great Lakes 1998 Annual Report. , 1999. pp. 20-21 *Managing the Nation’s Waters Without Washington: The Interstate Compact Experience.* A Dissertation to fulfill the requirements for a Ph.D. in political science at Michigan State University, 1992. *Comparative Water Management: A Tale of Two Compacts.* Published in the proceedings of the April 1990 Joint American and Canadian Water Association Symposium. Toronto, Canada. pp. 380-389. *The Great Lakes Quasi Compact: An Emerging Paradigm for Regional Governance of U.S. Water Resources.* Detroit College of Law Review. Spring, 1989. pp. 1-24. I have made numerous presentations and speeches to state and national groups on Great Lakes issues, as well as being a guest research lecturer on Great Lakes issues at the University of Michigan, Michigan State University and the University of Nebraska. Also, I have been a reviewer for the National Science Foundation, conducting to project proposal reviews in 2007-2008.

Environmental Policy

When the Polluter Exits: Endowing the Community's Environment. Michigan Environmental Law Journal. Vol. 18, No. 3 Fall, 2000.

Natural Resources Perspectives, Michigan Natural Resources (August, 1995).

Relative Risk: Implementing A Rational Regulatory Regime Includes Initiating an Effective Environmental Education Effort. Volume 5, No. 2, Summer, The Journal of Environmental Engineering and Management. 1995. pp. 7-12.

Michigan Environmental Politics: Battleground of the Titans. (Co-Author) Chapter 11 of Michigan Politics and Government by William P. Browne and Kenneth Verburg. 1995. pp. 275-295.

The Michigan Relative Risk Task Force Report on Environmental Education. Report to Governor John Engler. Chair and editor of report. Approved by the Natural Resources Commission. December, 1994.

After Bhopal and Valdez: Rethinking the Semantics of Public Affairs. Published as the lead article in Volume 5, No. 2 Mid-American Journal of Business, Fall 1994. pp. 3-14.

The Politics of Environmental Law. Michigan Bar Journal, Vol. 64, Feb. 1985. pp. 164-

168.

Public Lands and the Public Interest: The Tapping and Taxing of Michigan's Environmental Empire and its Implications to State Fiscal Crises. State of Michigan Environmental Law Section Newsletter, Vol. 1, No. 2. 1982.

From 1991-1995: I was appointed to the Natural Resources Commission and in conjunction with TMI in Mt Pleasant developed and conducted seminars in public lands, oil and gas mining, and negotiating clean-ups, where background research papers were prepared each conference (1992-94).

In 2001, I was granted a sabbatical to study legislative policies to improve the brownfield development process for remediating contaminated sites in the Great Lakes. My research led me to trips to Alaska (Valdez) and Wyoming and my research continues in the area of the effectiveness of Citizen Advisory Groups.

3. Law and Policy:

Judicial Efficiency and Structural Reform: Re-Thinking Michigan's Trial Court Consolidation Experiment. Judicature, Vo. 85, No. 3, Nov - Dec, 2001. pp. 116-124.

Business and the Legislative Imperative. Chapter 8 entitled the Gramm-Rudman Act published by McGraw Hill in "Readings in Business Law and the Legal Environment of Business," edited by Douglas Whitman (1991 and 1993).

Up in Smoke: The Recent Decline of Economic Liberty in American Enterprise.

American Voices (New York: Philip Morris USA, 1987), pp. 215-222.

The Third House of Congress V. The Fourth Branch of Government. The John Marshall Law Review, Vol 19, No. 2, pp. 247-273. (Winter, 1986).

Evaluation of State Contract Program Report to the U.S. Consumer Product Safety Commission, February, 1981.

Statutory Rule Review: A Report to Congress. Report from U.S. Consumer Product Safety Commission to the U.S. Congress, May, 1980. Received an agency merit award for this report.

2000 to present: I continue to work on the issue of trial court consolidation in Michigan. I issued an evaluation report of the trial court consolidation plan to the Northern Michigan Trial Judges Association in 2000 and also presented my findings before the Michigan Supreme Court in May, 2001. I have spoken to numerous judge and lawyer associations on this topic since 1999 and continue to work on this very controversial topic, as I was awarded a PRIF grant in 2000 and the grant research continues.

From 1999-2002 I worked with the City of Alma and the Citizens Advisory Group and researched the legal basis for challenging a Federal consent decree dealing with the contamination of the Pine River in the City of Alma. I then helped construct the legal brief and appeared with the City Attorney in Federal Court and successfully amended the consent decree in 2001. As a result of my actions the City of Alma issued a resolution of appreciation.

4. Ethics and Education

What Honors Students Want (and Expect): The Views of Top Michigan High School and College Student. Journal of the National Collegiate Honors Council, Volume 6, No. 2 Fall/Winter 2005.

Scaling the 'Chinese Wall': Rethinking the Conflict of Interest Regulations of the Clean Water Act. Vol. 74, No. 9, Michigan Bar Journal. September 1995. pp. 910-914.

Ethics for the Unelected. Vol. 68 American Bar Association Journal, August, 1982. pp. 950-954. Winner of the ABA Ross Essay Contest.

1999-2001: Griffin Endowed Chair in American Government. To address the issue of ethics in public service, I created the concept of an endowed chair in American Government to honor two CMU alumni who have distinguished themselves in ethical public service- Robert and Marjorie Griffin. During this time period I directed a campaign that raised \$1.2 million and resulted in the creation of the first endowed chair at CMU.

Curriculum Vitae David K. Jesuit

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Home:
1016 Glenwood Drive
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Tel. 989-775-8339

Education

2001 Ph.D. in Political Science, Loyola University Chicago
Major Fields: Comparative Politics and International Relations

Minor Field: US Politics

Dissertation: *The Politics of Poverty and Income Inequality in the Developed*

World: A Cross-national and Regional Analysis

1996 M.A. in Political Science, Loyola University Chicago

1991 B.A. in International Relations, Knox College

V. Employment History

2008-present Associate Professor of Political Science, Central Michigan University

2003-2008 Assistant Professor of Political Science, Central Michigan University

2000-2003 Project Manager and Senior Research Associate, The Luxembourg Income Study (LIS), *a.s.b.l.* Luxembourg City, Luxembourg

1999-2000 Doctoral Fellow, Loyola Rome Center of Liberal Arts, Rome, Italy

1998-1999 University Teaching Fellow, Loyola University, Chicago, Illinois

1996-1998 Instructor, Department of Political Science, Loyola University, Chicago, Illinois

1993-1996 Graduate Assistant, Department of Political Science, Loyola University, Chicago, Illinois

1990-1992 Administrative Assistant and Campaign Manager, Illinois State Representative
David R. Hultgren, Monmouth, Illinois

Teaching Experience

Undergraduate level courses: Advanced Model United Nations, American Government and Politics, Comparative Politics, Extreme Right Parties in Italy and Western Europe, International Relations, Model United Nations, Western European Politics, World Politics

Graduate level courses: American Public Policymaking, Comparative Constitutional Law: the European Union and the United States, Comparative Public Policy, Problems and Processes of International Development, Seminar International Relations, Strategic Planning for Public and Nonprofit Organizations

Scholarly Activity

Peer-Reviewed Articles and Chapters in Books

“Fiscal Redistribution in the Developed Countries: New Insights from the Luxembourg Income Study.” (with Vincent A. Mahler), *Socio-Economic Review* 4: 483-511 (2006).

“Regional Poverty and Income Inequality in Central and Eastern Europe: Evidence from the Luxembourg Income Study.” (with Michael Forster and Timothy Smeeding). In *Spatial Inequality and Development*, Ravi Kanbur and Anthony J. Venables (eds.), Oxford, UK: Oxford University Press, 311-347, (2005).

“Poverty and Income Inequality in Luxembourg and the *Grande Région* in Comparative Perspective.” (with Serge Allegrezza and Georges Heinrich), *Socio-Economic Review* 2: 271-91 (2004). [Reprinted in *Économie et Statistiques* 2, (2004).]

“The Regional Economic Dynamics of European Electoral Politics: Participation in National and European Contests in the 1990s.” *European Union Politics* 4: 139-164 (2003).

“Regional Poverty within Rich Countries.” (with Timothy Smeeding and Lee Rainwater). In *Inequality, Welfare and Poverty: Theory and Measurement*, John A. Bishop and Yoram Amiel (eds.), New York: Elsevier Science, (2003), 345-377.

“The 1996 Chicago Latino Registered Voter Political Survey: Political Participation and Public Policy Positions.” (with Angela Nirchi, Peter M. Sanchez, and Maria Vidal de Haymes), *Journal of Poverty: Innovations on Social, Political, and Economic Inequalities* 4: 151-165 (2000). [Reprinted in *Inequalities, Challenges, and Barriers: Latino Communities in the Next Century*, Keith Kilty, Elizabeth Segal and Maria Vidal de Haymes, (eds.), Binghamton, NY: Haworth Press, Inc., (2000), 151-165.]

“Exploring the Impact of Trade and Investment on Income Inequality: A Cross-National Sectoral Analysis of the Developed Market Economy Countries.” (with Vincent A. Mahler and Douglas D. Roscoe), *Comparative Political Studies* 32: 363-395 (1999).

“Development and Democratic Consolidation: The Dominican Republic, Guatemala, and Peru in Comparative Perspective.” (with Peter M. Sanchez), *The Journal of Developing Areas* 31: 1-24 (1996).

Book Reviews, Research Notes and Other Publications

“Subnational Income Analyses using the Luxembourg Income Study Data Archives.” In *Europe and its Regions: The Usage of European Regionalized Social Science Data*, Gerd Grözinger, Katharina C. Spies and Wenzel Matiaske (eds.), Cambridge, UK: Cambridge Scholars Press, (2008).

Book Review of *Europe and the Politics of Capabilities*, Robert Salais and Robert Villeneuve, (eds.), Cambridge, UK: Cambridge University Press, 2005. *Perspectives on Politics* 4 (2006).

“Comparative Public Policy Approaches to Understanding Poverty.” *Measurement: Interdisciplinary Research and Perspectives* 3: 248-252 (2005).

“Income Inequality and Poverty in Comparative Perspective.” (with Timothy Smeeding). In *Encyclopedia of Population*, Paul Demeny and Geoff McNicoll, (eds.), New York: Macmillan, (2003).

“Poverty Levels in the Developed World.” (with Timothy Smeeding). In *International Encyclopedia of Social Policy*, Tony Fitzpatrick, Huck-ju Kwon, Nick Manning, James Midgley and Gillian Pascall, (eds.), London: Routledge, (2003).

“The LIS/LES Project Databank: Introduction and Overview.” (with Timothy Smeeding and Paul Alkemade), *Schmollers Jahrbuch Journal of Applied Social Science Studies: European Data Watch* 122: 497-517 (2002).

VI. Conference Presentations

“Local Cross-Border Economic Development Cooperation: Europe and North America in Comparative Perspective,” (with Lawrence Sych), paper presented at the annual meeting of the International Studies Association, San Francisco, CA, March 2008.

“Domestic Sources of Income Inequality,” (with Won Paik and Piotr Paradowski), paper presented at the annual meeting of the Midwest Political Science Association, Chicago, IL, April 2007.

“Globalization and Local Economic Administration in Comparative Perspective,” (with Rick S. Kurtz and Alessandro Valenza), paper presented at the annual meeting of the International Studies Association, Chicago, IL, February 2007.

“Electoral Support for Extreme Right-Wing Parties: A Sub-National Analysis of Western European Elections in the 1990s,” (with Vincent Mahler), paper presented at the annual meeting of the American Political Science Association, Chicago, IL, September 2004.

“State Redistribution in Comparative Perspective: A Cross-National Analysis of the Developed World,” (with Vincent Mahler), paper presented at the annual meeting of the American Political Science Association, Chicago, IL, September 2004.

“Immigration, Economic Well-Being and Support for Extreme Right-Wing Parties in Western European Regions,” (with Vincent Mahler), paper presented at the European Union Center at the Maxwell School at Syracuse University conference entitled “Immigration in a Cross-National Context: What are the Implications for Europe?” Bourglinster, Luxembourg, June 2004.

“Fiscal Redistribution and Income Inequality: New Insights on the Social Welfare State from the Luxembourg Income Study,” dataset presented at the annual meeting of the American Political Science Association, Philadelphia, PA, September 2003.

“Contributions of LIS to Understanding the Situation of Luxembourg,” (with Serge Allegrezza and Georges Heinrich), paper presented at “Twenty Years of Research on Income Inequality, Poverty and Fiscal Redistribution in the Rich World: What Have We Learned and What are the Future Challenges?” Luxembourg, July 2003.

“Regional Poverty and Income Inequality in Central and Eastern Europe: Evidence from the Luxembourg Income Study,” (with Michael Forster and Timothy Smeeding), Cornell University/London School of Economics/U.N. World Institute for Development Economics Research (WIDER) Conference on Spatial Inequality and Development, London, England, June 2002.

“Electoral Demobilization (and Mobilization) in Western European Regions,” paper presented at the International Sociological Association Research Committee on Social Stratification (RC28), Oxford, U.K., April 2002.

“Economic Distress and Political Isolation in Western European Regions,” paper presented at the annual meeting of the American Political Science Association, San Francisco, CA, September 2001.

“Regional Economic Growth and Income Inequality: Preliminary Evidence from the Luxembourg Income Study,” (with Andrea Brandolini, Federico Cingano and Tim Smeeding), CESifo conference on Growth and Inequality: Issues and Policy Implications, Munich, Germany, May 2001.

“Regional Poverty in the Developed World: Evidence from the Luxembourg Income Study,” (with Tim Smeeding and Lee Rainwater), paper presented at the International Sociological Association Research Committee on Social Stratification (RC28), Mannheim, Germany, April 2001.

