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Summary:

Dr. Klingner is a Distinguished Professor in the School of Public Affairs at UCCS. He is an expert on public personnel management (HRM), public management, Latin American public HRM and public management, and international public management capacity building. He was elected President (2008-2009) of the American Society for Public Administration (ASPA) and a Fellow (2007) of the National Academy of Public Administration (NAPA).

Professional Experience:

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| 2009 – present | University of Colorado Distinguished Professor, University of Colorado Colorado Springs, and MPA Program Director (2014-2017) |
| 2001 – 2009 | Professor, School of Public Affairs, UCCS School of Public Affairs, University of Colorado Colorado Springs |
| 1985 – 2001 | Professor, School of Policy and Management, Florida International University, and: <ul style="list-style-type: none">▪ Associate Dean, College of Urban and Public Affairs (1995 – 98)▪ Public Administration Program Coordinator (1998 – 2001)▪ Ph.D. program coordinator (1984 – 1986, 1991 – 1993) |
| 1980 – 1985 | Associate Professor, Department of Public Administration, FIU |
| 1974 – 1980 | Assistant Professor, School of Public and Environmental Affairs, Indiana University at Indianapolis (IUPUI) |
| 1968 – 1973 | Management Intern and personnel staffing specialist, U.S. Civil Service Commission, Washington, D.C. and Los Angeles |

Education:

- PhD Public Administration, University of Southern California, Los Angeles, 1974.
National Defense Education Act (NDEA) Title IV Fellowship (1971 – 1974)
- MA Government, The George Washington University, Washington, D.C., 1971.
GWU-Management Intern Fellowship (1969 – 1971)
- BA Political Science, University of California at Berkeley, 1968: cum laude, Phi Beta Kappa, Pi Sigma Alpha

Honors and Awards:

- *University of Colorado Distinguished Professor* (2009). CU extends the distinguished professor title to faculty who demonstrate exemplary teaching and distinguished scholarship or creative work. The title signifies a select group of faculty members who are leaders in their respective fields as attested to by national or international recognition and their significant public service achievements.
- *President*, American Society for Public Administration (ASPA) (2008 – 2009).
- *Fellow*, National Academy of Public Administration (NAPA) (2007).
- *Visiting Professor*, Faculty of Political Science and Public Administration, the Graduate School, National Autonomous University of Mexico (UNAM), 1998 – 2003).
- *Fulbright Senior Scholar* (Panama, Honduras, and Costa Rica): comparative public personnel management and democratization, January – July 1994.
- *Distinguished Professor in Residence*, Office of the Assistant Secretary for Personnel Administration, U.S. Department of Health and Human Services, Washington, D.C., summer 1991.
- *Certificate of Recognition* for building long-term relationships between public administration scholars and practitioners in the US and Mexico, by the organizers of the 4th LAT-Net Conference, Puebla, Mexico, September 2011 (Benemerita Universidad Autónoma de Puebla, Universidad Autónoma del Estado de México, University of New Mexico (President David Schmidly), and Instituto de Administración Pública, Estado de Puebla).
- *Ph.D. Honoris Causa*, IAPAS (International Academy of Political-Administrative Sciences and Future Studies), Toluca, MX, October 20, 2017. www.iapas.mx

Publications:

16 BOOKS

Donald Klingner and others. Public Personnel Management: Contexts and Strategies. New York: Taylor & Francis, 7th edition 2017, 6th 2010, 5th 2003, 4th 1998, 3rd 1993, 2nd 1985, 1st 1980), 2nd - 7th editions with John Nalbandian; 6th and 7th editions with Jared Llorens.

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Donald Klingner and Roberto MORENO Espinosa (2014). "Between Threat and Opportunity: The Impact of Drug Trafficking on Governance in the Frontier Region of Mexico and the United States." The Innovation Journal 19 2: articulé 3 (no line)

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Donald Klingner, Albert C. Hyde and Elizabeth Mitchell (1979). "Training Demand Assessment: One City's Experience with a New Tool," Municipal Management 7 4: 172-181.

Donald Klingner (1979). "Self-Evaluation in Health Care Agencies," Administration in Social Work 3 1: 99-105.

Donald Klingner and John Nalbandian (1978). "Personnel Management by Whose Objectives?" Public Administration Review 38 4: 366-72.

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Klingner, D. E. (2015). "La 'Perfecta Tormenta' del Narcotráfico en la Zona Fronteriza de México y Estados Unidos: Una no Reconocida Oportunidad para Fortalecer la Capacidad de la Gobernanza." In La "Tormenta Perfecta" -- El tráfico de drogas ilegales en la zona fronteriza México – Estados Unidos y el papel de las administraciones públicas. Mexico City (Tlalpan): IAPAS, pp. 25-46.

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“Formación y Capacitación de los Funcionarios como Parte del Proceso de Profesionalización y la Nueva Gestión Pública: El Caso Mexicano (1996 - 2002).” CLAD, Lisbon, October 9, 2002.

“Public Personnel Management in the U.S. and China: A Comparative Perspective.” International Conference on Public Administration, Chinese Public Administration Society (CPAS) and Renmin University, Beijing, June 15, 2002 (plenary session). ASPA representative.

“A Comparative Perspective on Public Personnel Management: China and the United States.” (June 14, 2002). Tsinghua University, Beijing (invited lecture).

“Public Personnel Management: Contexts and Strategies,” (June 12, 2002). School of Public Administration, Renmin University, Beijing (book presentation).

“Presentación del Libro: La Administración del Personal en el Sector Público,” (March 12, 2002). Faculty of Political Science and Public Administration, Autonomous University of the State of México, Toluca, México (book presentation).

“Corruption in Airport Management: A Comparative Case Study of Practices in Miami and Mexico City.” Bi-National Consortium for Public Administration (U.S. and Mexico), January 18, 2002 (case study presenter).

“¿Y Ahora Qué? Las Relaciones Internacionales de los Estados Unidos a Consecuencia del Terrorismo,” (November 28, 2001). First International Congress of Political Science and Public Administration, Pachuca, Hidalgo, México (panel presentation).

“Presentación del Libro: La Administración del Personal en el Sector Público,” (November 28, 2001). First International Congress of Political Science and Public Administration, Pachuca, Hidalgo, México (book presentation).

“La Política, La Administración, y los Mercados: Expectativas de Responsabilidad que Están en Conflicto.” (November 7, 2001). CLAD, Buenos Aires, Argentina (panel presentation).

“La Administración de Personal Público en los Albores del Nuevo Milenio: Una Perspectiva Comparada México - Estados Unidos,” (July 9-13, 2001). Universidad Nacional Autónoma de México (UNAM), Mexico City (intensive course).

“Politics, Administration and Markets: Conflicting Expectations and Accountability,” (June 22, 2001). PATNet (Public Administration Theory Network), Leiden, Netherlands.

“Strengthening Civil Service in Developing Countries: Lessons Learned, Lessons Forgotten,” (April 20, 2001). IN-PAE (Interamerican Network for Public Administration Education), Instituto de Estudios Superiores, Caracas, Venezuela (workshop presentation).

“Corruption in Airport Management: A Comparative Case Study of Practices in Miami and Mexico City” (January 26, 2001). Bi-National Consortium for Public Administration (U.S. and Mexico) (case study presenter).

“The Role of Professional Associations in Strengthening Public Administration,” (October 25, 2000). CLAD, Santo Domingo, Dominican Republic.

“La Administración de Personal Público en los Albores del Nuevo Milenio: Una Perspectiva Comparada México - Estados Unidos,” (July 3-7, 2000). Universidad Nacional Autónoma de México (UNAM), Mexico City (intensive course).

“Presentación de la Ley del Servicio Público de Carrera de la Administración del Distrito Federal,” (July 6, 2000). Proyecto de Investigación PAPIIT: La Profesionalización del Servicio Público en México: Retos y Perspectivas, UNAM, Mexico City.

“La Administración de los Recursos Humanos: Gerencia Pública y Reforma Administrativa,” (April 14, 2000). Seminario de Modernización del Estado, Comité Interministerial de la Gestión Pública, Banco Intramericano de Desarrollo (BID), Santiago de Chile (seminar presentation).

