

C. W. (Bill) Cowles
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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)