“The Relationship between Political and Economic Inequality in the Regions of the Developed World,” paper presented at the annual meeting of the Midwest Political Science Association, Chicago, IL, April 2001.

“Abortion, Bureaucracy and Public Policy: Comparing the United States and Canada,” (with Bryon C. Daynes and Raymond Tatalovich), paper presented at the annual meeting of the Canadian Political Science Association, Quebec City, August 2000.

“Electoral Turnout and Income Inequality in the Developed Democracies, 1979-1992,” paper presented at the annual meeting of the International Studies Association/Midwest, Chicago, IL, November 1998.

“Exploring the Impact of Trade and Investment on Income Inequality: A Cross-National Sectoral Analysis of the Developed Market Economy Countries” (with Vincent A. Mahler and Douglas D. Roscoe), paper presented at the annual meeting of the International Studies Association, Toronto, Canada, March 1997.

“The ‘Requisites’ of Democracy in Latin America: a Quantitative Analysis,” paper presented at the annual meeting of the Midwest Political Science Association, Chicago, IL, April 1995.

“Economic Factors in Democratic Transition and Consolidation: the Dominican Republic, Guatemala, and Peru in Comparative Perspective” (with Peter M Sanchez), paper presented at the annual meeting of the International Studies Association, Washington D.C., March 1994.

Grants, Awards and Distinctions

Recipient, Summer Faculty Scholars Award, 2007. College of Humanities, Social and Behavioral Sciences, Central Michigan University. \$3500. Funding supporting research project entitled “Model United Nations and Experiential Learning: An Assessment.”

Recipient, Faculty Research and Premier Display Award, 2007. Central Michigan University. \$1000. Funding supported presentation of research entitled “Globalization and Local Economic Administration in Comparative Perspective,” paper presented at the annual meeting of the International Studies Association, Chicago, IL.

Recipient, Faculty Research and Creative Endeavors Research Grant, 2005. Central Michigan University. \$4000. Funding supporting research project entitled “Globalization and Local Economic Administration in Comparative Perspective.”

Recipient, Aldi J. Hagenars Luxembourg Income Study (LIS) Memorial Award, 2005. \$500. Award presented to the author of the best LIS Working Paper. Luxembourg City, Luxembourg.

Recipient, Faculty Research and Premier Display Award, 2004. Central Michigan University. \$270. Funding supported presentation of research entitled “Fiscal Redistribution and Income Inequality: New Insights on the Social Welfare State from the Luxembourg Income Study.” Annual meeting of the American Political Science Association, Chicago, IL.

Recipient, Conference Travel Grant, 2004. European Union Center at the Maxwell School at Syracuse University. \$2000. Conference entitled “Immigration in a Cross-National Context: What are the Implications for Europe?” Bourglinster, Luxembourg.

Recipient, Faculty Research and Premier Display Award, 2003. Central Michigan University. \$550. Funding supported presentation of research entitled “Fiscal Redistribution and Income Inequality: New Insights on the Social Welfare State from the Luxembourg Income Study.” Annual meeting of the American Political Science Association, Philadelphia, PA.

Co-recipient, International Conference Organization Grant, 2003. Fonds National de la Recherche de Luxembourg. \$6500. Funding for the international conference entitled “Twenty Years of Research on Income Inequality, Poverty and Fiscal Redistribution in the Rich World: What Have We Learned and What are the Future Challenges?”

Recipient, Conference Travel Grant, 1999. Georgetown University. \$500. Conference entitled “The Impact of Economic Integration on Italy and the Rest of Europe,” Georgetown University, Washington, DC.

University and Professional Service

Chair, Undergraduate Extended Degree Programs Council. Academic Senate, Central Michigan University. August 2007-May 2008. (Member since 2005).

Chair, Master of Arts Advisory Council. Department of Political Science, Central Michigan University. 2004-2007. (Currently a member).

Member, Public Administration Advisory Council. Department of Political Science, Central Michigan University. 2003-present.

Member, European Studies Council. College of Humanities, Social and Behavioral Sciences, Central Michigan University. 2006-present.

Member, Organizing Committee. Speak Up, Speak Out: the Current Event Series, College of Humanities, Social and Behavioral Sciences, Central Michigan University. 2007-present.

Member, Grade Grievance/Academic Integrity Committee, College of Humanities, Social and Behavioral Sciences, Central Michigan University. 2008-present.

Member, Graduate Faculty. Central Michigan University. 2004-present.

Faculty Advisor, The Society of Model United Nations. Central Michigan University. 2005-present.

Faculty Advisor, Pi Sigma Alpha Political Science Honorary Society. Central Michigan University. 2004-2007.

Mentor, McNair Scholars Program. Central Michigan University. 2004.

Member, Fulbright Scholarship Evaluation Committee. Office of International Education, Central Michigan University. 2003.

Grant Proposal Evaluator, European Science Foundation (ESF), 2003-present.

Grant Proposal Evaluator, Luxembourg Income Study Visiting Researchers Program, 2002-present.

Manuscript Referee, *European Union Politics and Comparative Political Studies*. 2003-present.

Discussant and Panel Organizer, "Globalization and the Social Welfare State." 36th annual Michigan Conference of Political Scientists, Mount Pleasant, MI. October 2004.

Regional editor for Western Europe, *World Encyclopedia of Political Systems and Parties*, 4th Edition. Oakland Park, FL: Schlager Group. 2004

Roundtable Chair and Organizer, "Income Distribution and Redistribution in Cross-National Perspective: New Insights from the Luxembourg Income Study." Annual meeting of the American Political Science Association, Philadelphia, PA. August 2003.

Panel Chair, "Income Inequality." Annual meeting of the International Sociological

Association Research Committee on Social Stratification (RC28), Oxford, U.K. April 2002.

Panel Chair and Organizer, "Income Distribution and Redistribution in Cross-national

Perspective: New Insights from the Luxembourg Income Study." Annual meeting of the

American Political Science Association, San Francisco, CA, August 2001.

Short-course Organizer and Instructor, "An Introduction to Using the Luxembourg Income Study (LIS) Database and Estimating Income Inequality and Poverty Cross-Nationally." Annual meeting of the American Political Science Association, San Francisco, CA. August 2001.

Discussant, "Political and Institutional Determinants of Inequality in Advanced Industrial Societies." Annual meeting of the American Political Science Association, San Francisco, CA. August 2001.

Panel Chair and Organizer, "Income Distribution and Redistribution in Cross-national

Perspective: New Insights from the Luxembourg Income Study." Annual meeting of the

Midwest Political Science Association, Chicago, IL. April 2001.

Conference Co-coordinator, "Shifting Borders, Negotiating Places: The Role of Cultural Studies and the Mutation of Value[s]." The Graduate School, Loyola University Chicago and the Department of Sociology, University of Rome "*La Sapienza*." April 2000.

Invited Lectures and Presentations-External

Invited Presenter, “Best Practices for Model UNs: Preliminary Survey Results.” The American Model United Nations Faculty Seminar, Chicago, IL, November 2007.

Invited Discussant, “Fiscal Incidence and the Middle Class: Implications for Policy.” Poverty Reduction and Economic Management Unit, The World Bank, Washington, DC, June 2007.

Invited Lecturer, “Income Redistribution in the Developed Countries: New Insights from the Luxembourg Income Study.” Faculty of Political Science, University of Macerata, Italy, March 2006.

Invited Lecturer, “State Redistribution in Comparative Perspective: A Cross-National Analysis of the Developed Countries.” Aldi J. Hagenaaers Luxembourg Income Study (LIS) Memorial Award Lecture, LIS Summer Workshop, Munsbach, Luxembourg, July 2005.

Invited Lectures and Presentations-University and Community

Facilitator, “9/11 Six Years Later: Assessing Iraq and the War on Terror.” Speak Up, Speak Out: The Current Event Series. Central Michigan University. September 2007.

Facilitator, “War & Terrorism.” Speak Up, Speak Out: The Current Event Series. Central Michigan University. October 2006.

Guest Lecturer, “International Education Week: Soup and Substance.” Office of International Education. Central Michigan University. November 2004 and 2005.

Guest Lecturer, “15th Anniversary of the Fall of the Berlin Wall.” German Club, Central Michigan University. November 2004.

Guest Lecturer, “The United Nations: The Actual and the Potential.” Unitarian Universalist Fellowship of Central Michigan. October 2004.

Facilitator, “Kerry v. Bush: Social Justice in America.” Speak Up, Speak Out: The Current Event Series. Central Michigan University. October 2004.

Guest Lecturer, “Enlargement of the European Union and Germany’s role in the “new” Europe.” German Club, Central Michigan University. October 2003.

Panelist, “The World Made by 9/11-Changes in Foreign and Domestic Policy.” Speak Up, Speak Out: The Current Event Series, Central Michigan University. November 2003.

VII. Memberships

American Political Science Association, European Union Studies Association, International Studies Association, Midwest Political Science Association

Language Proficiency

English (Native), French, Italian, Spanish (General Professional)

RICK S. KURTZ
PROFESSOR
YEAR OF APPOINTMENT 1999
CURRICULUM VITAE

EDUCATION

Colorado State University; Fort Collins, Colorado
Ph.D. in Political Science
Field Specialties: Environmental Policy; American Government; Public Administration.
Dissertation Title: A Policy Change in Resources Protection Statutes for Federal Public
Lands: Testing the Punctuated Equilibrium Model. @ Ph.D. diss., Colorado State
University. August 1999

University of Virginia; Charlottesville, Virginia
M.A. in Public Administration. May 1991

University of Alaska; Anchorage, Alaska
B.A. in Political Science. December 1988

EMPLOYMENT HISTORY

Central Michigan University
Mt. Pleasant, Michigan

PROFESSOR AND CHAIR, POLITICAL SCIENCE DEPARTMENT

Assigned primary responsibility for teaching courses in public administration;
bureaucracies and organizational behavior; state and local government; and public policy.
Served four years as department internship director, overseeing the placement and
supervision of 25 interns annually. In 2003 assumed position of Public Administration
Council chair and Master of Public Administration program director for on and off-
campus programs. Tasked with assuming professional responsibilities to include
scholarly and creative activities applicable to the aforementioned; academic advisement;
active service on two Department and four University committees, general service to the
academic profession and community; and other assigned responsibilities. 1999 - present

Colorado State University
Ft. Collins, Colorado

INSTRUCTOR/GRADUATE TEACHING ASSISTANT

Assisted faculty in teaching undergraduate political science courses. Duties included
preparation of lecture, quiz, and test materials; assignment grading. Performed research
and administrative duties as assigned. In January 1998 assumed independent instructor
duties. Tasked with developing and teaching courses in subfield specialties. 1996 - 1999

USDA Agriculture Research Service

GRADUATE INTERN, SAFETY HEALTH & ENVIRONMENT

Served as graduate intern for the regional division of Safety, Health & Environment. Provided technical and administrative support to the program director and regional environmental officer. Specific duties included research of applicable regulatory compliance issues; preparation of training materials/training seminar support for field offices; maintenance of compliance records, both hard copies and data base files. Recipient of a merit bonus award for outstanding job performance. 1996 - 1997

National Park Service

Anchorage, Alaska

RESEARCH AND POLICY ANALYST

Performed research and analysis of park service administrative operations, policies, and decision making. Principal areas of analysis included oil/hazardous spill prevention and contingency planning; environmental threat mitigation; intergovernmental and cross-cultural outreach; cultural resources preservation; resources management and protection. Served as cultural resources compliance officer for national parks throughout Alaska. Assigned as team project leader for cultural resources assessment survey Glacier Bay National Park and Preserve. 1992 - 1995

TEACHING EXPERIENCE

Undergraduate level courses: Introduction to American Government and Politics; Introduction to Public Administration; State and Local Government; Lobbying and Interest Group Behavior; the American Chief Executive; Internship in Government and Politics; Introduction to Environmental Studies; Alaska History.

Graduate level courses: American State Government and Administration; Organizational Theory in Public Administration; Intergovernmental Relations; Foundations of Public Administration; Internship in Government and Politics; American Public Policy & Policy Analysis; Environmental Policy & Politics; Public Personnel Management and Administration.

COMMUNITY AND UNIVERSITY SERVICE

- Master of Science in Administration Executive Council. 2004 – present
- Graduate Program Director and Chair Public Administration Council. 2003 – present
- Faculty Association Executive Board. 2003 - present
- Member, School Improvement Committee. Mount Pleasant Public School District. 2003 – present
- Member, University Recreation Program Review Steering Committee. 2002 – 2003
- Faculty Advisor, Political Science Honor Society (Pi Sigma Alpha). 2000 - 2004
- Member, Environmental Studies Council. 1999 – present

PROFESSIONAL GROWTH ACTIVITIES & OTHER MEANS OF MAINTAINING AND ENHANCING PROFESSIONAL ABILITIES

Professional Panel, Symposium, Professional Journal Convener or Editor

Kurtz, Rick S. and Richard L. Jarashow. Co-convenors. SIGCO Oil Pollution Seminar, Cosco Busan – Just who is Responsible – a Case Study, Bermuda, June 11-12, 2009.

Kurtz, Rick S. and Richard L. Jarashow. Co-convenors. SIGCO Oil Pollution Seminar, Selendang Ayu – A Human and Environmental Tragedy, Bermuda, June 12-13, 2008.

Kurtz, Rick S. and Richard L. Jarashow. Co-convenors. SIGCO Oil Pollution Seminar, Morris J. Berman – Environmental Disaster or Legal Test Case, Bermuda, June 7-9, 2007.

Kurtz, Rick S. and Richard L. Jarashow. Co-convenors. SIGCO Oil Pollution Seminar, Exxon Valdez – A Watershed in U.S. Oil Pollution Response, Bermuda, June 7-9, 2006.