“Privatization in the United States and Developing Countries: The Comparative Effect of Context on Outcomes.” (March 16, 2000). LASA (Latin American Studies Association), Miami.

“Tendencias en la Administración de Recursos Humanos del Sector Público” (February 16, 2000). Congreso Internacional, Recursos Humanos: Avances y Desafíos al Inicio del Tercer Milenio (International Congress, Human Resources: Advances and Challenges at the Beginning of the Third Millennium), San José, Costa Rica.

“La Nueva Visión de la Administración de Recursos Humanos” (February 16, 2000). Congreso Internacional, Recursos Humanos: Avances y Desafíos al Inicio del Tercer Milenio (International Congress, Human Resources: Advances and Challenges at the Beginning of the Third Millennium), San José, Costa Rica.

“Transparencia y Racionalidad en lo Presupuestarial: El Caso Estados Unidos” (October 21, 1999). CLAD, Mexico City.

“Profesionalización y Administración de Personal en el Sector Público,” (June 28-July 2, 1999). Seminario Internacional de Verano (Universidad Nacional Autónoma de México, Instituto Nacional de Administración Pública, Universidad Autónoma del Estado de México, Instituto de Administración Pública del Estado de México) (intensive course).

“La Profesionalización del Servidor Público,” (July 1, 1999). Universidad Autónoma del Estado de México, Toluca, México (keynote address).

“International Training and Development Initiatives,” (June 4, 1999). Fifth Interamerican Conference of Mayors, Miami.

“La Administración de Recursos Humanos en los Estados Unidos: Avances y Desafíos Contemporáneos,” (July 8, 1998). Universidad Autónoma del Estado de México, Toluca, México (lecture).

“Administración de Personal Público y Profesionalización del Servicio Público en los EE. UU.,” (July 7, 1998). Universidad Nacional Autónoma de México, Mexico City (lecture).

“La Administración de Recursos Humanos en los Estados Unidos: Avances y Desafíos Contemporáneos,” (July 6, 1998). Universidad Iberoamericana de México, Plantel Santa Fe, Mexico City, Mexico (lecture).

“Puestos Polifuncionales,” (June 25, 1996). Round Table, Twentieth Anniversary of the Founding of CICAP (Center for Research and Training in Public Administration), University of Costa Rica, San José, Costa Rica.

“La Evolución Histórica de la Administración Pública y del Gobierno Municipal en Los Estados Unidos,” (December 4-5, 1995). Workshop: “Administradores Municipales: Potencialidades, Desafíos y Perspectivas,” Asociación Chilena de Municipalidades, Iquique, Chile.

“La Administración de Recursos Humanos y el Proceso de Democratización: Una Perspectiva de Tres Repúblicas Centroamericanas,” (December 7, 1994). VIII Seminario Internacional: Investments and Business Opportunities in the Americas (Relaciones Económicas Internacionales: Pacto Andino, CARICOM, Mercado Común Centroamericano),

Miami, FL.

“La Administración de Recursos Humanos como Parte de la Administración Pública en Honduras, Panamá, y Costa Rica.” (July 21, 1994). Civil Service Directorate, San José, Costa Rica (lecture).

“Neely Gardner y el Proceso del Desarrollo de Organizaciones (DO).” (July 12, 1994). CICAP (Centro de Investigaciones en Administración Pública), University of Costa Rica, San José, Costa Rica (lecture).

“La Reinención de la Administración de Personal como la Administración Estratégica de Recursos Humanos.” (June 30, 1994). CINDE (Coalition of Development Initiatives), San José, Costa Rica (lecture).

“Hacia un Sistema Efectivo para la Administración de los Recursos Humanos en el Sector Público.” (October 1993). Second Seminar on the Administrative Career System, Legislative Assembly of the Republic of Panama, Panama City (panel presentation).

54 NATIONAL CONFERENCE PRESENTATIONS IN THE US

“Human Security Consequences of Diasporas and Global Migration: Public Administration Consequences and Responses for Public Management,” SICA/SPPM preconference workshop, American Society for Public Administration, Atlanta, March 17, 2017.

“Social Equity, Economic Integration, and Immigration Issues between the US and Mexico,” American Society for Public Administration, Atlanta, 2017 (presenter and chair).

“Mexico and the United States: Cooperative Approaches to Shared Human Security.” International Symposium, American Society for Public Administration, Seattle, 2016.

“Failed or Intelligent States: Public Virtue and Capacity Represent the Litmus Test,” Fred Riggs Symposium (SICA), ASPA, Seattle, 2016 (discussant).

“Mexico and the United States: Cooperative Approaches to Shared Human Security.” International Symposium, SPA and CHS, UCCS, May 5, 2015 (panelist).

“Achieving Social Justice for Child Refugees in North America: Viewing this US-Mexican Border Crisis as an Opportunity to Promote Shared Responsibility for a Transnational Humanitarian Emergency.” American Society for Public Administration, Chicago, 2015 (panelist).

“Performance Measurement in Local Governments in China.” ASPA, Chicago, 2015 (discussant).

“Mexico’s ‘Perfect Storm:’ Using the ‘Narcotrafico’ Threat to Build Public Administrative Capacity in the US and Mexico.” ASPA, New Orleans, March 15, 2013 (panelist).

“Impacts of Stakeholder Engagement, Organizational Learning and Organizational Culture on Performance Effectiveness in State Executive Branch Agencies: Preliminary Research Results,” ASPA, Las Vegas, March 2012 (with Arley Williams).

“Mexico’s ‘Perfect Storm:’ Using the ‘Narcotrafico’ Threat to Build Public Administrative Capacity in the US and Mexico.” Pre-conference workshop (Section on Certified Public Management and the ASPA International Chapter, ASPA, Las Vegas, March 2012).

“Using Knowledge Management, Organizational Learning and Technology Transfer to Build Global Governance Capacity,” Fifth Transatlantic Dialog (5TAD), Washington, DC, June 11-13, 2009.

“Chapter Strategies: Connecting ASPA to its Diverse Members,” ASPA, March 22, 2009.

“Governance in the Midst of Diversity: Bridging Opportunity and Challenge,” keynote address, Conference of Minority Public Administrators, Las Vegas, February 8, 2009.

“ASPA’s Role in Building Global Governance Capacity through Networked Professional Associations,” ASPA (ASPA), Washington DC, March 25, 2007.

“Building Global Governance Capacity through Networked Professional Associations,” National Association of Schools of Public Administration and Affairs (NASPAA), Seattle, October 12, 2007.

“Implementing Development Programs: The Reality on the Ground.” ASPA, Denver, March 31-April 4, 2006 (roundtable presentation).

“Mexico’s Professional Career Service Law: Governance, Political Culture and Administrative Reform” (with David Arellano Gault). Association for Budget and Financial Management (ABFM)/Section on International and Comparative Administration (SICA), Washington, DC, November 10-12, 2005.

“The Case for Smart Practice Colonial Administration.” ASPA, Portland, March 30, 2004 (panel presentation).

“Organizational Design as Enabling Technology.” International Public Management Network, Monterey, CA, September 16-18, 2003 (commentator).

“Homeland Security and HRM: Context, Responses and Implications,” The Brookings Institution and SPALR (ASPA, Section on Personnel Administration and Labor Relations), Washington, DC, March 14, 2003 (panel presentation).

“Building Public HRM Capacity in Latin America and the Caribbean: What Works and What Doesn’t,” ASPA (ASPA), Phoenix, March 24, 2002 (panel presentation).

“Professionalizing Public Personnel Management in Developing Countries: Lessons Learned, Lessons Forgotten, and an Agenda for Action” IPMA (International Personnel Management Association), San Francisco, CA, October 18, 2000 (panel chair and presentation).

“South of the Border: Public Administration in Mexico Today,” ASPA (ASPA), San Diego, April 2, 2000 (panel chair and presentation).

“Realizing the Benefits of an International and Comparative Perspective on Public Policy and Management,” APPAM (Association for Public Policy Analysis and Management), Washington DC, November 4, 1999 (panel presentation).

“Realizing the Advantages of an International and Comparative Approach to Teaching Personnel Management,” IPMA (International Personnel Management Association), Washington, D.C., October 18, 1999 (panel presentation).