Kurtz, Rick S. and William P. Browne. Co-editors. “Crisis Management – Crisis Response Symposium,” *Review of Policy Research*, 21:2, 2004.

Associate Editor. *The Social Science Journal*. Spring 2003 – Fall 2007.

Panel Discussant. “Studying the Politics of Crises and Disasters,” *Western Political Science Association Annual Meeting*, Denver, March 27-29, 2003.

Memberships

- Policy Studies Organization, 2003 - present
- American Political Science Association, 2002 - present
- Western Political Science Association, 1997 - present
- Western Social Science Association, 1997 - present
- American Society of Public Administration 1993 - present

CREATIVE AND SCHOLARLY ACTIVITY

Professional Journals and Projects

Principal Project Investigator. Gateway Communities Economic Development Policy Project. Project involves 56 participating communities across 18 states, a co-investigator team, graduate and undergraduate students. Project available at:

www.chsbs.cmich.edu/Political_Science/gateways. 2003 - present

Kurtz, Rick S. “Public Lands Policy & Economic Trends in Gateway Communities.” *Review of Policy Research*, under review.

Kurtz, Rick S. “Culture, Regulation, and Oil Pipeline Integrity: The 2006 BP North Slope Crisis.” *Administration and Society*, under review.

Kurtz, Rick S. "The M/V Selendang Ayu Disaster: Linkages between Policy Changes, Gaps, and Crises." *The Social Science Journal*, 45:4, 2008.

Kurtz, Rick S. "Coastal Oil Spill Preparedness and Response: The Morris J. Berman Incident," *Review of Policy Research*, 25:5, 2008.

Kurtz, Rick S. "The Federal Concessioner System: Linking Policy to Opportunities for Local Service Providers," *Review of Policy Research*, 23:2, 2006.

Kurtz, Rick S. "Historic Preservation: A Statutory Vehicle for Disparate Agendas," *The Social Science Journal*, 43:1, 2006.

Kurtz, Rick S. "Coastal Oil Pollution, Spills, Crisis, and Policy Change," *Review of Policy Research*, 21:2, 2004.

Kurtz, Rick S. "Disputing Wilderness on the Canadian-American Frontier: The Case of Glacier Bay National Park," *Journal of the West*, 43:1, 2004.

Kurtz, Rick S. "Organizational Culture, Decision Making, and Integrity: The National Park Service and Exxon Valdez," *Public Integrity*, 5:4, 2003.

Conferences and Symposiums

Kurtz, Rick S. "Economic Development Trends in Gateway Communities." *Western Political Science Association Annual Meeting*, Oakland, March 17-20, 2005.

Kurtz, Rick S. "Gateway Communities, and Economic Development Vision Formulation." *Western Political Science Association Annual Meeting*, Portland, March 11-13, 2004.

Kurtz, Rick S. "Gateway Communities, Economic Development, and Environmentalism." *Western Political Science Association Annual Meeting*, Denver, March 27-29, 2003.

Kurtz, Rick S. "Preservation or Pleasure: Policy Duality in National Parks." *American Political Science Association Conference*, Boston, August 28-31, 2002.

Kurtz, Rick S. "Organizational Culture and Agency Decision Making: The National Park Service and Exxon Valdez." *Western Political Science Association Annual Meeting*, Long Beach, March 21-24, 2002.

CHRIS T. OWENS

Office Address: Political Science Department
Central Michigan University
247 Anspach Hall
Mount Pleasant, Michigan 48859
Phone: 989-774-3165
Email: owens2ct@cmich.edu

Academic History

Ph.D. Texas A&M University, 2006 (Political Science)
Major Field: American Politics
Minor Field: Public Administration/Public Policy
M.A. Southern Illinois University, 2001 (Political Science)
B.A. Southern Illinois University, 1999 (Political Science) *Magna Cum Laude*

Research Interests

Political Participation
Race and Politics
Public Opinion
Representation
Parties and Interest Groups

Teaching Interests

American Politics
Race and Politics
Public Policy/Public Administration
Research Methods

Publications

"Taking Threat Seriously: Prejudice, Principle and Attitudes Toward Racial Policies." (With Jan Leighley and David Peterson). *Forthcoming Political Behavior*.

"Network Diversity and the Ability of Public Managers to Influence Performance" (with Sharon Kukla-Acevedo) Under review at *The American Review of Public Administration*

"Black Substantive Representation in State Legislatures: 1971-1994." 2005 in *Social Science Quarterly* 86(4) 779-791 .

"Who votes, who doesn't, why and, what can be done?" 2005. (with Bob Stein and Jan E. Leighley) A Report to the Federal Commission on Electoral Reform. <http://www.american.edu/ia/cfer/0630test/stein.pdf>

- “Presidential Rhetoric and the Economy.”* 2005. (with B. Dan Wood and Brandy Durham) in *Journal of Politics*: 67(3) 627-645.
- “Content Analysis.” 2004. Appendix in Jan E. Leighley’s *Mass Media and Politics: A Social Science Perspective*. Boston: Houghton Mifflin Company.
- “Unrecorded Votes and Political Representation.” 2004. (with David Kimball and Katherine McAndrew Keeney) in *Election Administration*, edited by Robert Watson. Gainesville, FL: University Press of Florida
- “Public Opinion and Affirmative Action” 2004. in John Geer ed. *Encyclopedia of Public Opinion*. Santa Barbara, CA: ABC-CLIO Press.
- “Unrecorded Votes and Election Reform” 2003. (with David Kimball) *Spectrum: The Journal of State Government* 76: 34-37
- “Straight Party Ballot Options in State Legislative Elections” 2002. (with David Kimball and Matt McLaughlin) *Spectrum: The Journal of State Government* 75: 26-28.

Working Papers

- “Cognition, Affect and the Conditional Nature of Attitudes Toward Affirmative Action: How The Prejudice Reflects the Politics” with Jan Leighley, David Peterson, and Christina Suthammanont. *Revise and Resubmit at The Journal of Politics*.
- “Voting, Early Voting and the Determinants of Vote Choice: Is Timing Everything?” with Robert Stein and Jan Leighley. *Revise and Resubmit at American Politics Quarterly*
- “Resistance and Specific Ignorance.” with David Peterson *Under Review at the American Journal of Political Science*
- “Electoral Reform, Party Mobilization and Voter Turnout.” with Robert Stein and Jan Leighley
- “Brushing One’s Teeth and Casting a Ballot: A Closer Look at Habitual Voting”
- “The Influence of Early Voting on the Costs of Campaigns.”
- “Majority Status and the Likelihood Incumbents are Challenged in Congressional Elections.”

Academic Awards and Honors

Spring 2007 awarded \$170,000 from CMU 2010 Vision for a project to explore racial/ethnic diversity at Central Michigan University (with Mary Senter, Angela Haddad, Cherie Strachan and Lisa Patterson).

Bryan D. Jones Award for outstanding graduate student research, 2004-2005

Conference Presentations

- “Learning Civic Norms Outside of the Classroom: Diversity and Campus Associational Life” (With Cherie Strachan) Paper presented at the 2009 annual meeting of the American Political Science Association, September 2-6, Toronto, Canada.
- “Context Matters: Explaining Changes in Voter Turnout Over Time.” Presented at 2009 Midwest Political Science Association Annual Meeting, April 1-5, Chicago, Illinois
- “Diversity and civic norms on college campuses.” (With Cherie Strachan) Presented at 2009 Southern Political Science Association. January 9-11, New Orleans, LA
- “Addressing Participation Woes by Strengthening Youth Party Identification.” (With Cherie Strachan) Presented at 2007 Midwest Political Science Association Annual Meeting, April 12-15, Chicago, Illinois
- “College and International Events: Measuring Student Knowledge on the Darfur.” (with Benjamin Machar, Sterling Johnson and Cherie Strachan) Presented at 2007 Midwest Political Science Association Annual Meeting, April 12-15, Chicago, Illinois
- "Early Voting in Texas: Electoral Reform, Party Mobilization and Voter Turnout" Paper presented at the 2006 annual meeting of the American Political Science Association, September 1-4, Washington, DC.
- “Can Early Voting Increase Turnout?” (with Robert Stein and Jan Lieghley.) Presented at 2005 Midwest Political Science Association Annual Meeting, April 3-6, Chicago, Illinois
- “Brushing One’s Teeth and Casting a Ballot: A Closer Look at Habitual Voting.” Presented at the 2004 Midwest Political Science Association Annual Meeting, April 3-6, Chicago, Illinois

- “Voting, Early Voting and the Determinants of Vote Choice: Is Timing Everything?” (with Robert Stein and Jan Lieghley.) Presented at the 2004 Midwest Political Science Association Annual Meeting, April 3-6, Chicago, Illinois
- “The Influence of Elite Mobilization on Political Attitudes and Participation Rates.” Presented at the 2004 Southern Political Science Association Annual Meeting, January 8-10, New Orleans, Louisiana.
- “Cognition, Affect and the Conditional Nature of Race Related Policy Attitudes.” (with Jan Leighley, David Peterson and Christina Suthammanont) Presented at the 2004 Western Political Science Association Annual Meeting, March 11-13, Portland, Oregon.
- “Resistance and Specific Ignorance” (with David Peterson) presented at the 2003 American Political Science Association Annual Meeting, August, 28-31, Philadelphia, PA.
- “The Role of Candidates and Parties in Linking Electoral Reforms with Voter Participation” (with Bob Stein and Jan Leighley) Presented at the 2003 Midwest Political Science Association Annual Meeting, April 3-6, Chicago, Illinois
- “American Attitudes and Gender-Targeted Policies: An Application of Racially Based Theories to Other Disadvantaged Populations” (with Jill Nicholson-Crotty) Presented at the 2003 Midwest Political Science Association Annual Meeting, April 3-6, Chicago, Illinois
- “Network Diversity and the Ability of Public Managers to Influence Performance” Paper Presented at the 2002 Conference on Empirical Studies of Organization and Public Management Meeting, November 23 & 24, Athens, Georgia.
- “Distribution of the Pie: How African American Elected Officials Influence State Policy Priorities” presented at the 2002 Southern Political Science Association Annual Meeting, November 6 - 9, Savannah, Georgia
- “The Elimination of One-Punch Voting and Its Consequences.” (with David Kimball and Matt McLaughlin) presented at the 2002 Southern Political Science Association Annual Meeting, November 6 - 9, Savannah, Georgia
- “Presidential Rhetoric and Macroeconomic Performance” (with B. Dan Wood and Brandy Durham) presented at the 2002 American Political Science Association Annual Meeting, August, 29-September 1, Boston, Massachusetts.
- “Straight-Party Ballot Options and State Legislative Elections”(with David Kimball and Matt McLaughlin) presented at the second annual Conference on State Politics and Policy, , May 24-25, 2002 Milwaukee, Wisconsin

“Who’s Afraid of an Undervote?” (with David Kimball and Katherine McAndrew) presented at the 2001 Southern Political Science Association Annual Meeting, November 6-10, Atlanta, Georgia.

“Do We Have a Cultural of Science?” (with Thomas McAuliffe and Craig England) Presented at the 2001 Midwest Political Science Association Annual Meeting, April 19-22, Chicago, Illinois

“Power Seekers in State Legislative Elections: A Test of Dodd’s Theory.” presented at the 2001 Texas A&M/SPPQ Conference on Politics in the American States, Texas A&M University in College Station, Texas, March, 2-3.

“What Role Does the Marriage Gap Play in Congressional Elections?” presented at the 2000 Southern Political Science Association Annual Meeting, November 8-11, Atlanta, Georgia.

“Where’s the Party:” (with David Kimball) presented at the 2000 Midwest Political Science Association Annual Meeting, April 27-30, Chicago, Illinois.

Teaching Experience

Fall 2004, Spring 2006 and Spring 2007: PSC- 280 Introduction to Political Methodology

Fall 2005, Fall 2006 and Fall 2007: PSC- 323 American Political Parties

Fall 2005, Spring 2006 and Fall 2007: PSC- 101 Political Behavior

Fall 2006: PSC-328 Campaigns and Elections

Fall 2006: PSC-520 American National Government & Politics

Spring 2007: PSC-780 Research in Public Administration

Summer 2007: American Public Policy Making

Service

Reviewer for *American Journal of Political Science*

Reviewer for *Journal of Politics*

Reviewer for *Public Opinion Quarterly*

Reviewer for *American Politics Quarterly*

Reviewer for *Political Research Quarterly*

Reviewer for *Social Science Computer Review*

Professional Memberships

American Political Science Association

Midwest Political Science Association

Southern Political Science Association

WON KWANG PAIK
PROFESSOR
YEAR OF APPOINTMENT 1987
CURRICULUM VITAE

EDUCATION:

Ph.D. Political Science, Michigan State University, East Lansing, Michigan, 1989.
Fields of Specialization: International Relations, International Political Economy,
Political
Research Methods, and Comparative Political Systems.
Dissertation Title: “The United States Trade Relations with the Pacific Basin Newly
Industrializing Countries.”

M.A. Political Science, Michigan State University, East Lansing, Michigan, 1984.

B.A. Political Science, Ursinus College, Collegeville, PA, 1982.

EMPLOYMENT HISTORY

Central Michigan University
Mt. Pleasant, Michigan

PROFESSOR, POLITICAL SCIENCE

Currently serve as department chair of the Political Science Department. Achieved rank
of full professor in 1997. From 1993 to 1997 within department at rank of associated
professor. From 1989 to 1993 served within department at rank of assistant professor
following a brief period, 1987-1989, as an instructor.

Yonsei University
Seoul, Korea

VISITING PROFESSOR

In 1995 invited to serve for academic year as visiting professor at Yonsei University.
Awarded a position within the university’s Graduate School of International Studies.
1995 – 1996

KyungHee University
Namyangjushi – Kyonggido, Korea

EXCHANGE PROFESSOR

In 1996 invited to serve as an exchange professor at KyungHee University. Served
within the university’s Graduate Institute of Peace Studies. 1996

TEACHING EXPERIENCE:

Undergraduate level: Research Methods; Introduction to Political Science; World
Politics;
Southeast Asian Political Systems; East Asian Political Systems.

Graduate level: International Relations; Comparative Public Policy; Comparative Political and Economic Systems; Research in Public Administration.

COMMUNITY AND UNIVERSITY SERVICE

- *Council on Korean Studies*, International Studies and Programs, Michigan State University,
- Council Member, 1992-present, Vice-president, 2000-2003, President, 2003-present.
- Presenter and Organizer, *Global Korean Award*, Council on Korean Studies, International Studies and Programs, Michigan State University, 1995-present.
- International Adviser, *Global Youth Network for Peaceful and Just World*, the Association to Promote Internet Education for Children in Korea and the United States, 1996-present.
- Panel Chair, “Global Issues,” *Michigan Conference of Political Scientists*, Grand Rapids, Michigan, October 19, 2001.
- Panel Member, “The Future of the Korean Peninsula,” *The Korean War After Fifty Years: Challenges for Peace and Prosperity*, Annual Conference of International Council on Korean Studies, Arlington, Virginia, June 22-24, 2001.
- Master of Science of Administration Council, 2002-present.
- College Promotion and Tenure Committee, 2000-2003.

PUBLICATIONS, PRESENTATIONS AND OTHER SCHOLARLY ACTIVITY:

“East Asian Business Structure as a Source of Learning for Chilean Enterprise,” *Development and Future Studies*, International Institute of Development Studies (forthcoming).

“Global Income Inequality in Developing and Less Developed Countries,” *Pacific Focus*, Vol. XVIII, No. 2, 2003 (with Russell Mardon).

“National Security of Nuclear Energy: A Peaceful Use in the Korean Peninsula,” *Pacific Focus*, Vol. XV, No. 2, 2000.

“Global Education and Economic Reform,” *Council on Korean Studies International Symposium 2004: The Future of Korea and Education Reform*, East Lansing, Michigan, April 10, 2004.

“National Security on the Korean Peninsula: Nuclear Proliferation and Policy Dilemma,” *Council on Korean Studies International Conference 2003*, East Lansing, Michigan, October 11, 2003.

“The Pacific Century Revisited,” *Michigan Conference of Political Scientists*, Lansing, Michigan, October, 2002.

“Global Inequalities in Developing Countries,” *Michigan Conference of Political Scientists*, Grand Rapids, Michigan, October, 2001 (with Joanna Axelrod and Young Lee).

“Democracy in Korea: Model for Asia,” *Michigan Conference of Political Scientists*, Alma, Michigan, October, 2000.

College of Humanity, Social and Behavioral Sciences, Summer Research Grant, Central Michigan University, Summer 2000.

PROFESSIONAL ASSOCIATIONS:

American Political Science Association.

The Academy of Political Science.

Western Political Science Association.

International Studies Association.

International Society for Korean Studies.

Association of Korean Political Studies.

DELBERT J. RINGQUIST
PROFESSOR
YEAR OF APPOINTMENT 1971
DEPARTMENT OF POLITICAL SCIENCE
CURRICULUM VITAE

EDUCATION

University of Oklahoma: Norman, Oklahoma
Ph.D. in Political Science
Field Specialties: Comparative Politics; American Politics; Public Administration;
Political Theory
Dissertation Title: "Cross-National Patterns of Development and Political Violence in
Countries Formerly Under French Rule" 1971

University of Oklahoma; Norman, Oklahoma
M.A. in Political Science. 1968.

Central Michigan University: Mt. Pleasant, Michigan
B.S. in Education with major in Political Science. 1965.

EMPLOYMENT HISTORY

Central Michigan University
Mt. Pleasant, Michigan
Department of Political Science
Taught: Methods of Research; Public Administration; Public Policy Making; Strategic
Leadership; Environments of Administration; American Chief Executives; State & Local
Government; Model U.N.; African Politics; Political Parties; Teaching Political Science;
Elections; Political Behavior; Writing in the Social Sciences; etc. 1971 to present.

Thiel College
Department of Political Science,
Greenville, Pennsylvania
Taught: American Politics, Public Administration, Methods of Research, State & Local
Government, Urban Politics, Constitutional Law, and Political Theory. 1970-71.

University of Oklahoma
Graduate Teaching Assistant and NDEA Fellow
Taught: American Government, Political Theory, Political Parties, Comparative Politics.
1966 to 1970.

TEACHING EXPERIENCE

Undergraduate level: American Government; State & Local Governments; Public Administration; The American Chief Executives; Political Behavior; Elections; Political Parties; Teaching Politics in the Public Schools; Model U.N.; African Politics.

Graduate level: American Public Policy Making; Methods of Research; Environments of Administration: Social, Economic & Political; Strategic Leadership; American Government Seminar; State Government Administration.

COMMUNITY AND UNIVERSITY SERVICE

- Served as Consultant to Local Governments throughout Michigan.
- Served as Director of the Transportation Studies Center.
- Served as Director of Center for Local Government Research.
- Served as Chair of the Academic Senate.
- Served as Department of Political Science Chair.
- Served as Dean of the College of Extended Learning.
- Served as Assistant Vice President of Development & Alumni Relations.
- Served on the Isabella County Planning Commission.
- Served on dozens of University Committees, including as Chair of Presidential Task Forces on Diversity, Integration of CMU with Michigan Molecular Institute, two Task forces on use of Chippewa Symbol at CMU.
- Served on the Executive Board of the Faculty Association

RECENT CREATIVE AND SCHOLARLY ACTIVITY

Journal Articles and Book Chapters

“Handling Fiscal Stress in State Budgets: Analysis of Alternative Approaches”
International Business Trends: Contemporary Readings, “a Publication of the Academy of Business Administration” pp. 274-283 (2003).

Over the years and prior to becoming Dean of the College of Extended Learning I published articles on electoral reform and behavior, as well as contributed to chapters on interest groups as well as author of a monograph on Congress and the President: Toward a New Power Balance. Also, published part of my dissertation in a book of readings on Political Violence and Terrorism.

Other Publications

From my time at the Center for Government Research at the University of Oklahoma in working on the publication on **Federal, State, and Local Programs for Individual and Community Development, 1968**, I’ve worked on practical reports and publications for use to assist local and state government administrators.

Conferences and Symposiums

While a department of political science professor and before becoming Dean of the College of Extended Learning, I made presentations at regional and national political science conferences as well as serving as a panelist.

While Dean of the College of Extended Learning I made numerous presentations at Department of Defense Worldwide educational symposium, was a Board member on several American Council of Education advisory boards, was a presenter at a Nation of Excellence Presidential symposium.

**VIDU SONI Professor
Department of Political Science
Central Michigan University**

I. CAMPUS ADDRESS

235 Anspach, Mount Pleasant, MI 48858
Phone: (989) 774-3480
Email: soni1v@cmich.edu

II. EDUCATION

Doctor of Philosophy, Political Science: Northern Illinois University, DeKalb, IL.
Master of Public Administration: University of Missouri-Kansas City, MO.

Bachelor of Arts: University of Rajasthan, Jaipur, India.

Professional Certification (Life): Senior Professional in Human Resources: Human Resource Certification Institute (originally received in 1985).

III. EMPLOYMENT HISTORY

Professor: January 2005 – present
Tenure Received -- Spring 2001
Department of Political Science/Public Administration
Central Michigan University, Mt. Pleasant, MI.

Associate Professor: January 2001 to December 2004

Assistant Professor: August 1995 to December 2000

Academic Administrative: MPA On-Campus Director, Fall 1999 - Spring 2003
Chair, Public Administration Council, Fall 1999 - Spring 2003
MPA Off-Campus Director, 2000 - 2001

Employment History Continued

Advising: MPA On and off-Campus Programs, August 1999 - present
MSA On-Campus Program, 1999 - 2002
Undergraduate advising, 1997 - present

Adjunct Faculty: 1981 - 1995

Instructor: Northern Illinois University, DeKalb, IL. (1991-1995)
Instructor: DePaul University, Chicago, IL. (1990-1995)
Instructor: College of DuPage, Glen Ellyn, IL. (1988-1989)
Instructor: Drake University, Des Moines, IA. (1986-1987)
Instructor: Johnson County Community College, Overland Park, KS. (1983-1984)
Instructor: University of Missouri-Kansas City, Kansas City, MO. (1981-1983)

Director of Human Resources: 1978 - 1991

Illinois Benedictine College, Lisle, IL. 1990 - 1991
City of Elgin, IL. 1987 - 1988

City of Marshalltown, IA. 1986 - 1987
City of Ames, IA. 1985 - 1986
Minority Contractors of Missouri & Kansas, MO. 1982 - 1986
Johnson County Wastewater District, Mission, KS. 1978 - 1982

Human Resources Management and Development Consultant: 1990 - present

Recent consulting involved human resources, labor relations, and organizational consulting work at City of Mount Pleasant, MI (1997 -1999), Alpena County Road Commission, MI (1999 - 2000), and diversity training at Adams, Harkness Investment Bankers, MA (2001).

External Examining Board Member Ph. D. Dissertation Evaluation: 1998 - present

University of Madras and Madurai Kamraj University, India (Sample Topics)

“Total Quality Care Management in Maintaining Hospital Standards.” May 2007.
“Autonomy and Accountability of Public Sector Enterprises with Special Reference to Tamil Nadu Housing Board.” January, 2000
“Sales Tax in the Context of Center-State Relations in India.” January, 2000.
“Sugar Industry in Tamil Nadu: A Study of Policy and Administration.” April, 1998.

IV. TEACHING EXPERIENCE

Courses Taught at CMU

PSC 105 American Government and Politics
PSC 210 Introduction to Public Administration
PSC 210 Web Course
PSC 411 Public Sector Human Resources and Organizational Theory
PSC 411 Web Course
PSC 511 Personnel and Organization in Public Bureaucracies
PSC 610 Fundamentals of Public Administration
PSC 710 Seminar on Public Bureaucracies and Policy Formation
PSC 711 Public Personnel Management
PSC 711 Web Course
PSC 712 Implementation and Reforms in Public Sector
PSC 774 Strategic Planning for Public and Non-for-Profit Organizations
PSC 775 Organizational Theory in Public Sector
PSC 785 Strategic Leadership
PSC 796 Applied Research in Public Administration
MSA 620 Effective Administration and Organizational Behavior
MSA 650 Organization Theory: Strategy and Structure
MSA 661 Diversity and Multiculturalism in Workplace

V. SCHOLARLY AND CREATIVE ACTIVITIES

Publications

Soni, Vidu. (2008). *A Portrait of Public Administration in India: Challenges of Governance in the World's Largest Democracy*. Public Administration Review. November/December.

Soni, Vidu. (2008). Connecting 21st Century Leadership Competencies To Succession Planning. IPMA-HR NEWS (International Public Management Association for Human Resources). Alexandria, VA. .

Soni, Vidu. (2007). *Succession Planning in Public Sector Organizations*. IPMA-HR NEWS (International Public Management Association for Human Resources). Alexandria, VA. .

Soni, Vidu. (2006). 'Public Administration' to 'Good Governance in Developing Countries: The Evolution of a Sub-field in Political Science.' In R. B. Jain (Ed.). *Governing Development Across Cultures*. (The World of Political Science – The Development of Discipline Book Series by IPSA). Germany: Verlag Barbara Budrich Publishers. New Delhi: Sage Publication.

Soni, Vidu. (2005). *Innovations Involving Employee Empowerment in American Local Government and Their Applicability to Developing Countries*. In Mathur and Singh (Eds.). *Administrative Reforms*. New Delhi: Sage Publication.

Soni, Vidu. (2004). *From Crisis to Opportunity: Human Resource Challenges for the Public Sector in the Twenty-First Century*. *Review of Policy Research*. 21(2): 155-176.

Soni, Vidu. (2004). *Participative Management in Developed and Developing Countries: Some Transition Issues to Consider*. In Kaplan, M. (Ed.) *Paper and Case Studies Comparing Federalism and Its Impact in the United States and Mexico*. U.S. State Department: Washington, D.C.

Soni, Vidu (2004). *Reinventing Public Sector Human Resource Management: An Ethical Paradigm for Developing Countries*. In R. B. Jain (Ed.), *Corruption-Free Sustainable Development: Challenges and Strategies for Good Governance*. New Delhi: Mittal Publications.

Soni, Vidu (2003). *Meeting Challenges of Good Governance in Developing Democracies Through Human Resource Development*. In R. C. Tripathi, A. Prasad, and S. (Eds.), *Triratna: Heritage, Governance and Equity* (Vol. II: 549-570). New Delhi: Agam Kala Prakashan.

Soni, Vidu (2000). *A 21st Century Reception for Diversity in the Public Sector: A Case Study*. *Public Administration Review*. 60 (5): 395 - 408.

Soni, Vidu. (1999). *Morality vs. Mandate: Affirmative Action in Employment*. *Public Personnel Management*. 28 (4): 577 - 594.

Soni, Vidu. (1997). *A Biopolitical View of Diversity*. In A. Somit, and S. Peterson. (Eds.). *Research in Biopolitics*. Greenwich: JAI Press Inc.

Soni, Vidu. (1997). *Reinventing of the Regulation of Biomedical Industry in the United States: Impact of Globalization*. *Conference Proceedings: World Congress of International Political Science Association*. Seoul: Korea.

Soni, Vidu. (1997). *Public Personnel Management: Contexts and Strategies*. A Publisher=s Book Review. Upper Saddle River: Prentice Hall.

Soni, Vidu. (1996). *Diversity and Total Quality Management: A Teaching Perspective in Public Administration*. *Conference Proceedings: National Conference on Teaching Public Administration*, Savannah, GA.