“International Initiatives and the Transition to Democracy in Mexico,” NASPAA (National Association of Schools of Public Affairs and Administration), Miami Beach, October 16, 1999 (panel presentation).

“Politics and Professionalism in Public Personnel Management,” ICMA (International City/County Management Association), Portland, September 25, 1999 (ICMA University seminar).

“On the Advantages of a Comparative and International Perspective on Public Administration,” Senior Scholar Panel, ASPA, Seattle, May 1998 (panel presentation).

“Beyond Civil Service: The New Face of Public Personnel Management,” ASPA, Atlanta, July 1996 (panel presentation).

“Public Personnel Management and Democratization: A View from Three Central American Republics,” ASPA, San Antonio, July 1995 (panel presentation).

“Workforce Diversity and Strategic Human Resource Management,” ASPA, San Francisco, July 1993 (panel presentation).

“Public Policy Implications of Workplace Drug Abuse and AIDS Policies,” Council on Employee Rights and Responsibilities, Miami Beach, October 1992 (panel presentation).

“Workplace Drug Abuse and AIDS Policies: Implications for the Growth of the Underclass,” ASPA, Washington, D.C., April 1991 (panel presentation).

Twenty-one others prior to 1991.

16 REGIONAL CONFERENCES IN THE US

“ASPA in Action: Our Strategic Imperative Groups (2008 – 2010):” Southeast Conference of Public Administration (SECoPA), Orlando, Florida, September 26, 2008.

“Moving ASPA Forward: Governance in the Midst of Diversity.” Las Vegas Chapter, ASPA, June 26, 2008.

“Public Administration in the US and Internationally: Threats Trends and Prospects,” Southeast Conference of Public Administration (SECoPA), Nashville, September 29, 2007.

“Lewis and Clark’s “Corps of Discovery: What ASPA Can Learn from this American Epic” ASPA, District IV, S. Sioux City, Nebraska, October 28-30, 2004 (panel presentation).

Twelve others before 2000.

PANEL CHAIR AT 15 NATIONAL/INTERNATIONAL CONFERENCES SINCE 2000

“Social Equity, Economic Integration, and Immigration Issues between the US and Mexico,” American Society for Public Administration, Atlanta, March 2017.

“Mexico and the United States: Cooperative Approaches to Shared Human Security.” International Symposium, American Society for Public Administration, Seattle, 2016.

“Achieving Social Justice for Child Refugees in North America: Viewing this US-Mexican Border Crisis as an Opportunity to Promote Shared Responsibility for a Transnational Humanitarian Emergency,” ASPA, Chicago, 2015.

“Between Threat and Opportunity: The Impact of Drug Trafficking on Governance and Public Administration in the Border Region of Mexico and the U.S.” (in absentia, with Mario Rivera), ASPA, Washington, DC, 2014.

“Mexico’s ‘Perfect Storm:’ Using the ‘Narcotrafico’ Threat to Build Public Administrative Capacity in the US and Mexico.” ASPA, New Orleans, 2013.

“Looking Back, Looking Forward: US-Mexican Public Administration on the 200th Anniversary of Mexican Independence,” ASPA, San Jose, CA, 2010.

“The Role of Networked Professional Associations in Building Global Governance Capacity.” Centro Latinoamericano de Administración para el Desarrollo (CLAD), Santo Domingo, 2007.

“Mexican Civil Service Reform and New Public Management Implementation: A Comparative Analysis,” International Public Management Network and the Getulio Vargas Foundation, Rio de Janeiro, November 17-19, 2004.

“Public Administration North and South of the Border,” ASPA, Phoenix, March 25, 2002 (with Juan de Dios Pineda and Cynthia Williams).

“Ferrel Heady Roundtable,” with Fred W. Riggs, ASPA, Phoenix, 2002, Paul Van Riper Symposium.

“W(h)ither the Civil Service?” ASPA, Phoenix, 2002, Paul Van Riper Symposium.

“La Política, La Administración, y los Mercados: Expectativas de Responsabilidad que Están en Conflicto,” CLAD, Buenos Aires, 2001.

“Hoping for the Best, Preparing for the Worst: Challenges, Choices and Opportunities in a New Century for Environmental Policy in Mexico,” ASPA, Newark, 2001.

“The Role of Professional Associations in Strengthening Public Administration,” CLAD, Santo Domingo, 2000.

“South of the Border: Public Administration in Mexico Today,” ASPA, San Diego, 2000.

Grants and Contracts:

Served as principal investigator or project director on over \$4.0 million in grants and contracts through university employers:

<u>Project and Role</u>	<u>Dates</u>	<u>Amount</u>
Public Management Implications of Homeland Security	2003	\$ 5,400

Center for the Study of Government and the Individual (CSGI),
University of Colorado at Colorado Springs. Research.

USIA Institutional Affiliations Program (through University of Colorado at Denver, with Centro de Investigaciones y Docencia Económicas (Mexico). FIU was one of three lead Institutions. I coordinated the case study exchange visits between UNAM (Mexico) and Florida International University

2000-1 \$130,000

Human Resource Management Reform in Chile: Opportunities
Opportunities and Strategic Options (Interamerican
Development Bank)

2000 \$ 7,000

Administrative Reform of the Supreme Court in Honduras
(Human Resources), Inter-American Development Bank,
through contract with the Center for the Administration
of Justice, FIU, 1998.

1998 \$ 10,000

Binational (U.S.-Mexico) committee on public administration
programs, through a Ford Foundation grant to the
University of Colorado Denver

1996-8 \$ 5,000

Fulbright Senior Scholar Award (U.S. Information Agency)
Central American Republics Research Program

1993-4 \$ 21,000

Consultant, Enhanced Environmental Awareness and Strategic

1993 \$ 900

Human Resource Management of Army Civilian Environmental
Professionals, U.S. Department of the Army, through Joint
Center for Environmental and Urban Problems, FIU

Distinguished Professor in Residence (SES Level IV)
Office of the Assistant Secretary, U.S. Department of Health
and Human Services, Washington, DC

1991 \$ 9,400

Principal Investigator, Egyptian National Agricultural Research
Project, San Diego State University Foundation (funding through
U.S. Agency for International Development)

1991 \$ 2,000

Director, Institute for Public Management and Community
Service, School of Public Affairs and Services, FIU

1982-5 \$145,000

Director, Human Resource Administration Training Program,
Institute of Government, SPAS, FIU (funding through South
Florida Chapter of the International Personnel Management

1982-3 \$ 4,290

Association)

Director, Opa-Locka Training Project, Institute for Public Management and Community Service, SPAS, FIU. Preparation of Municipal policies and procedures manual, and orienting employees to its use	1981-2 \$ 24,986
Principal Investigator, Southeast Florida Affirmative Action Compliance Survey, Faculty Research and Community Service Program Fellowship, Institute for Public Management and Community Service, SPAS, FIU	1981 \$ 4,800
Principal Investigator (one of four), Manpower Planning Project, Division of Public Service, School of Public and Environmental Affairs, Indiana University, for Indiana Department of Mental Health (funded by National Institutes of Mental Health). Development of statewide human resource forecasts and programs for recruitment, retention and utilization of mental health human resources	1978-8 \$ 3.5 mill. (\$750,000 for each of five years)
Principal Investigator, organization development project, Division of Public Service, Indiana University, for Indiana State Department of Public Welfare	1976-7 \$ 7,000
Principal Investigator, "Managing Your Job," Division of Public Service, SPEA, Indiana University, for City of Indianapolis (funding through Intergovernmental Personnel Act)	1976 \$ 1,500
Principal Investigator (one of two), "Retraining Public Administrators and Lay Board Members," Division of Public Service, SPAS, Indiana University (funding provided through HEW Title I)	1976-7 \$ 28,428
Principal Investigator, training needs assessment and programming, Division of Public Service, SPAS, Indiana University, for the Training Advisory Council, City of Indianapolis (funding provided by the Intergovernmental Personnel Act)	1976 \$ 2,748
Principal Investigator, policy assessment on community standards, U.S. Endowment for the Humanities, through Indiana Association for the Humanities	1974-5 \$ 5,000

Academic and Administrative Leadership:

Director, MPA Program, School of Public Affairs, UCCS (August 2014 – August 2017):

Accomplishments:

- Curricular reform and integration with other units
- Student advising
- Coordination of graduate professional certificate programs in public management, local government management, nonprofit management, nonprofit fund management, homeland security, and defense intelligence.
- Course scheduling for tenured and adjunct faculty
- Coordinating faculty meetings and activities (6 faculty)
- Maintain NASPAA accreditation via annual reporting and compliance with NASPAA-mandated performance metrics.