Research Reports

AA Biotechnology Industry View of Recent regulatory Changes at the U. S. Food and Drug Administration, @ (March, 1996). U.S. Food and Drug Administration.

International Regulation of Biologics: A Comparative Study@, (September, 1996). U.S. Food and Drug Administration.

Conference Papers

* "The Kashmir Imbroglia: Challenges and Alternatives. Paper presented at the 2008 Global Conference of International Peace Research Association (IPRA), University of Leuven, Belgium, July 15-19, 2008.

- * “Imminent Challenges for Public Sector Pension Programs? Organized and moderated half-day workshop on the topic at the 66th National Conference of American Society for Public Administration (ASPA), Washington, D.C. March 7- 11, 2008.
- * “Succession Planning in the Public Sector,” day-long workshop presented to government human resources executives. Ronald Reagan International Trade Center, Washington, D. C. November 2007.
- * “Generational Diversity.” Paper presented at Government Finance Association. St. Louise, MO. May 3-6, 2007.
- * “Outsourcing, Technology and Development Administration.” Paper presented at the Mid-Term Regional Meeting of RC 4 of international Political Science Association. St. Louise, MO. May 3-6, 2007.
- * “Pay for Performance in the Public Sector -- Can We Make it Work? Paper presented at the 66th National Conference of American Society for Public Administration (ASPA), Washington, D.C. March 23-27, 2007.
- * “Trends in U. S. Outsourcing to India.” Invited Lecture, SUNY–Binghamton, New York.. November 6, 2006.
- * “Performance-Based Local Government As a Vehicle for Increasing Accountability and Responsiveness to Democracy: A Case Study of Jaipur. Paper presented at the 20th World Congress of International Political Science Association. Fukuoka, Japan. July 9-14, 2006.
- * “Public Administration Education in the United States.” Invited Lecture, University of Rajasthan, Jaipur, India.. December, 2006.
- * “New Public Management and Its Implications for Developing Countries.” Invited Lecture, University of Udaipur, India. December, 2006.
- * “Pay for Performance in the Public Sector -- Can We Make it Work? Paper presented at the 66th National Conference of American Society for Public Administration (ASPA), Denver, CO. March 31- April 3, 2006.
- * “Contemporary Leadership Competencies,” paper presented at the Michigan Conference of Political Scientists, 37th Annual Meeting, Dearborn, MI, October 20-21, 2005.
- * “Connecting Human Resource Planning to Strategic Planning: A Mechanism for Bridging the Skills Gap in the Public Sector.” paper presented at the 65th National Conference of American Society for Public Administration (ASPA), Milwaukee, WI, April 2-5, 2005.
- * Human Capital Development in Asian Countries,” Panel Discussant at the 65th National Conference of American Society for Public Administration (ASPA), Milwaukee, WI, April 2-5, 2005.
- * “Affirmative Action Policy in the 21st Century: Mend It or End It?” Convener, Chair and Discussant, at the Michigan Political Science Conference, Mount Pleasant, MI, October 15-16, 2004.
- * “Globalizing Public Service Curricula” Focus Group Participant at the Annual Conference of NASPAA, Indianapolis, IN, October, 2004.
- * AGender and Race Issues, Panel Chair and Discussant, Midwest Political Science Association, Chicago, IL, April 15-18, 2004.

- * AA Decade of Diversity Training: What Have We Learned?" paper presented at the 4th International Conference of Diversity in Organizations, Communities and nations, Los Angeles, CA, July 24-26, 2004.
- * AProactive Workforce Diversity Initiatives as a Means of Addressing Human Capital Crisis in Government,@ paper presented at the 64th National Conference of American Society for Public Administration (ASPA), Portland, OR, March 27-30, 2004.
- * AThe 21st Century Challenges of Human Capital in State and Local Government, Organizer, Chair and Discussant, at the ASPA: Michigan Capital Area Chapter, November 20, 2003.
- * ABridging the Gap between Theory and Practice, Convener, Chair and Discussant, at the Michigan Political Science Conference, Grand rapids, MI, October 24-26, 2003.
- * AInnovations in Local Government Administration: Lessons From American Cities,@ paper presented at the International Conference on Public Sector Reforms, Center For Law and Governance, Jawaharlal Nehru University, New Delhi, India, April 24-26, 2003.
- * ACitizen Involvement in Local Government Strategic Planning,@ paper presented at the 3rd Annual Meeting of the Consortium of American and Mexican Universities, Mexico City, Mexico, January 29-31, 2003.
- * AEmphasizing the Public in Public Administration B Opportunities and Constraints: Lessons for Developing Democracies, paper presented at the Mid-term Conference of RC 4 of international Political Science Association (IPSA), Jaipur, India, December 19-23, 2002.
- * AHow to Effectively Incorporate Diversity in the Content and Pedagogy in Public Administration Graduate Curriculum,@ paper presented at the Annual Conference of National Association of Public Affairs and Public Administration (NASPAA), Los Angeles, CA, October 17-19, 2002.
- * ADemographics, Diversity, and leadership Development: Defining the Agenda, Workshop Presenter and Responder at the Annual Conference of National Association of Public Affairs and Public Administration (NASPAA), Los Angeles, CA, October 17-19, 2002.
- * ARethinking Public administration Education in the Age of Globalization and World Corporatism,@ paper presented at the 24th Annual Conference on Teaching Public Administration, Tempe, AZ, July 24 - 26, 2002.
- * AUsing Classroom Diversity as a Learning Resource,@ paper presented at the 5th Congress of International Society for Cultural research and Activity theory (ISCRAT), Amsterdam, Netherlands, June 18-22, 2002.
- * AUnderstanding and Valuing Diversity,@ Training Workshop Presenter at the 5th Congress of International Society for Cultural Research and Activity theory (ISCRAT), Amsterdam, Netherlands, June 18-22, 2002.
- * AOrganizational Learning Curve in Managing Workforce Diversity in the Public Sector,@ paper presented at the 63rd National Conference of American Society for Public Administration (ASPA) (Van Riper Symposium), Phoenix, AZ, March 23-26, 2002.

Grants and Contracts

AA technology-Based Collaborative Global Education Mode.@ Grant submitted (not funded) to U. S. Department of Education, Washington, DC., October, 1998. (\$233,138).

AWhat Variables Help Explain the Level of Diversity Within NASPAA (The National Association of Public Affairs and Administration Faculties?@ Grant submitted (not funded) to NASPAA Headquarters, Washington, DC., 1997.

AA Formative Evaluation of CMU=s Diversity Initiatives.@ Grant submitted (not funded) to Office of Institutional Diversity, Diversity Incentive Grant Committee, CMU, 1997.

VII. PROFESSIONAL SERVICE & LEADERSHIP

- * American Society for Public Administration (ASPA), member 1995- present
Program Track Chair and Member of Leadership Team, ASPA National Conference, 2009
Program Track Chair and Member of Leadership Team, ASPA National Conference, 2008
Chair, ASPA Section on Personnel Administration and Labor Relations, 2006-08
Executive Board Member, Section on Personnel Administration and Labor Relations, 2003-06
Received "2004 Public Service Award in Academia," Michigan Capital Area Chapter
ASPA Executive Board Member, Michigan Capital Area Chapter, 2002 B 2006
Member Editorial Board for Public Administration Review, 1996 - 1999
ASPA Executive Board Member, Kansas City Chapter, 1981-1983
Program Committee Chair: Regional Conference, 1986
Received Award as the AMost Contributing Member,@ 1984
- * Editorial Board Member, Review of Public Personnel Administration Journal
- * National Association of Schools of Public affairs and Public Administration (NASPAA), Principal Representative 1998- 2003
Co-Chair of NASPAA Diversity Committee, 2001 B 2003
Strategic Planning Focus Group Participant, April, 2003
- * Michigan Conference of Political Scientists (MCPS)
Executive Board Member, 2000 - present
President, 2005
- * India Institute of Public Administration, Life Member, 2002 - present
- * American Political Science Association (APSA), member, 1995 - 2000
- * International Political Science Association (IPSA), member, 1995 - present
- * Politics and Life Sciences Association, member, 1995 - 2000
- * International Personnel Management Association, member, 1984 - 1992
Editorial Advisory Board Member: Public Personnel Management Journal, 1989-1991
Program Committee Member: Annual Conference, 1989
- * American Society for Training and Development (ASTD), 1980 - 1988
Program Committee Chair, Kansas City Chapter and Iowa Chapter, 1984 and 1987
- * Society for Human Resource Management, member 1980- 1989

VIII. UNIVERSITY AND COMMUNITY SERVICE

SMSS 2007 -08

Faculty Association, NEA Representative, 2006-2008.

Public Administration Council, Department of Political Science, 1995 - present

Master of Arts Council, Department of Political Science, 2003 - present

Curriculum Committee, Department of Political Science, 1995 - 2002

Political Science Department Program Review, 2000

College Curriculum Committee, CHSBS, 1998 - 2000 & 2000 -2003

Promotion and Tenure Committee, CHSBS, Spring 2002

Diversity Assessment Group, 1996 -1998

Graduate Advisory Committee, 2002 - 2004

International Advisory Council, 1998 - 1999

MSA Council, Academic Senate, 1999 - 2002

Multicultural and Diversity Education Council, 2002 - 2004

Seeking Education Equity and Diversity Group, 1998 - present

Academic, Resident Life & Student Affairs Ad Hoc Liaison Committee, 2002 - 2004

Board of Visitors, Academic Senate, 2003 - 2005

Undergraduate Extended Degree Program Council, 2004 - 2006

IX. AWARDS AND HONORS

“Public Service Award in Academia,” given by Michigan Capital Area Chapter of American Society for Public Administration, East Lansing, MI, May 5, 2004

J. Cherie Strachan

Work Address

Political Science Dept., AN 247
Central Michigan University

Mt. Pleasant, MI 48858
9031
Phone: (989) 774-3593

Email: strac1jc@cmich.edu

Home Address

2363 Joseph Drive
Mt. Pleasant, MI
48858
Phone: (518) 469-

Email:
cdstrachan@charter.net

Education

Ph.D., Political Science Department, University at Albany, May 2000.

M.A., Political Science Department, The University of Akron, May 1994.

Concentration: American Politics.

Certificate of Practical Politics, The Ray C. Bliss Institute of Practical Politics, Akron OH, May 1994.

B.A., Murray State University, Murray KY, May 1992.

Major: Public Relations

Minor: Political Science

Professional Positions

Assistant Professor, Political Science Department, Central Michigan University, Fall 2006 - Present.

Assistant Professor, Communication Department, University at Albany, 2000 - 2006.

Honors and Funded Grants

2004 Distinguished Paul J. Schupf Lecture, You Don't Have to Be a Politician:

Reviewing the Role of Amateurs in Public Life. Cazenovia College, Cazenovia NY (\$1,000 honorarium).

Spring 2007-Spring 2010, Central Michigan University 2010 Vision Plan Grant.

Fall 2006, FRCE travel grant.

Spring 2007, FACIT professional development grant.

Fall 2003 University at Albany Center for Excellence in Teaching and Learning

Innovation in Teaching Grant, Oral Discourse and Civic Culture: Promoting Participation and Social Responsibility.

Publications

Books

Shea, Dan & Strachan, J. Cherie. (forthcoming) *The pulse of politics*. New York: McGraw Hill.

Strachan, J. Cherie. (2003). *High-tech grass roots: The professionalization of local elections*. Lanham, MD: Rowman and Littlefield Publishers.

Peer Reviewed Articles

Strachan, J. Cherie. (2007/forthcoming). Using the classroom to cultivate student support for participation in campus life. *Journal of Political Science Education*. 4:1.

Strachan, J. Cherie. (2006). An argument for deliberative civic education in the political science class room. *PS, Political Science and Politics*. 39:4, 911-916.

Invited Articles

Smith, Troy & Strachan, J. Cherie. (forthcoming) The social construction of federalism. *Publius*. (spring 2008).

Book Chapters

Strachan, J. Cherie. (forthcoming) Deliberation as a civic engagement pedagogy. In Dan Shea (Ed.), *Pedagogies in Political Science*. New York: Prentice Hall Publishers.

Strachan, J. Cherie. (2006) Building party identification in the young & revitalizing democracy. In Dan Shea and John Green (Eds.) *The Fountain of Youth*. Rowman & Littlefield.

Hildreth, Anne, Murray, Leah & Strachan, J. Cherie. (2005). The limitations of e-democracy. In Mitchell S. McKinney, Lynda Lee Kaid, Diane Bystrom and Diana B. Carlin (Eds.) *Communicating Politics: Engaging the Public in Democratic Life*. New York: Peter Lang Publishers.

Strachan, J. Cherie & Kendall, Kathleen E. (2003). Convention films, finding the perfect image. In Charles A. Hill and Marguerite Helmers (Eds.) *Defining Visual Rhetorics*. Mahwah, NJ: Lawrence Erlbaum.

Dictionary Entries

Strachan, J. Cherie. (2006). Issue coverage. In Thomas Birkland and Tod Schaeffer (Eds.) *The Encyclopedia of Media and Politics*. CQ Press.

Book Reviews

Strachan, J. Cherie. (Review of Robert E. Denton, ed. *The 2000 Presidential Campaign: A Communication Perspective*. Westport, CT, Praeger). *Presidential Studies Quarterly*. 34:1:182-84.

Reviewer

Strata Publishers, Journal of Political Science Education.

Relevant Competitive Conference Presentations

Strachan, J. Cherie. (2007). Implementing Deliberative Civic Education: The Effects of Formal Rules and Motivation on Willingness to Deliberate. Annual meeting of the American Political Science Association, September, Chicago, IL.

Strachan, J. Cherie (2007). Addressing Participation Woes by Building Youth Partisan Identification. Annual meeting of the Midwestern Political Science Association, April, Chicago, IL.

Strachan, J. Cherie. (2007). Using the Classroom to Cultivate Student Support for Participation in Campus Life. Annual meeting of the APSA Teaching and Learning Conference, February, Charlotte, NC.

Strachan, J. Cherie. (2006). Promoting civic participation: Insights from the construction of citizenship in gubernatorial inaugural addresses from three distinct states. Annual meeting of the National Communication Association. November, San Antonio, TX.

Strachan, J. Cherie. (2006) Student experiences in college, enhancing participation in campus life

- Annual meeting of the American Political Science Association, September Philadelphia, PA.
- Strachan, J. Cherie. (2006) Measuring elite norms of political participation in regional political rhetoric Annual meeting of the American Political Science Association, September Philadelphia, PA.
- Strachan, J. Cherie. (2005). Vicarious learning in the university classroom: Can formal civic education efforts simulate the effects of real life experiences? Annual meeting of the American Political Science Association. September, Washington, DC.
- Strachan, J. Cherie. (2005). Do American political elite encourage radical individualism? Constructing norms of political participation in regional political rhetoric. Annual meeting of the American Political Science Association. September, Washington, D.C.
- Strachan, J. Cherie & Hildreth, Anne. (2004). Testing the effectiveness of collective civic education messages in the university classroom. Annual meeting of the American Political Science Association. September, Chicago, IL.
- Strachan, J. Cherie, Hildreth, Anne & Murray, Leah A. (2004). Civic education messages: Do high school government texts promote collective participation? Annual Meeting of the International Communication Association. May, New Orleans, LA.
- Strachan, J. Cherie. (2004). Norms of participation and Mississippi gubernatorial rhetoric. Annual Meeting of the Eastern Communication Association. April, Hartford, CT.
- Strachan, J. Cherie. (2003). Gubernatorial campaign speeches and political subcultures: Structuring political participation. Paper presented at the annual meeting of the Eastern Communication Association, April, Washington, D.C.
- Strachan, J. Cherie. (2002). The importance of historical rhetorical analysis in understanding the construction of political culture. Paper presented at the annual meeting of the National Communication Association, November, New Orleans, LA.

**LAWRENCE SYCH
ASSOCIATE PROFESSOR
YEAR OF APPOINTMENT 1993
CURRICULUM VITAE (2004-2009 emphasis)**

EDUCATION

PhD Political Science, Michigan State University, Fields of Specialization: Public Budgeting and Finance, Program Evaluation, State and Local Government 1987

Dissertation Title: "Municipal Charter Change in Michigan: Testing Alternative Explanations." Dissertation, Michigan State University. 1987.

MA Political Science, Michigan State University, 1986

MPA Public Administration, Oakland University, 1981

BS State and Local Government Administration, Central Michigan University, 1978

EMPLOYMENT HISTORY

Department of Political Science - Central Michigan University
Associate Professor, 2000 – Present; Chairperson, 2001 – 2004; Director, 1994 – 1999, Transportation Studies Center; Assistant Professor, 1993 – 2000; MPA Director, 1996 – 1999; 2007 – present.

Department of Political Science - Northern Michigan University
Assistant Professor, 1987 – 1993; Assistant to the Department Head, 1990 – 1992.

Department of Management and Budget - County of Oakland Michigan
Budget Analyst, 1979 - 1984

TEACHING EXPERIENCE

Undergraduate Courses

Introduction to American Government and Politics; Introduction to Methods of Political Research; State and Local Government; Budgetary Processes in the United States; Introduction to Environmental Studies.

Graduate Courses

Policy and Politics in Urban Communities; Intergovernmental Relations in the United States; Implementation and Reform of Public Programs; Public Budgeting and Finance; Program Analysis and Evaluation; Internship Director.

COMMUNITY AND UNIVERSITY SERVICE

- Member, Isabella County Drug Court Team, Isabella County Trial Court
- Member, Academic Senate Board of Visitors Committee, 2003-2004
- Chairperson, Academic Senate Task Force on Educational Technology and Distance Learning, 1998-2000
- Member, Academic Senate Graduate Council, 1997 - 2000
- Chairperson, Academic Senate Graduate Council, 1998 - 1999
- Secretary, Academic Senate Graduate Council, 1997 - 1998
- Member, Public Administration Council, Department of Political Science, 1993 - present
- Chairperson, Public Administration Council, Department of Political Science, 1995 - 1999
- Member, Personnel Committee, Department of Political Science, 1993 - present
- Chairperson, Personnel Committee, Department of Political Science, 1997 - present
- Member, Michigan Public Management Institute, 1996 - 1999
- Member, Policy Committee, Department of Political Science, 1993 – 1994; 2001 - present

PROFESSIONAL GROWTH ACTIVITIES & OTHER MEANS OF MAINTAINING AND ENHANCING PROFESSIONAL ABILITIES

Journal Articles and Reports

“Political Clubs in Michigan election campaigns: A comparison of the Pingree and Griffin campaigns” Michigan Academician Vol. 33, No. 2 (Summer 2002), pp. 329-47.

"Consolidated pupil transportation" School Business Affairs Vol. 66, No. 9 (September 2000), pp. 55-62 (with Richard Senter, Jr.).

"Reinventing government and rural public transportation: Lessons from five cases" Policy Studies Review Vol. 16, No. 3/4 (Fall/Winter 1999), pp. 220-242.

"State recall elections: What explains their results?" Comparative State Politics Vol. 17, No. 5 (November 1996), pp. 7-25.

Lessons From Cases of Consolidated Pupil / Public Transportation in Michigan. Center for Applied Research and Rural Studies, Central Michigan University, September 1999 (with Richard Senter and Michael G. Mobey).
<http://www.mdot.state.mi.us/ptd/pub.htm>

Report on Results of Survey of Pupil / Public Transportation Considerations. Center for Applied Research and Rural Studies, Central Michigan University, September 1999 (with Richard Senter). <http://www.mdot.state.mi.us/ptd/pub.htm>

Cases of Consolidated Pupil / Public Transportation in Michigan. Center for Applied Research and Rural Studies, Central Michigan University, September 1999 (with Richard Senter). <http://www.mdot.state.mi.us/ptd/pub.htm>

Professional Symposiums, Conferences & Major Grants

Principles and Best Practices of Public Administration in Italy and the United States: the State of the Art. Macerata, Italy May 2009 “Budgeting Processes: the State of the Art in the United States”

American Society for Public Administration, 2009 Annual Meeting. Miami, Florida March 2009 “Globalization, Local Economic Development, and Cross-Border Collaboration in A Comparative Perspective” (with David Jesuit).

International Studies Association, 2008 Annual Meeting. San Francisco, California March 2008. “Local Cross-Border Economic Development Cooperation: Europe and North America in Comparative Perspective” (with David Jesuit).

American Association for Budget and Program Analysis, 2005 Spring Symposium: “Budget and Performance – An ‘Xtreme Sport’” Washington D.C. April 2005.

American Society for Public Administration, 2005 Annual Meeting. Milwaukee, Wisconsin April 2005.

Bureau of Justice Assistance and National Center for State Courts, “Drug Court Evaluation Training Workshops,” Southfield, Michigan, June 2004.

Edward Tufte, Seminar: Presenting Data and Information, Dearborn, Michigan, April 2004.

Drug Courts Program Office, Office of Justice Programs, Department of Justice, “Skills-Based and Operational Training Program,” Buffalo, New York, August 2002.

Michigan Academy of Science, Arts, and Letters Annual Meeting, Panel Member, “Political Clubs in Michigan Election Campaigns” Mount Pleasant, Michigan, March 2002.

Council of Colleges of Arts and Sciences, “Seminar for Department Chairs,” Williamsburg, Virginia, June 2001.

“How Did Pingree Beat the Machine? Using the Political Club to Create a Candidate-Centered Campaign.” Summer Faculty Scholars Program, College of Humanities and Social & Behavioral Sciences. Award: \$3,000, March 2001
Duration: March – December 2001. Grant to finance travel and expenses associated with research on statewide political campaigns of Michigan Governor H.S. Pingree

Michigan Conference of Political Scientists, Panel Member, "Michigan's Insurgent Governor" Alma, Michigan, October 2000.

"Consolidation of Public and Pupil Transportation in Michigan." Michigan Department of Transportation. Award: \$53,000, October 1997 Duration: October 1997 - September 1999. CMU Transportation Studies Center contract to analyze seven cases of consolidation involving fourteen government agencies.

"Computer-Assisted Telephone Interviewing (CATI) Laboratory." Research Excellence Fund (REF). Award: \$106,000, February 1996 Duration: February 1996. With Dr. James P. Hill (Political Science) and Dr. Mary Senter (Sociology, Anthropology, and Social Work) for equipment and software purchase to create a 12-station CATI Laboratory.

Memberships

Midwest Political Science Association
Michigan Academy of Science, Arts, and Letters
Michigan Conference of Political Scientists
Michigan Political History Society
American Society for Public Administration
American Political Science Association
Government Finance Officers Association
American Association for Budget and Program Analysis
Policy Studies Organization
International City and County Management Association
Michigan City Management Association

II. COURSE SYLLABI

1. Required Graduate Courses

PSC 514	American Public Policy Making
PSC 610	Foundations of Public Administration
PSC 711	Public Personnel Administration Practice
PSC 713	Public Budgeting and Finance
PSC 714	Program Analysis and Evaluation
PSC 775	Organization Theory in Public Administration
PSC 780	Research in Public Administration in Political Science

Central Michigan University
College of Humanities and Social & Behavioral Sciences
Department of Political Science
Course Syllabus

1. Course number, title, and credits

PSC 514 American Public Policy Making, 3 credits

2. Course Instructors during self-study year:

Cowles, Jesuit, Owens, Ringquist

3. Prerequisites for course:

None

4. Course objectives in relation to total curriculum

This course provides an overview of public policy and organization environments, political and legal institutions and processes, and social and economic institutions and processes. It also addresses administrative environments, public policy, ethics and values important to public administration.

5. Course Description

This course is designed to provide students a background in the various models, theories, traits, characteristics and concepts commonly employed in the study of Public Policy Making. The course will also focus upon specific public policy arenas to better understand the concrete policy areas as well as how well different model applications work in practice. The course is designed to involve the student as active learners and critical thinkers in exploring and researching selected policy-making models, the decision-making process, technological and information systems supporting policy and decision-making, and numerous concrete policy areas.

6. Major topics covered:

Policy analysis in Public Administration, Intergovernmental relations, policy models, technological innovations and information systems, public policies (economic policy, education policy, etc.), decision processes.

7. Typical Textbooks and readings

Eugene Bardach, *A Practical Guide for Policy Analysis: The Eightfold Path to More Effective Problem Solving*, CQ Press, Second Edition, 2005.

Michael Kraft and Scott Furlong, *Public Policy: Politics, Analysis, and Alternatives*, CQ Press, 2007.

Martha A. Derthick, *Up in Smoke: From Legislation to Litigation in Tobacco Politics*, CQ Press, 2005.

Thomas R. Dye, *Understanding Public Policy*, Prentice Hall, Eleventh Edition, 2005.

Central Michigan University
College of Humanities and Social & Behavioral Sciences
Department of Political Science
Course Syllabus

1. Course number, title, and credits

PSC 610 Foundations of Public Administration, 3 credits

2. Course Instructors during self-study year and site visit year:

Cowles, Kurtz, Petras, Soni, Vinson

3. Prerequisites for course:

None

4. Course objectives in relation to total curriculum

This course provides an overview of major subfields of modern public administration including administrative theories and processes, democratic environments, administrative functions and activities, and analytical tools and concepts.

5. Course Description

This course serves to identify and explain the general theoretical orientations and perspectives in the areas of public policy and public administration; examine and analyze the relationships, tensions and conflicts between and among administrative agencies and other branches of government; explain the responsiveness of administrators to the public under various conditions; and evaluate the major social, ethical and political issues confronting public administrators in the last 25 years. This includes an introduction to administrative issues associated with advances in information technology and related management systems.

6. Major topics covered:

The Study of Public Administration, Public Personnel Administration, Introduction to Organization Theory, Democratic Accountability vs. Administrative Discretion, The Politics of Administrative Decision Making, Privatization and Contract Management, Federalism and Intergovernmental, The Public Interest and Ethics of Public Roles, Formal Policy and Systems Analysis, Motivating Workers and Serving Citizens, Modern Decision Theory and Implementation Research, Introduction to technology and information management in PA, Reforming Public Administration

7. Typical Textbooks and readings

Jeffrey Greene. 2005. *Public Administration in the New Century*.

Jay Shafritz. 2004. *Classics of Public Administration*.

Robert Watson. 2002. *Public Administration Cases in Managerial Role-Playing*.

Week 1 The Study of Public Administration

Week 2 Public Personnel Administration

Week 3 Introduction to Organization Theory

Week 4 Democratic Accountability vs. Administrative Discretion

Week 5	The Politics of Administrative Decision Making
Week 6	Privatization and Contract Management
Week 7	Federalism and Intergovernmental
Week 8	Mid-Term Examination
Week 9	The Public Interest and Ethics of Public Roles
Week 10	Formal Policy and Systems Analysis
Week 11	Motivating Workers and Serving Citizens
Week 12	Modern Decision Theory and Implementation Research
Week 13	Reforming Public Administration
Week 14	Conclusion: What Can Government Properly and Successfully Do?
Week 15	Research Paper Presentations
Week 16	Final Examination

Central Michigan University
College of Humanities and Social & Behavioral Sciences
Department of Political Science
Course Syllabus

1. Course number, title, and credits

PSC 711 Public Personnel Administration Practice, 3 credits

2. Course Instructors during self-study year and site visit year:

Kurtz, Soni

3. Prerequisites for course:

None

4. Course objectives in relation to total curriculum

This course provides an overview of public personnel administration including: personnel policy development, affirmative action, job classification, compensation and benefits, performance appraisal, collective bargaining, personnel information systems, and employee relations.