Coordinator, Public Administration Program, School of Policy and Management, Florida International University (1998-2001)

Associate Dean, College of Urban and Public Affairs, Florida International University (1995-1998): *Accomplishments:*

- Budget management: recouped \$335,000 from unfilled lines and faculty buyouts on grants and contracts (1995-6)
- Faculty recruitment: filled 12 positions in both Schools
- Faculty governance: developed faculty governance for the new CUPA (1995-6) and led the faculty committee that drafted a College Constitution (1996-7)
- Faculty rewards: implemented workload measurement and reward systems (TIP, PEP, and the Research Supplement Program)
- Information Technology: coordinated purchase of \$300,000 in hardware and software, and wiring of the College (1995-7)

Coordinator of Doctoral Studies, Department of Public Administration, Florida International University (1984-1986, and 1991-1993). *Accomplishments:*

- Responsible for budget preparation and management, financial aid allocation, admissions, annual evaluation, comprehensive examinations, and supervision and evaluation of teaching and research assistants
- Increased student quality and graduation rate with constant appropriated funds; increased faculty involvement
- Increased outside funding opportunities
- Increased BPA program FTEs through use of Ph.D. candidates as teaching assistants

Director, Department of Public Administration, Florida International University (1981-1983). *Accomplishments:*

- NASPAA rostering of the MPA program, including direct responsibility for revision of the MPA program (1981), preparation of the self-study document (1982), and coordination of the peer review team's site visit (1983)
- Board of Regents approval of Ph.D. program in Public Administration. This was the first freestanding Ph.D. program approved for the University (1984). I was one to two FIU faculty on the joint FAU--FIU task force responsible for drafting the planning authorization request (1980-1981), directing the efforts of three FIU faculty on the joint FAU-FIU task force responsible for drafting the implementation proposal (1982-3), working with FAU counterparts to gain approval for the degree within both universities (1983), and coordinating the Board of Regent's consultant's site visit (1983). These activities culminated in Board of Regents approval of the affiliated degree proposal, and legislative funding for the program.

Staffing Specialist, U.S. Civil Service Commission (now U.S. Office of Personnel Management), Washington, D.C. (1969-71): supervision of up to eight employees in processing of 8,000 computerized U.S. government entrance examinations weekly, plus budget management for \$1.5 million nationwide examination program printing budget.

Accomplishments:

- Examination results mailed out on time every week for two years
- Printing costs managed to program budget (cost and encumbrance basis)

Professional Service:

Academia Internacional de Ciencias Político-Administrativas y Estudios de Futuro, A.C. (Mexico): Member, Board of Directors (2012 – present)

American Review of Public Administration

- Book review editor (1995- 2001)

American Society for Public Administration (ASPA):

- President 2008-2009 (and Vice President 2006-2007, President Elect 2007-2008, Past President 2009-2010)
- President, International Chapter (2010-2013)
- Nominations Committee (Chair 2011-2012, Member 2008 – 2010)
- Finance Committee (2006 – 2008)
- Program Committee co-chair (Denver 2006 annual conference)
- Member, Board of Insurance Trustees (BIT): 2005 - 2008
- National Council Representative (District IV): 2004 - 2006
- International Coordinator (2004 – 2006)
- Chair, International Consortium (NAPA, NASPAA and ASPA), 2004-2006
- Official ASPA delegate to the CPAS-sponsored International Conference on Public

Administration, Beijing and Wuhan, China, June 12-20, 2002

- Official ASPA delegate Invited ASPA delegate, First International Conference on Transparency and Quality in Government, State of Sinaloa, Mazatlán, Mexico (October 23-5, 2002)
- National Conference Program Committee (2002)
- Chair, Section on International and Comparative Administration (SICA), 2001 - 2003
- Coordinator, Mexico MOU, National College of Political Science and Public Administration (1998 – present)
- Coordinator, CLAD (Latin American Congress for Development Administration) MOU (2001 - present)
- Negotiator, MOU with Instituto Nacional de Administración Pública (INAP), Mexico, 2007 - 2008
- Policy Issues Committee, ASPA (1987)
- Chair, Section on Personnel Administration and Labor Relations (1983-4)
- National Conference Planning Committee (1986-7)
- Executive Committee, Section on Public Administration Research (SPAR) (1996-7)

Chinese Public Administration Society:

- Visiting professor, Training Division (2002 – present)
- Member, international advisory committee (2002 – present)

CLAD (Centro Latinoamericano de Administración para el Desarrollo):

- Developer, CLAD/ASPA MOU (signed March 2001)
- Member (2000-present)

Global Livingston Institute (www.globallivingston.org)

- Senior Academic Advisor (2017 – present)
- Instructor, UCCS intensive international travel course (Uganda and Rwanda) 2016, 2018

International Public Management Association for Human Resources (IPMA-HR), 1975-2014

- International advisory committee (1997 - 2004)
- Publications advisory board (1994 - 2004)
- National Conference Planning Committee, IPMA (1984, 1986, 1987)

National Academy of Public Administration (NAPA):

- Fellow, elected 2007
- Member, Public Service Reform Case Study Team, “Fragile States Governance Project” [with Princeton University, Oxford University and the London School of Economics] (2005 – 2010)
- Invited participant, “Colloquium on HRM Needs for Future Federal Managers.” Washington, DC, May 2002
- Invited participant, “Colloquium on the future of the Department of the Navy’s civilian

personnel system.” Washington, DC, December 1999

- Member, standing panel on the public service (1991- present)
- Member, international panel (2001 – present)
- Advisory Panel member, Judicial Salary Plan Project (development of classification system, job evaluation benchmarks, and integration with other personnel system elements for the Administrative Office of the U.S. Courts), 1991-1993
- Advisory Panel member, Federal Classification Project (17-agency consortium to develop alternative classification and pay systems for federal executive agencies under Title V), 1990-1992

National Association of Schools of Public Administration and Affairs (NASPAA):

- Advisory Board, IN-PAE (Interamerican Network for Public Administration Education), 1999-2008
- Accreditation site visit chair, 1997
- Accreditation site visitor, 1994

La Red de Revistas Científicas de América Latina y El Caribe, España y Portugal (RedALyC): Member, Board of Directors (2008 – present)

La Revista Latinoamericana en Educación Superior y Política Pública (RELAES), Member, Board of Directors (2013 – present)

People to People Program: Invited Delegation Leader (public administration), Citizen Ambassadors Program (CAP – People-to-People Foundation), India (2010)

Roundtable for the Public Service (Washington, DC):

- Successfully nominated Omie Kerr and the Cultural Affairs Staff of the U.S. Embassy in Mexico City for a National Public Service Roundtable Award in the international public service category (May 2002)

Sistema Nacional de Acreditación de la Educación Superior (SINAES), Costa Rica,

- Member, board of external program evaluators (2005 – present)

U.S. Department of State University Affiliations Program (University of Colorado):

- Member, Editorial Committee, case study book (2002 –2003)
- Team leader (1996 – 2003)
- Coordinator, UNAM-FIU interchange (June 4-17), José Antonio Rosique, Marcos Hernández and Roberto Moreno
- Coordinator, FIU-UNAM interchange (June 25 – July 7, 2000), Carlos Zepeda and Mike Capote

United Nations:

- Invited Participant, 7th Global Forum on Transparency, panel on Civil Service Reform,

Vienna, June 26-29, 2007

- Invited Participant and Presenter, Ad Hoc Expert Group Meeting on Approaches and Methodologies for the Assessment and Transfer of Best Practices in Governance and Public Administration, Tunis, Tunisia, June 13-15, 2005
- Evaluator, “UNPAN [United Nations Public Administration Network] Stage One” (Division of Public Administration and Development), July 2004 – January 2005
- Invited Participant, Expert Group Meeting: “New Challenges for High Level Leadership Training in Public Management and Governance in a Globalizing World” (United Nations Systems Staff College), Turin, Italy, September 19-20-2002