5. Course Description

This course serves to identify and explain the functions needed to manage human resources in public agencies, describes the important values that underlie the conflict in public employment processes, examines personnel systems as the set of laws, policies, data and information, and practices used to fulfill various personnel functions, explains the history of public personnel management in the United States as a conflict among competing personnel systems and values, describes the role of a professional public personnel manager, and explains how the functions of personnel management are shaped among political leaders, line managers and supervisors, and the personnel department.

6. Major topics covered:

The scope of Public Personnel Management, Human Resource Planning, Compensation, Recruitment and Selection, Human Resource Development and Information Management Systems, Performance Appraisal, Discipline, Due Process, and Termination, Collective Bargaining, Pensions and Retirement Systems, and Contemporary Workplace Issues.

7. Typical Textbooks and readings

T. Zane Reeves. 2006. *Cases in Public Human Resource Management*.

Frank Thompson. 2003. *Classics of Public Personnel Policy*.

Joseph Cayer. 2004. *Public Personnel Administration*.

Lee Roy Beach. 2007. *The Human Element: Understanding and Managing Employee Behavior*.

Central Michigan University
College of Humanities and Social & Behavioral Sciences
Department of Political Science
Course Syllabus

1. Course number, title, and credits

PSC 713 Public Budgeting and Finance, 3 credits

2. Course Instructors during self-study year and site visit year:

Cowles, Greitens, Kurtz, Petras, Sych, Vinson

3. Prerequisites for course:

None

4. Course objectives in relation to total curriculum

This course provides coverage of the budgeting and finance aspects of management, including data collection, revenue estimation, financial information management systems, operating and capital budget processes and formats, performance budgets, and strategies and tactics within budget processes.

5. Course Description

This course helps students identify and explain the basic elements of a budget, define successful budget processes from administrative and political views, explain incentives for and manifestations of specific budget behaviors, analyze selected budget features and cases, including expenditure and revenue budgets, explain the historical development of budgets and processes incorporating budget reform movements, develop and explain a performance budget, explain and analysis financial information management systems with requisite data collection, conduct revenue and unit cost analyses, and explain several significant and current budget issues facing national, state and local budget decision makers.

6. Major topics covered:

Contexts for Public Budgeting, Politics and Budget Development, Modes of Budgeting, Executive budgeting, revenue estimating, data requirements, and techniques; Administrative and Political Strategies and Tactics; Legislative Budget Processes and Reforms; Performance Budgets, Financial Reports and Analysis, Capital Budgets, Successful Budgeting and Finance

7. Typical Textbooks and readings

James Banovetz. 1996. *Managing Local Government Finance: Cases in Decision Making*.

XiaoHu Wang. 2006. *Financial Management in the Public Sector: Tools, Applications & Cases*.

John Mikesell. 2007. *Fiscal Administration: Analysis and Applications for the Public Sector*.

Irene Rubin. 2006. *The Politics of Public Budgeting*.

Central Michigan University
College of Humanities and Social & Behavioral Sciences
Department of Political Science
Course Syllabus

1. Course number, title, and credits

PSC 714 Program Analysis and Evaluation, 3 credits

2. Course Instructors during self-study year and site visit year:

Cowles, Sych

3. Prerequisites for course:

Admission to MPA program or permission of instructor

4. Course objectives in relation to total curriculum

This course provides coverage of the methodologies of analyzing and evaluating public programs. It explores design alternatives and use of quantitative and qualitative techniques for predicting and measuring program performance and public policies. Topics include data collection and management, survey research and development, and constructing indicators and measurement rules.

5. Course Description

This course has students demonstrate skills necessary to conduct analytical and evaluative research; evaluate the quality of research conducted and presented by others; relate technical aspects of program analysis and evaluation to policymaking and the political system; and design and plan the conduct of analytical and evaluative research.

6. Major topics covered:

Using Models for Analysis and Evaluation, The Rational-Comprehensive Model, Cost-Benefit Analysis, Guiding Images: Goals, Problems, and Solutions, Conducting Program Analysis and Outcome Evaluations, Designs, Measurements, and Data Collection and Management; Conducting Process Evaluations; Formal Policy and Systems Analysis; Interpretation of Results; Current Issues in Analysis and Evaluation

7. Typical Textbooks and readings

Eugene Bardach, 2005. *A Practical Guide for Policy Analysis: The Eightfold Path to More Effective Problem Solving*.

Deborah Stone. 2002. *Policy Paradox: The Art of Political Decision Making*.

Ronald and Kathleen Sylvia. 2004. *Program Planning and Evaluation for the Public Manager*

Laura Langbein with Claire Felbinger. 2006. *Public Program Evaluation: A Statistical Guide*.

Central Michigan University
College of Humanities and Social & Behavioral Sciences
Department of Political Science
Course Syllabus

1. Course number, title, and credits

PSC 775 Organization Theory in Public Administration, 3 credits

2. Course Instructors during self-study year and site visit year:

Kurtz, Petras, Soni, Vinson

3. Prerequisites for course:

None

4. Course objectives in relation to total curriculum

This course contributes the understanding of the organizational environment of public administration. It examines development of organizational structures as consequences of past legal, social, economic and political conditions, and development of related theories of organizational management and behavior.

5. Course Description

This course is based upon the premise that public administration processes (i.e.: program implementation, administrative decision making, policy innovation, and management practices) are influenced through organizational dynamics. It studies systems approaches in design structures for administering complex organizations in the public sector and creating diverse strategies in decision making, planning, and coordination. Accordingly, the course provides a basis for helping to explain and understand organizational processes in the public sector. Emphasis is placed upon: 1) understanding employee workplace behavior, 2) organizational structure, 4) organizational culture, 4) group interaction and its effect upon bureaucratic performance, and 5) the relationship between management and leadership styles, and employee behavior.

6. Major topics covered:

Models of Organization and Management Practices; Management Control and Motivation in the Organizational Setting; Organizational Culture and Reform; Organizations in the 21st Century; Enhancing Organizations through Technology; New Organizational Forms and Challenges; Human Relations within Organizational Environments; and Quality and Reinvention Movements.

7. Typical Textbooks and readings

Jay Shafritz and others. 2005. *Classics of Organization Theory*, 6th ed.

Gareth R. Jones. 2007. *Organizational Theory, Design, and Change*.

Robert Denhardt. 2008. *Theories of Public Organizations*.

Robert Golembiewski and Glenn Varney. 2000. *Cases in Organization Development*

Central Michigan University
College of Humanities and Social & Behavioral Sciences
Department of Political Science
Course Syllabus

8. Course number, title, and credits

PSC 780 Research in Public Administration in Political Science, 3 credits

9. Course Instructors during self-study year and site visit year:

Owens, Paik

10. Prerequisites for course:

None

11. Course objectives in relation to total curriculum

This course focuses on the application of quantitative and qualitative techniques of analysis, including important computer literacy and data and information management applications. It includes substantial work with software such as Excel and SPSS and use of technology to assist in answering research questions as well as using formal methods of reporting and presenting findings to decision makers in a number of exercises and assignments.

12. Course Description

The course is designed to provide a graduate level introduction to research methods in political science, with an emphasis on public administration. The course will first focus on the logic and theoretical rationale of scientific methods, followed by empirical techniques of research processes. Students will be trained in the use of research tools and resources. Students will also be trained to be intelligent consumers of empirical research reports. After completion of the course, the student will be able to describe and discuss the scientific process and its logic, define and measure concepts, construct and test hypotheses, delineate the basic data analysis techniques, and undertake an empirical research project in public administration.

13. Major topics covered:

Introduction to the Scientific Study of Politics and Administration; Theory; Problem, Concept, and Hypothesis Formation; Concept Measurement and Data Collection; Introduction to statistical software and data management techniques; Introduction to Descriptive and Inferential Statistics; Sampling, Inferential Statistics and Hypothesis Testing; Measures of Association, Correlation and Regression; Elements of Research Design; Literature reviews, research designs and data collection and management; Reporting Research Findings.

14. Typical Textbooks and readings

C. Frankfort-Nachmias and L. Leon-Guerrero. 2005. *Social Statistics for a Diverse Society*.

E. O'Sullivan, G. Rassel and M. Berner. 2003. *Research Methods for Public Administrators*.

D.E. McNabb. 2004. *Research Methods for Political Science: Quantitative & Qualitative Methods*.

M.L. Patten. 2001. *Questionnaire Research: A Practical Guide*.

II. COURSE SYLLABI

2. Elective Courses

PSC 516	Environmental Politics and Policy
PSC 522	Regulatory Processes and Administrative Law
PSC 561	American State Government and Administration
PSC 563	Politics and Policy in Urban Communities
PSC 565	Managing Modern Local Government
PSC 566	Intergovernmental Relations in the U.S.
PSC 585	Information Technology Management in the Public Sector
PSC 712	Implementation and Reform of Public Programs
PSC 774	Strategic Planning for Public/Nonprofit Organizations
PSC 785	Strategic Leadership

Central Michigan University
College of Humanities and Social & Behavioral Sciences
Department of Political Science
Course Syllabus

1. Course number, title, and credits

PSC 516 Environmental Politics and Policy, 3 credits

2. Course Instructors during self-study year and site visit year:

Rohrer

3. Prerequisites for course:

None

4. Course objectives in relation to total curriculum

This course contributes the student understanding of relationships between politics and public policy in the environmental arena. It also emphasizes policy making process, political strategies, and alternative decision modes.

5. Course Description

The course is designed to have students identify and discuss the major political perspectives that influence the environmental policy arena; develop an understanding of the relationships between the various institutional and non-institutional actors who participate in the environmental policy arena; Analyze and evaluate various environmental policy implementation strategies; Explain environmental political and policy alternatives within the context of various decision making modes; and explain and evaluate significant issues confronting the environmental policy arena.

6. Major topics covered:

The Rise of Environmentalism; The Environment, Economy, & Equity—A Balance of Competing Preferences; The President, Congress, Federal Courts, and the Environment; The Role of the EPA and other Federal Agencies; Who Does What? - Intergovernmental Relations and Environmental Policy; Groups, Activists, and the Media; Understanding the Policy Process; Command & Control, Accommodation, and Incentives as Compliance Tools; The Politics of Risk Based Decision Models; Environmental Justice; Natural Resources and Public Lands Protection; Energy Policy and Environmental Protection; Global Environmentalism & Sustainability; Urban & Suburban Sprawl

7. Typical Textbooks and readings

Walter Rosenbaum. 2008. *Environmental Politics and Policy*. 7th ed. CQ Press

Thomas Easton and Theodore Goldfarb. 2003. *Taking Sides Environmental Issues*, 10th ed. Dushkin.

Norman Vig and Michael Kraft. 2007. *Environmental Policy: New Directions for the 21st Century*, 7th ed. CQ Press

Glen Sussman, et. al. 2002. *American Politics and the Environment*.

Central Michigan University
College of Humanities and Social & Behavioral Sciences
Department of Political Science
Course Syllabus

1. Course number, title, and credits

PSC 522 Regulatory Processes and Administrative Law, 3 credits

2. Course Instructors during self-study year and site visit year:

Stewart

3. Prerequisites for course:

None

4. Course objectives in relation to total curriculum

This course surveys the principles of administrative law and the politics of the U.S. regulatory processes. It bridges the politics of regulation with study of administrative law, and exposes students to the court case approach. This course supports student competencies in the management of public service organizations, and reinforces courses addressing legal, social, economic and political conditions as a context for public administration.

5. Course Description

The course is designed to have students distinguish between regulatory and administrative law processes; describe and explain the origins and development of both administrative and regulatory law in the American political system; demonstrate an understanding of the U.S. Administrative Procedures Act and the interpretive role of the courts; identify the tradeoffs between procedural fairness and regulatory efficiency presented by the constraints of regulatory decision-making with the American legal system; identify the difficulties in the legal system when regulators are asked to review administrative agency decisions involving complex scientific and technical issues; identify the importance of political subsystems and how they impact agency decision-making; and identify and evaluate the effectiveness of various agency controls and reforms that have been proposed for the administrative process.

6. Major topics covered:

Overview of regulatory process and the politics of regulation; Introduction to constitutional and statutory law; Structure and nature of bureaucratic power and policy-making; Controlling bureaucracies Introduction to administrative law and court case briefing; Origins and evolution of administrative law; Legal and constitutional authority of administrative agencies; How proposed rules become regulations; How courts review agency regulations; Reforming rulemaking and the democratic tradition; agency accountability and democratic reforms.

7. Typical Textbooks and readings

Beermann, Jack M. 2003. *Administrative Law: Emmanuel Law Outline*. ELO

Hall, Daniel E. 2006. *Administrative Law*. AL
Kerwin, Cornelius. 2003. *Rulemaking*.
Meier, Kenneth. 2000. *Politics and the Bureaucracy*.
Carter, Lief and Harrington, Christine. 2000. *Administrative Law and Politics*.
Schuck, Peter. 1994. *Foundations of Administrative Law*.

Central Michigan University
College of Humanities and Social & Behavioral Sciences
Department of Political Science
Course Syllabus

1. Course number, title, and credits

PSC 561 American State Government and Administration, 3 credits

2. Course Instructors during self-study year and site visit year:

Kurtz

3. Prerequisites for course:

None

4. Course objectives in relation to total curriculum

This course examines the political, legislative, executive, and judicial processes of American state government, with emphasis on the way they affect public policies and administration. This course supports student competencies in the State and Local Government concentration, and reinforces courses addressing legal, social, economic and political conditions as a context for public administration.