Editorial Board Member:

- Chinese Public Administration Review (2002 – present)
- The Innovation Journal (2007 – present)
- International Public Management Journal (2003 – present)
- International Public Management Review (2003 – present)
- Journal of Public Management and Social Policy (2006 – present)
- Review of Public Personnel Administration (1980 – present)
- Revista Internacional de Ciencias Político Administrativas y Estudios de Futuro (2013 – present)

Reviewer:

- American Review of Public Administration (1989 - 2008)
- Administration & Society (1982 - present)
- Bulletin of Latin American Research (2006 - present)
- Journal of Comparative Policy Administration (2003 - present)
- Journal of Peace Research (Norway) (2005 - present)
- Latin American Research Review (1994 - present)
- Public Administration and Development (UK) (2004 - present)
- Public Administration Review (1983 - present)
- Public Administration Quarterly (1987 - present)
- Public Organization Review (2002 - present)
- Public Personnel Management (1994 - 2002)

Member:

- National Academy of Public Administration (NAPA), 2007 – present.
- American Society for Public Administration (ASPA), 1973 – present (Life Member)
- Section on Personnel Management and Labor Relations, ASPA (1978 – present)
- Section on Comparative and International Administration, ASPA (1997 – present)
- Section on Certified Public Management (2008 – present)
- Section on Democracy and Social Justice (2008 – present)
- International Personnel Management Association (IPMA) (1978 – 2016)
- CLAD (Centro Latinoamericano de Administración para el Desarrollo) (1999 – present)

- Fulbright Association (1994 – present)
- Phi Beta Kappa (1968 – present)

Co-Editor-in-Chief: Comparative Technology Transfer and Society. With co-editors Gary Klein and Bruce Seely, The Johns Hopkins University Press (2002-2010).

University Service:

Outside Evaluator of tenure and promotion dossiers for faculty candidates at other universities:

- Jack Corbett: promotion to full professor, Portland State University (2013-2014)
- Mario A. Rivera, nomination as a distinguished professor, University of New Mexico (2013-2014).
- Wenxuan Yu, re-appointment, Department of Humanities and Social Sciences, National Technological University, Singapore, 2014
- Tutorial committee); Roberto Moreno Espinosa, National Autonomous University of Mexico (UNAM), Ph.D. in Administrative Sciences (2012 – 2014)
- Gary Roberts: promotion to full professor, Regent University (2012)
- Yahong Zhang: tenure and promotion to associate professor, Rutgers University (2012)
- Kaifeng Yang: promotion to full professor, Florida State University (2011)
- Erik Johnston: tenure and early promotion to associate professor, Arizona State University (2011)
- SoonHe Kim, promotion to full professor, Maxwell School, Syracuse University (2010)
- Paul Battaglia: tenure and promotion to associate professor at the University of Texas at Dallas (2009)
- Vernon Dale Jones: tenure and promotion to associate professor at Virginia Commonwealth University (2008)
- Jeanne-Marie Col: tenure at the John Jay College of Criminal Justice, New York University (2008)
- Wendell Lawther: application for promotion to full professor, University of Central Florida (2005)
- Alejandro Rodriguez: application for tenure, University of Texas at San Antonio (2003)
- David Carnevale: promotion to full professor, University of Oklahoma (2000)
- Linda DeLeon: tenure in GSPA, University of Colorado at Denver (1997)

Member, Vice-Chancellor’s Review Committee (VCRC): 2014-2017.

Chair and member, Dean’s Review Committee, SPA, 2017.

Co-taught (with Michele Companion) an intensive international travel course in Uganda and Rwanda: “Global Field Studies in East Africa” January 1-17, 2016 (Soc 4450/5450—Global

Field Studies, PAD 6600—African Development Field Studies, GES 4460—Field Studies in Geography/Environmental Studies, in Collaboration with the Global Livingston Institute.

Nominated Tabatha Farney for the Carnegie Institute’s national librarian award (2015 and 2016). She received the “Why I Love My Librarian” award in 2016.

Member, Graduate Executive Committee (GEC), UCCS: 2014 – 2017

Member, primary unit committee, Kraemer Family Library (tenure for Tabatha Farney and comprehensive review for Carla Myers) (August-November 2014)

Chair, search and screen committee, associate professor and MPA program director position in public administration, SPA-UCCS (2016-2017)

Chair, search and screen committee, assistant/associate professor position in public administration/homeland security, SPA-UCCS (2014-2015)

Member, search and screen committee, Dean, School of Public Affairs, UCCS (2014-2015)

Member, MPA committee SPA, UCCS (2013 - present)

Member, Distinguished Professor Advisory Committee, CU System (2009 - present)

Member, UCCS Distinguished Professor Nominating Committee – Paul Harvey (2017)

Member, UCCS Distinguished Professor Nominating Committee – Thomas Wynn (2014)

Member, Center for Homeland / Human Security Core Planning Committee (2013-2014)

Member, SPA RPT Committee, Anna Kosloski, 1st year review (2013-2014)

Member, search and screen committee, assistant professor position in public administration/homeland security, SPA-UCCS (2012-2013).

Member, Distinguished Professor Nominating Committee, Robert Camley, UCCS, 2012.

Chair and member, Faculty Committee on Research Misconduct, UCCS 2011-2013.

Co-Chair (with Charlie Sweet), faculty advisory committee, “At Home in the World Project,” American Council on Education, UCCS (2011-2012).

Radio Interview, public service television (channel 21), BUAP, Puebla, Mexico, March 14, 2012 – “La Administración Pública Comparada México-EE. UU.: Retos y Desafíos.”

Faculty “brown bag” presentation, “Using the ‘Narcotrafico’ Threat to Build Public Administration Capacity between the US and Mexico,” SPA, UCCS, September 10, 2012.

Committee on Academic Dishonesty, UCCS, 2009-2012.

Committee on Research and Creative Works (CRCW), UCCS, 2010, 2011, 2012.

Performance Review Committee for El Pomar Chair (Gary Larson), College of Business, UCCS, 2011 and 2016.

Performance Review Committee for Daniel J. Couger Chair (Gary Klein), College of Business), UCCS, 2010.

Interviewed for Amy Gillentine (April 30, 2010), “Infighting Erupts at Memorial Commission,” Colorado Business Journal, p. 1.

Speech: “Civic Engagement and Public Service: The Vital Role of Colorado’s Public Universities,” UCCS Alumni Association, Alumni Advancement Lecture Series, October 2, 2010.

Speech: “Civic Engagement and Public Service: The Vital Role of Colorado’s Public Universities,” UCCS Retired Faculty and Staff Association, October 11, 2010.

Member, CPM (Certified Public Manager) Program Advisory Board, SPA (2009 – spring 2010).

Member, Unit RPT Committee, LAS, UCCS, Patricia Keilbach (fall 2009).

Member, APC Committee, SPA, UC Denver (2009 – 2010).

Member, Search and Screen Committee (Local Government), SPA (2009 – 2010).

Member, Committee on Research Misconduct, UCCS (June 2006 – 2008).

Member, RPT Committee, School of Public Affairs (2002 – 2003, 2006 – 2007, 2009 – 2010, 2011 - present).

Member, Search and Screen Committee (Criminal Justice), SPA – UCCS (August 2006 – May 2007).

Member CU System Faculty Council (UCCS Representative), 2002 – 2006.

Co-Secretary, CU System Faculty Council, 2004 – 2005.

Member, CU System Faculty Council Budget Committee (UCCS Representative), 2002 – 2006.

Member and Co-Chair, CU System Faculty Council Ad Hoc Strategic Issues Committee/Communications Committee, 2003 – 2006.

Member, Emerging Leaders Program (ELP), CU System, 2002 – 2003.

Member, Strategic Planning Task Force, Office of the Vice Chancellor for Academic Affairs, University of Colorado at Colorado Springs, 2001 – 2002.

Member, MPA Committee, Graduate School of Public Affairs, University of Colorado (2003 – 2005).

Member, Ph.D. Committee, Graduate School of Public Affairs, University of Colorado (2001 – 2003).

Member, Faculty Performance Evaluation Committee, GSPA, 2003 – 2004.

Chair, University Budget Advisory Committee (UBAC), University of Colorado at Colorado Springs (2004-5); member (2001 – 2005).

Member, UCCS Faculty Representative Assembly (GSPA), 2002 – 2004.

Member and Chair, UCCS Faculty Assembly Budget Committee, 2003 – 2004.

Member, Leadership Development Workshop Planning Committee, University of Colorado at Colorado Springs (2001 – 2003).

Member, search and screen committee (3 positions), Graduate School of Public Affairs, University of Colorado (2001 – 2002).

Member, coordinating committee, graduate professional certificate program in conflict resolution, Center for Labor Research and Studies, FIU (2000 - 2001).

Outside evaluator, Dr. Patria deLancer Julnes' application for a research award at Utah State University (2001).

Coordinator, Public Administration faculty, School of Policy and Management, FIU (1998 – 2001).

Project team leader, U.S – Mexico University Public Administration Consortium (CIDE – University of Colorado at Denver), under contract with the Ford Foundation (1996 - 1998) and the United States Information Agency (1999 – 2003).

Chair, University Professorial Excellence Program (PEP) advisory committee, FIU (1998 – 1999).

Member, Working Group on FIU's Role in the Cuban Transition, FIU (1998 – 1999).

Policy committee, School of Policy and Management, FIU (1994 – 1995).

Chair, Executive Committee, School of Public Affairs and Services, FIU (1990 – 1992).

Vice-chair, University Faculty Senate, FIU (1987 – 1988).

Senator, University Faculty Senate, FIU (1985 –1988).

Chair, Faculty Assembly, School of Public Affairs and Services, FIU (1984 – 1985).

Member, Tenure and Promotion Committee, School of Policy and Management, Florida International University (1994 – 1995), School of Public Affairs and Services, FIU (1980 – 1992).

Chair or member of search and screen committees, Department of Public Administration and School of Public Affairs and Services, FIU (1986 – 2001).

Member, Curriculum Committee, School of Public Affairs and Services, FIU (1981 – 1982, 1983 – 1984).

Coordinator, training programs in public personnel management and labor relations, Institute for Public management and Community Services, FIU (1982 – 1988).

Coordinator, Graduate Professional Certificate Program in Human Resource Policy and Management, FIU (1992 – 2001).

Coordinator, Graduate Professional Certificate Program in Public Management, FIU (1998 – 2001).

Coordinator, Graduate Professional Certificate Program in Public Personnel Management and Labor Relations, FIU (1986 – 1992).

Member, Bay Vista Development Committee's Task Force on International Programs, FIU (1982 – 1983).

Member, University Search and Screen Committee (Director, Center for Labor Research and Studies), FIU (1987 – 1988).

Member, University Search and Screen Committee (Dean, School of Public Affairs and Services), FIU (1988).

Faculty Advisor, Pi Alpha Alpha (University chapter of the national public administration honorary), FIU (1983 – 1984, 1998 – 2001).

Chair, Honors Council, Indiana University at Indianapolis (1979 – 1980).

Member, Honors Council, IUPUI (1978 – 1979).

Dissertations:

CHAIR OF 6 COMMITTEES

Williams, A. “Performance Management and Organizational Learning in Legislative Staff Agencies,” July 2014 (School of Public Affairs, University of Colorado Denver).

Franco, A. “The Impact of the Miami Cuban Exile’s Political Culture on the 1996 Fiscal Crisis of the City of Miami,” November 2001 (Florida International University).

Rolle, C. “Civil Service Reform Trends in Public Personnel Management: Experiences from the Bahamas,” May 1996 (FIU).

Patterson, V. “Sources of Drug Information for Dade County Secondary Students: An Exploration of Media as a Source of Information on Drug Use, Friends' Drug Use and Perception of Risk from Drug Use,” December 1995 (FIU).

Ruff, J. “Cultural Diversity and Organizational Effectiveness,” 1993 (FIU).

Sabet, G. “Public Personnel Directors' Professionalism and Agency Drug/Alcohol Testing Policies: An Innovation Model,” 1989 (FIU).

MEMBER OF 11 COMMITTEES

Vanessa Fenley, Performance Measures, Marginalized Populations, and Democratic Participation: The Case of Permanent Supportive Housing,” SPA, UC Denver, October 2017.

Sean McCandless “Social Equity: A Study of Politics, Management, and the Equal Protection of the Law,” SPA, UC Denver, March 2017.

Jeongho (John) Lee, “The Explanatory Impacts of Policy Diffusion, Policy Entrepreneurs, and Policy Networks on Local Public Educational Innovation,” SPA, UC Denver, 2014.

Dan Hattrup, Member: "Effect of State Level Policies on Generation of Renewable Energy," SPA, UC Denver, 2014

Lisa McCann, “Global Policy on Peacebuilding, SPA, UC Denver, 2012.

Brian Burnett, "Declining Public Investment in Post-Secondary Education in Colorado," UCCS School of Education, 2010.

Young-Jung Kim, “Mapping the Policy Networks: A Case Study of the Korean Foreign Labor Policy,” SPA, UC Denver, 2009.

Timothy Noe. “Organizational and Managerial Determinants of Tribal Diabetes Program Performance.” SPA, UC Denver, 2009.

Jamie Van Leeuwen. “Social Construction of Homeless Youth: The Public Policy of Collaboration.” SPA, CU Denver, 2006.

Jorge Balmaceda. “El Desarrollo del Sistema Profesional de Carrera, los Casos de México y Chile,” UNAM (National Autonomous University of Mexico), 2003.

Dorothy Norris-Tirrell. “Organizational Effectiveness and Managerial Competence in Not-For-Profit Agencies,” School of Public Affairs and Services, Florida International University, 1992.

Teaching:

DOCTORAL COURSES

Public Management	Contemporary models of organization theory, administrative behavior and leadership as theory and practice.
Contemporary Strategic Management: Problems and Issues	Workplace issues and problems as influenced by global trends, issues and management

Innovations

Advanced Research Methods

Completion of dissertation proposals.

Conceptual Foundations of
Public Administration

Epistemological foundations, philosophy of
science, conceptual foundations of public
administration and public policy

GRADUATE COURSES

Managing in a Multicultural
Society

Knowledge and competencies needed
to manage organizations in our increasingly
diverse and multicultural society

Public Management in a
Global Context

Themes, history, and context of international
and comparative public administration

Seminar in Applied Public
Personnel Management

Analysis of advanced techniques for staffing,
productivity improvement, workplace drug
abuse and AIDS policy

Seminar in Public Personnel
Management

Analysis of four key values of social equity,
political responsiveness, efficiency and employee
rights to core personnel activities

Public Personnel Administration

Planning, acquisition, development and sanction
of human resources under civil service and other public
personnel systems

Organization Theory and
Administrative Behavior

Leadership, decision-making, conflict resolution
Environmental relationships, subgroup interaction

Organization Development

Improving organizational effectiveness through
applied behavioral sciences, including OD, team
building, TQM and action research

Practice of Public Management

Optimizing organizational effectiveness through
strategic planning, managing to program and
budget, and program evaluation and control

Context of Public Administration

Political, social, and economic context of public
administration and policy

Collective Bargaining	Legal framework, bargaining practices, negotiation and conflict resolution
Minority Group Relations	Values clarification, affirmative action, workforce and cultural diversity, organizational effectiveness
Executive Leadership	Trait-based, situational, and role models of organizational leadership
Productivity & Program Admin.	Use of management information systems for planning, control and evaluation
Organizational Conflict Resolution	Origins of internal and external organizational conflict, and responses to it
Organizational Conflict and Change	Organizational responses to environmental uncertainty, conflict and change

UNDERGRADUATE COURSES

Public Personnel Administration	Concepts and techniques
Public Administration	Concepts and issues
Administrative Techniques	Planning, organizing, staffing, directing, controlling, evaluating
Research Seminar	Conceptualization, operationalization and measurement
Quantitative Analysis	Descriptive statistics, non-parametric, correlation (ANOVA)
International/Comparative Public Administration	Themes, history, and context of international and comparative public administration

Training.