5. Course description

This course has students describe and understand the role played by state governments in the American political process; explain how state political system environments are related to variations among 50 states in demands for public policies and programs; identify and analyze the key institutions of state government and how they process demands for given public policies and programs; and evaluate the current major issues with which state government administrations must deal.

6. Major topics covered:

State Constitutions and Federalism; Elections, Parties, and Pressure Groups; State Government Institutions - The Government, The Legislature and The Courts; State Local Relations ; State Finance and Personnel Systems; Reinventing Government

7. Typical Textbooks and readings

Alan Ehrenhalt. 2005. *Governing: Issues and Applications from the Front Lines of Government*.

Virginia Gray and Russell Hanson. 2004. *Politics in the American States: A Comparative Approach*.

Kevin Smith. 2005. *State and Local Government*.

Central Michigan University
College of Humanities and Social & Behavioral Sciences
Department of Political Science
Course Syllabus

1. Course number, title, and credits:

PSC 563 Politics and Policy in Urban Communities, 3 credits

2. Course Instructors during self-study year and site visit year:

Sych

3. Prerequisites for course:

None

4. Course objectives in relation to total curriculum

This course examines the political, legislative, executive, and bureaucratic institutions of urban governments, with emphasis on the way they affect public policies and administration. This course supports student competencies in the State and Local Government concentration, and reinforces courses addressing legal, social, economic and political conditions as a context for public administration.

5. Course description:

This course examines distinct economic interests within local communities; explains variance of economic interests' influence within a community; studies social and racial interests within a community; explains the source of these varying social interests' influence within a community; differentiates between various forms of local government; explains the policy process in local government as it varies by form; explains the importance of neighborhoods toward the maintenance of the city; critically assess the impact of various federal programs on city government; traces the development of federal intervention in urban communities; evaluates the advantages and disadvantages of federal intervention; assesses the resources present within a community which can be used in its maintenance and development; and explains the success and failure of metro-governments.

6. Major topics covered:

The Community and Its Governments; Urban, Suburban, and Rural Communities; The Neighborhoods and Metropolis; Intergovernmental Relations; Community Regime and Diversity; Politics of Race; Business and the City; Economic and Social Development; Planning v. Politics; Machine Politics and Reform Movements; Metropolitics, Government and Reform

7. Typical Textbooks and readings

Dennis R. Judd and Todd Swanstrom. 2008. *City Politics: The Political Economy of Urban America 6th ed.* Pearson/Longman.

Myron Orfield. 2002. *American Metropolitics.*

Paul Kantor and Dennis R. Judd. 2008. *American Urban Politics in a Global Age: The Reader 5th ed.* Pearson Longman.

John Pelissero. 2003. *Cities, Politics, and Policy.*

Required Reports:

Ameregis-Michigan Metropatterns found at <http://www.ameregis.com>

Brookings-Restoring Prosperity: the State Role in Revitalizing America's Older Industrial Cities found under the Metropolitan Policy Program at <http://www.brookings.edu>

Central Michigan University
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Department of Political Science
Course Syllabus

1. Course number, title, and credits

PSC 565 Managing Modern Local Government, 3 credits

2. Course Instructors during self-study year and site visit year:

Kurtz

3. Prerequisites for course:

A course in local government

4. Course objectives in relation to total curriculum

This course covers a wide range of management practices and administration-related issues associated with local governments. It covers substantive knowledge and skills necessary to promote leadership and effective management at the local government level. This course supports student competencies in the Public Management concentration, and encourages students to develop skills in problem solving and decision making.

5. Course description

This course has students apply theoretical foundations to practical local government problem solving; develop an integrative understanding of local government administration; identify major contemporary issues for local governments; understand the role of a manager in terms of leadership and management styles; and understand the political and economic environment of local government.

6. Major topics covered:

Introduction to the Study of Local Government Management; The Environment of Local Government Management: The Socioeconomic, Demographic, and Intergovernmental Contexts; Official Decision-Makers: Inside City Hall; Legislators and Executives; Voters, the Media, and Interest Groups; Budgets; Management and Public Policy Issues

7. Typical Textbooks and readings

David Morgan. 2005. *Managing Urban America*.

Charldean Newell. *The Effective Local Government Manager*.

Robert Watson. *Cases in Managerial Role-Playing*.

James Banovetz, ed. 2004. *Managing Local Economic Development: Cases in Decision Making*.

James Banovetz, ed. 1994. *Managing Small Cities and Counties: A Practical Guide*.

Central Michigan University
College of Humanities and Social & Behavioral Sciences
Department of Political Science
Course Syllabus

1. Course number, title, and credits

PSC 566 Intergovernmental Relations in the U.S., 3 credits

2. Course Instructors during self-study year and site visit year:

Sych

3. Prerequisites for course:

None

4. Course objectives in relation to total curriculum

This course examines the political, legislative, executive, and judicial processes of American state government, with emphasis on the way they affect public policies and administration. This course supports student competencies in the State and Local Government concentration, and reinforces courses addressing legal, social, economic and political conditions as a context for public administration.

5. Course description

This course examines the complex design of the U.S. federal system; presents, uses, and evaluates different theories and designs of federal systems in the international system of governments; analyzes significant issues related to the internationalization of the economy; examines the importance of intergovernmental political structure in the international economy; analyzes the impacts of NAFTA, Hurricane Katrina, and other events on intergovernmental affairs; presents and examines horizontal relationships among states and local communities. Emphasis is given to fiscal federalism, grants management, and grant seeking activities.

6. Major topics covered:

Federalism: The Setting of Intergovernmental Relations and Conflict; Fiscal Federalism; National-State Relations; Interstate Relations; State-Local Relations; National-Local Relations; Collaboration and cooperation across governmental boundaries; Grants management and grant writing.

7. Typical Textbooks and readings

David Walker. 2000. *The Rebirth of Federalism*.

Lawrence O'Toole, Jr. ed. 2007. *American Intergovernmental Relations*.

G. Ross Stephens and Nelson Wikstrom. 2007. *American Intergovernmental Relations*.

Thomas O. Hueglin and Alan Fenna. 2006. *Comparative Federalism: A Systemic Inquiry*.

Central Michigan University
College of Humanities and Social & Behavioral Sciences
Department of Political Science
Course Syllabus

1. Course number, title, and credits

PSC 585 Information Technology Management in the Public Sector, 3 credits

2. Course Instructors during self-study year and site visit year:

Greitens

3. Prerequisites for course:

None

4. Course objectives in relation to total curriculum

This course examines information technology from a policy perspective as well as from a managerial perspective. As such, it contributes to students' understanding of management within public service organizations as well as provides significant understanding of information and communication technology impact on public policy and governance. As such, the course contributes to development of student competencies in both the State and Local Government and Public Management concentrations.

5. Course description

This course prepares current and future public administrators with the capabilities to use, adopt, and integrate information and communication technology (ICT) in their work environment. From basic spreadsheets to advanced database systems to e-government services, the public sector has implemented various ICT programs throughout the work environment. As a result, it is imperative that public administrators understand the appropriate role and use of ICT in the public sector, how to successfully manage ICT projects, and how to effectively integrate ICT technology throughout an organization.

6. Major topics covered:

Overview of Information Technology Management in the Public Sector; E-Government: Concepts, Historical Overview, and Current Challenges; Planning for Information Technology in the Public Sector; Procuring Information Technology Services; Implementing Information Technology in the Public Sector; Information Technology and Organizational Change; Financing Information Technology in the Public Sector; Assessing Information Technology Solutions; Regulating Information Technology, Data Privacy, and System Security; IT and New Governance Structures and Program Performance.

7. Typical Textbooks and readings

Katherine Barrett & Richard Greene, Richard. 2001. *Powering Up: How Public Managers Can Take Control of Information Technology*.

David G. Garson. 2006. *Public Information Technology and E-Governance: Managing the Virtual State*.

Darrell M. West. 2005. *Digital Government: Technology and Public Sector Performance*.

Central Michigan University
College of Humanities and Social & Behavioral Sciences
Department of Political Science
Course Syllabus

1. Course number, title, and credits

PSC 712 Implementation and Reform of Public Programs, 3 credits

2. Course Instructors during self-study year and site visit year:

Cowles, Soni

3. Prerequisites for course:

Admission to MPA program or permission of instructor

4. Course objectives in relation to total curriculum

This course examines program implementation from a managerial perspective and focuses on reformation of programs to improve their effectiveness. It covers programmatic aspects of public administration and encourages students to develop skills in problem solving and decision making. This course supports student competencies as part of the Public Management concentration.

5. Course description

This course is designed to provide an overview of public sector reforms and their implementation. Public administration has been going through radical changes in redefining the role of government and the models of managing government organizations. This course will focus on the latest reforms such as New Public Management, Reinventing Government, Globalization, New Public Service, and Governance. The course will examine the design and implementation as well as their successes and failures.

6. Major topics covered:

Major government reforms in the last quarter century; evaluation of recent major public sector reforms and their effects on program management; identification and evaluation methods of incorporating reforms in selected programs; government reforms on the international scene in comparison with those in the United States; management and capacity issues in implementing reforms; theoretical understanding of the causes and expected outcomes of government reforms; impact the current reform movements will have on the future of public administration; impact of recent reforms on job design and culture of public sector organizations; implications of public sector reforms on the training and development of future public administrators.

7. Typical Textbooks and readings

D.F. Kettl and J.J. Dilulio, eds. 1995. *Inside the Reinvention Machine*.

D.F. Kettl. 2002. *The Transformation of Governance: Public Administration for Twenty-First Century America*.

P.W. Ingraham, P.G. Joyce, and A.K. Donahue. 2003. *Government Performance: Why Management Matters*.

Central Michigan University
College of Humanities and Social & Behavioral Sciences
Department of Political Science
Course Syllabus

1. Course number, title, and credits

PSC 774 Strategic Planning for Public/Nonprofit Organizations, 3 credits

2. Course Instructors during self-study year and site visit year:

Cowles, Jesuit, Soni

3. Prerequisites for course:

PSC 713 or PSC 714, or permission of instructor

4. Course objectives in relation to total curriculum

This course focuses upon the past, present and future roles of public/non-profit organizations in the U.S. and international environments, highlighting the changes that have occurred in public expectations and public policies toward these organizations and the need for the development of strategic planning skills in order to insure their effectiveness and continued support. It is part of the Public Management concentration.

5. Course description

This course focuses upon the fundamental aspects of strategic planning, how public and non-profit organizations can utilize strategic planning to take advantage of opportunities and challenges posed in the public policy arena, and application of these principles to actual organizations of interest to the students. In addition, the course has a policy as well as a skills approach. This course will integrate the challenges posed by environmental, tax, and macro-economic policies into the strategic planning focus of the course. Students will make a written and oral presentation on the goals, usefulness, and the skills required to develop a strategic plan for a public or non-profit organization; by oral or written presentation explain how public policies and public opinion influence public/non-profit performance and how this information can be identified and incorporated into a strategic plan; and draft an actual strategic plan for an existing public or non-profit organization.

6. Major topics covered:

Origins and Theory of Non-Profit and Public Organizations; Impact of Public Policies on Non-Profit and Public Organizations and the Need to Act Strategically; Understanding the Dynamics of Strategic Planning; Assessing External Challenges and Formulating Strategy; Devising Strategies, Adopting and Implementing A Strategic Plan; Evaluation & Reassessment of Plan.

7. Typical Textbooks and readings

John M. Bryson. 2004. *Strategic Planning for Public and Non-Profit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement*.

John M. Bryson and Farnum K. Alston. 1996. *Creating and Implementing Your Strategic*

Plan : A Workbook for Public and Nonprofit Organizations.
Thomas Wolf & Barbara Carter. 1999. *Managing a Nonprofit Organization in the 21st Century.*

Central Michigan University
College of Humanities and Social & Behavioral Sciences
Department of Political Science
Course Syllabus

1. Course number, title, and credits

PSC 785 Strategic Leadership, 3 credits

2. Course Instructors during self-study year and site visit year:

Ringquist, Soni

3. Prerequisites for course:

None

4. Course objectives in relation to total curriculum

This course focuses on the study of leadership within public or not-for-profit organizations or agencies. The course examines major theories of leadership, analyzes case studies involving leaders in various settings, and explores how to lead and manage change in organizations.

It is part of the Public Management concentration.

5. Course description

This course defines leadership according to prevailing theories; Explains the role and functions of leadership in organizations; Differentiates the relationship between leading and managing, and how these two functions overlap; Develops a strategic view of organizations and understand the role of leaders in successfully implementing organizational mission/strategy; Applies theories of leadership through case studies; Evaluates leadership exercised by successful leaders; Uses the concept of a learning organization and the process of how organizational change is introduced and managed; Examines how power and authority is exercised in an effective and responsible manner; Analyzes the organizational decision-making process involved in gaining acceptance of and support for decisions; Incorporate concepts of diversity management in one's leadership style; Uses knowledge and skills needed to maintain internal cohesion and external support to be an effective leader.

6. Major topics covered:

Leadership Scope and Role; Nature of Managerial Work; Effective Leadership Behavior; Participative Leadership, Delegation and Empowerment; Dyadic Role-Making and Followership Theories; Contingency Theories of Leadership; Transformational Leadership; Power and Influence; Ethical Leadership; Diversity and Leadership; Leadership and Change Management; Leadership For the Public Service; Framing Power and Policy Approaches to Leadership; Bureaucratic Leadership; A Model of Administrative Conservatorship.

7. Typical Textbooks and reading:

Mark Abramson and Kevin Bacon, eds. 2001. *Leaders*.

Gary Yukl. 2006. *Leadership in Organizations*.

Larry D. Terry. 1998. *Leadership of Public Bureaucracies: The Administrator as Conservator*.

II. COURSE SYLLABI

3. Required Prerequisite Courses

Syllabi for all required prerequisite courses are already contained with in the prior two course syllabi sections.