Over 100 training seminars, workshops or intensive courses to corporate and public employers, international development agencies and professional associations (such as ICMA, IPMA, and ASPA), including:

Intensive MPA Course: “Organización y Administración Pública,” Universidad Anáhuac Xalapa, Mexico (December 2-3, 2011):

- La Ética Pública y el Servicio Profesional de Carrera
- Presupuesto, Planeación y Productividad
- Liderazgo y Desempeño en Épocas Turbulentas
- La Administración Pública y la Modernización del Estado
- Los Retos del Servicio Civil de Carrera:
Gobernanza, Cultura Política y Reforma Administrativa en México
- Formación y Capacitación de los Funcionarios y la Nueva Gestión Pública: el Caso Mexicano (1996-2002)
- Absorbiendo y Poniendo en Práctica “las Mejores Prácticas:” Cuestiones de la Capacidad y Sustentabilidad Local
- El Papel de las Asociaciones Profesionales en el Fortalecimiento de la Capacidad Global de la Administración Pública y la Gobernanza Global
- La Cultura Administrativa y la Sociedad Civil: *Hacia la Gobernanza Eficaz*.
- Aplicando la Administración Pública de los Estados Unidos de América al Desarrollo Mundial

Professional Development: “Mexico, Border Security and Drug Cartels,” Center for Homeland Security, UCCS, August 16, 2011.

Intensive Graduate Course: “Managing People in Public Organizations: International Contexts, Trends and Strategies,” School of Public Administration, Renmin University, Beijing, June 21-24, 2010.

- Thinking Strategically about HRM
- The HR Role in Policy, Budget, Performance Management & Evaluation
- Defining and Organizing Work
- Rewarding Work: Pay and Benefits
- Training, Education and Staff Development
- Performance Appraisal

Local Government Seminar: “Motivation, Training and Development,” Government of Beijing, China, June 13, 2010.

Intensive MPA Course: “Organización y Administración Pública,” Universidad Anáhuac Xalapa, Mexico (June 4-5, 2010):

- La Ética Pública y el Servicio Profesional de Carrera
- Presupuesto, Planeación y Productividad
- Liderazgo y Desempeño en Épocas Turbulentas
- La Administración Pública y la Modernización del Estado
- Los Retos del Servicio Civil de Carrera:
Gobernanza, Cultura Política y Reforma Administrativa en México

- Formación y Capacitación de los Funcionarios y la Nueva Gestión Pública: el Caso Mexicano (1996-2002)
- Absorbiendo y Poniendo en Práctica “las Mejores Prácticas:” Cuestiones de la Capacidad y Sustentabilidad Local
- El Papel de las Asociaciones Profesionales en el Fortalecimiento de la Capacidad Global de la Administración Pública y la Gobernanza Global

Seminar: “Managing People in Public Organizations: International Contexts, Trends and Strategies,” College of the Bahamas, January 2010.

Intensive MPA Course: “Organización y Administración Pública,” Universidad Anáhuac Xalapa, Mexico (June 26-27, 2009):

- La Ética Pública y el Servicio Profesional de Carrera
- Presupuesto, Planeación y Productividad
- Liderazgo y Desempeño en Épocas Turbulentas
- La Administración Pública y la Modernización del Estado
- Los Retos del Servicio Civil de Carrera: Gobernanza, Cultura Política y Reforma Administrativa en México
- Formación y Capacitación de los Funcionarios y la Nueva Gestión Pública: el Caso Mexicano (1996-2002)
- Absorbiendo y Poniendo en Práctica “las Mejores Prácticas:” Cuestiones de la Capacidad y Sustentabilidad Local
- El Papel de las Asociaciones Profesionales en el Fortalecimiento de la Capacidad Global de la Administración Pública y la Gobernanza Global

“Ensuring De-Politicized Civil Service Management.” The World Bank Civil Service Reform Course, PREM Learning Week, April 21-23, 2008 (Session 8)

“Motivating Organizations and Their Staff: Building a ‘Virtuous Circle’: Enhancing Productivity of Staff and Organizations.” The World Bank Civil Service Reform Course, PREM Learning Week, April 21-23, 2008 (Session 9)

Visiting Professor, Department of Public Administration and Political Science, Universidad Autónoma del Estado de México, Toluca June 2007:

- June 4: Los retos del servicio civil de carrera: Gobernanza, cultura política y reforma administrativa en México.
- June 5: Los factores de cambio en la Administración Pública de Estados Unidos y de México
- June 6: Liderazgo y desempeño en épocas de Inestabilidad
- June 7: La política, la administración y el mercado: Ámbitos de responsabilidad en controversia
- June 8: Adopción y aplicación de las mejores prácticas en la Administración Pública

Training: “Strategic Human Resource Management.” (April 26, 2006). El Paso County Department of Public Health, Colorado Springs, CO.

Intensive Course, “Professionalizing Public Management in Mexico and the United States: A Comparative Perspective,” UNAM (National Autonomous University of Mexico, Graduate Program in Political Science and Public Administration (June 22-25, 2003)

Presentations: “Career Public Service for the Federal Government of Mexico: Law. Policies and Procedures.” Ministries of Communication and Transportation (June 23), Social Development (June 24), Tourism (June 25), Education (June 25), Municipalities (June 26), Labor (June 26), Normalization and Occupational Certification (June 26), Public Organization (June 27), IAPEM (Public Administration Institute for the State of Mexico (June 28, 2003).

Visiting Professor, Universidad Nacional Autónoma de México (UNAM), “Curso del Verano: La Administración de Personal Público en los Albores del Nuevo Milenio: Una Perspectiva Comparada México-Estados Unidos,” (July 22-26, 2002).

“Tendencias Internacionales en Materia de Administración de Personal Público: Una Perspectiva Comparada México-Estados Unidos,” CEDEP (Centro de Estudio para las Decisiones Públicas, SC), Mexico City (March 11-15, 2002).

Visiting Professor, Universidad Nacional Autónoma de México (UNAM), “Curso del Verano: La Administración de Personal Público en los Albores del Nuevo Milenio: Una Perspectiva Comparada México-Estados Unidos,” (July 9-13, 2001).

“Advanced Management Seminar,” Maharat for Training and Consulting (under contract with the Egyptian Ministry of Petroleum), Cairo (March 18-22, 2001).

“Realizing the Benefits of an International and Comparative Approach to Teaching Public Administration,” Executive Leadership Institute, National Forum for Black Public Administrators, Miami (January 17, 2001).

Visiting Professor, Universidad Nacional Autónoma de México (UNAM), “Curso del Verano: La Administración de Personal Público en los Albores del Nuevo Milenio: Una Perspectiva Comparada México-Estados Unidos,” (July 5-9, 2000).

“Personnel, Politics and Professionalism,” ICMA University, International City Management Association, Franklin, Tennessee (April 13, 2000).

“Advanced Management Seminar,” Maharat for Training and Consulting (under contract with Petrobel), Cairo (February 6-10, 2000).

“Through the Looking Glass: Realizing the Benefits of an International and Comparative Approach to Teaching Public Administration,” National Forum for Black Public Administrators, Miami, (January 14, 2000).

“Personnel, Politics and Professionalism,” ICMA University, International City Management Association, Portland (OR), (September 1999).

“Advanced Management Seminar,” Maharat for Training and Consulting (under contract with Petrobel), Cairo, (September 13-16, 1999).

“Ethics and Professionalism in Public Administration,” Palm Beach County, FAU IOG, (June 1999).

“Advanced Management Seminar,” Maharat for Training and Consulting (under contract with Petrobel), Cairo (February 12-25, 1999).

“Through the Looking Glass,” National Forum for Black Public Administrators, Miami, FL, (December 8, 1998).

“Personnel, Politics and Professionalism,” ICMA University, International City Management Association, Orlando, October 1998 (with John Nalbandian).

“Beyond Civil Service: Politics and Professionalism in Public Personnel Management,” IPMA, International Personnel Management Association, Orlando, October 1998 (with Dahlia B. Lynn).

“Ethics and Professionalism in Public Administration,” Palm Beach County Fire/Rescue, (September 1998).

“Beyond Civil Service: The New Face of Public Personnel Management,” International Personnel Management Association, Personnel Officers Training Conference, Vail, Colorado (July 1997).

“Alternatives to Civil Service,” Institute of Government, FIU (May 1996).

“Managing Organizational Production and Operational Capacity,” Executive Development Program, Institute of Government, FIU (November 1995).

“Ethics and Professionalism,” Administrative Office of the Courts, Palm Beach County (September 1995).

“Managing Organizational Production and Operational Capacity,” Executive Development Program, Institute of Government, FIU (November 1994).

“Ethics and Professionalism in Public Administration,” Personnel Department, Palm Beach County (October 1994).

“Managing Organizational Production and Operational Capacity,” Executive Development Program, Institute of Government, Florida International University (November 1993).

“Ethics and Professionalism in Code Enforcement,” Code Enforcement Officers' Certification Program, Institute of Government, Florida Atlantic University (May 1993).

“Ethics and Professionalism in Public Administration,” Personnel Department, Palm Beach County (April 1993).

“Human Resources Management in Local Government,” Executive Development Program, Institute of Government, Florida International University (November 1992).

“Ethics and Professionalism in Code Enforcement,” Code Enforcement Officers' Certification Program, Institute of Government, Florida Atlantic University (May 1992).

“Downsizing Government -- EEO and Workforce Diversity Implications,” National Academy of Public Administration - International Personnel Management Association National Training Conference, Atlanta (April 1992).

“Ethics and Professionalism in Public Administration, Personnel Department, Palm Beach County (April 1992).

“Ethics and Professionalism in Code Enforcement,” Code Enforcement Officers' Certification Program, Institute of Government, Florida International University (November 1991).

“Ethics and Professionalism in Code Enforcement,” Code Enforcement Officers' Certification Program, Institute of Government, Florida Atlantic University (May 1991).

“Ethics and Professionalism in Public Administration, Personnel Department, Palm Beach County (April 1991).

“Public Personnel Management,” Ministry of Personnel, Nassau, The Bahamas (1990).

“Strategic Human Resource Management,” Engineering, Science and Technology Network (ENSTINET), Cairo, Egypt (June 1990).

“Drug Abuse in the Public Workplace,” ASPA, Washington, D.C. (1986).

“Time Management and Delegation,” Institute of Government, Miami and Boca Raton (1984-1989).

“Supervisory Methods and Style,” Institute of Government, Miami and Boca Raton (1984-1989).

“Job Analysis and Evaluation,” City of Virginia Beach (1984).

“Time Management and Stress Management,” Department of Social Services, Broward County (1983)

“Personnel Management,” Ohio Department of Mental Health (1981-2).

“Personnel Management,” Florida Atlantic University-International Personnel Management Association (1981-2).

“Time Management,” Institute for Public Management and Community Services,” Miami (1980-1).

“Supervision,” Institute for Public Management and Community Services,” Miami (1980-1).

“Personnel Management,” Institute for Public Management and Community Services, Miami (1980-1).

“Affirmative Action Programming,” Indiana Department of Manpower Development (1978-9).

“Time Management,” City of Indianapolis (1977).

“Training Needs Assessment,” City of Indianapolis (1977).

“Personnel Systems Design,” City of Indianapolis (1976).

“Personnel Management,” U.S. Department of Justice, Palm Springs (1975).

Technical Assistance and Consulting.

Jerrell Cogburn, D. Klingner and Brent Steel (March 2014). “Graduate Program Review, Public Administration Program,” Dean of the Graduate School, University of Miami.

Expert Witness, New Mexico State Legislature, “Assessment of the Personnel Act,”

hearings before the Legislative Finance Committee, Red River, New Mexico, August 24, 2007.

Visiting Professor, Department of Public Administration and Political Science, Autonomous University of the State of Mexico, Toluca, June 4-8, 2007.

Visiting Professor, School of Political Science and Public Administration, University of Colima, Colima, Mexico, June 4-10, 2006.

Consultant, Division of Public Administration and Development Management (DPADM), Department of Economic and Social Affairs (DESA), United Nations.) “Governance, Innovation Adoption and Sustainability: Building Capacity to Absorb Innovative Practices,” Ad Hoc Expert Group Meeting on “Approaches and Methodologies for the Assessment and Transfer of Best Practices in Governance and Public Administration,” June 13-14, 2006, Tunis, Tunisia.

Accreditation site visitor, “Refashioning the Social Sciences and Practitioner Training in Public Administration: International Collaboration between Arizona State University and Yerevan State University,” Russian and East European Studies Center, Critical Languages Institute, Arizona State University, May 3-4, 2005.

Consultant, DPADM/DESA/UN, Evaluation of Stage I of the UNPAN (United Nations Public Administration Network) Project, New York and Bratislava, August 2004 – January 2005.

Interamerican Development Bank. Prepared an assessment and recommended strategic options for improving public human resource management in Chile, and presented the results to IABD officials in Washington, D.C., June 12, 2000.

National Autonomous University of Nicaragua in León. Assessment and Improvement of Human Resource Policy and Management. Florida Association of Volunteer Agencies, Central America (FAVA/CA), April-May 1999.

Supreme Court of Honduras. Prepared an Assessment and Recommendations (Human Resources), Center for the Administration of Justice, Florida International University, under contract with the World Bank, 1998.

City of Delray Beach, Florida. Facilitated a task force (union, city and citizen representatives) to implement gain-sharing under the collective bargaining agreement with firefighters, 1997.

Pontificia Universidad Católica Madre y Maestra, Santo Domingo, Dominican Republic. Design of multi-lingual, multi-national public administration program, under contract with

the European Union, 1997.

City of North Miami Beach, Florida. Development of panel interview questions and service on the selection panel for the position of personnel director, 1995.

Enhanced Environmental Awareness and Strategic Human Resource Management of Army Civilian Professionals, Joint Center for Urban and Environmental Problems, Florida International University, Miami, under contract with the U.S. Army Environmental Policy Institute, 1993.

Legislative Development Project, Republic of Panama, Consortium for Legislative Development, School of Public Affairs and Services, Florida International University, 1992-3. Technical assistance on the development of personnel system for the Panamanian Legislative Assembly (1992), and on the development of a career administrative system for executive branch employees (1993). Sponsored by U.S. AID.

Office of the Assistant Secretary for Personnel Administration, U.S. Department of Health and Human Services, Washington, D.C., May-June 1991. Development of a strategic agency human resource management capability for a federal cabinet-level agency of 120,000 employees.

Productive Human Resource Management, Ministry of Public Personnel, Nassau, The Bahamas, 1990. Technical assistance to Permanent Secretaries on improving human resource management capabilities within executive agencies.

The Alabama Commission on Higher Education, 1986. Evaluation of Proposed Ph.D. Program in Public Administration at Auburn University.

The City of Virginia Beach, 1984. Job analysis, job evaluation, and team building within the city personnel department.

Division of Community Services, City of Indianapolis, 1980-1981. Policy forecasting for human services delivery within the city.

United Tribes of Kansas and Southeast Nebraska, Inc., 1980. Job analysis, job evaluation and affirmative action compliance for an Indian tribal government.

Conference Management.

With Roberto Moreno Espinosa, International Symposium on Public Administration and Policy, Centro Universitario Amecameca, UAEM, Amecameca, Mexico, February 2-4, 2016.

With Steve Recca: international symposium on “Mexico and the United States: Cooperative Approaches to Shared Human Security,” sponsored by SPA in commemoration of National Public Service Recognition Week and the 50th anniversary of UCCS, May 5, 2015.

Organizer of “Workshop on Comparative Public Administration,” School of Public Affairs, University of Colorado Denver, April 27-28, 2011 (with Jody Fitzpatrick, Malcolm Goggin, Tanya Heikkila, Christine Martell, and Jason Machado). Invited expert participants: Jamil Jreisat, Krister Andersson and Jos Raadschelders.

Organizer of “Human Resource Administration and Cutback Management,” cosponsored by the SPAS and the South Florida Chapter of the IPMA (1982).

References:

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Yonsei University, Wonju Campus
Wonju 220-710, South Korea

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