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EDUCATION

- 1999 Ph.D. in Public Administration, Graduate School of Public Affairs, University of Colorado at Denver, Pi Alpha Alpha national honor society, 3.95/4.00 GPA
Dissertation: *Comparative Network Theory: An Interpretive Study of the Canada-United States Pacific Salmon Treaty* (Chair: Dr. Richard J. Stillman, II)
- 1991 Master of Public Administration, School of Public Administration, University of Victoria, British Columbia, Canada; 8.00/8.00 GPA
Management Report: *Laying the Groundwork for Program Management Plans in the Timber Tenures Subprogram of the British Columbia Ministry of Forests* (Chair: Dr. Hart Will)
- 1988 Bachelor of Arts, *Summa Cum Laude*, University of Denver, Colorado
Phi Beta Kappa, double major in speech communication and public affairs, 4.00/4.00 GPA
Honors Thesis: *Federalism in Secondary Education: Reactions from Colorado Educators to a Proposal for a Nationalized Science and Mathematics Curriculum* (Adviser: Richard Caldwell)

PROFESSIONAL AND ACADEMIC EXPERIENCE

Office of the Provost, Western Michigan University, Kalamazoo, Michigan
3/25 onward **DIRECTOR, ACADEMIC LABOR RELATIONS**
Manage contract negotiations, grievances, disciplinary actions, departmental policy statement reviews, chapter arbitrations, and more for three instructional unions (teaching assistants, part-time instructors, full-time faculty). Includes hands-on leadership development for chairs/directors.

School of Public Affairs and Administration (SPAA), Western Michigan University
Kalamazoo, Michigan, a Carnegie Doctoral-Research University (Extensive)

Ranks:

7/08 onward	PROFESSOR
8/04 to 6/08	ASSOCIATE PROFESSOR
8/99 to 7/04	ASSISTANT PROFESSOR
8/98 to 7/99	INSTRUCTOR (full time)

Specific Roles:

7/23 to 4/25	SCHOOL DIRECTOR (also 8/07 to 1/09)
8/22 to 4/25	GRADUATE PROGRAMS DIRECTOR (also 7/16 to 8/20)
8/12 to 6/16	DOCTORAL DIRECTOR (also 1/03 to 8/08)
2015 to 2023	ALLIED FACULTY for Global and International Studies Program
2003 to 2024	ALLIED FACULTY for Interdisciplinary Ph.D. in Program Evaluation

College of Law and Public Management, China Three Gorges University, Yichang, Hubei, China
2015-2018 **VISITING PROFESSOR AND POSTGRADUATE ADVISOR**

Gerald R. Ford School of Public Policy, University of Michigan, Ann Arbor
2013-2015 **ADJUNCT PROFESSOR OF PUBLIC POLICY**
Taught MPP Public Management Seminar (International/Comparative) twice

School of Political Science and Public Administration, University of Electronic Science and Technology of China, Chengdu, Sichuan (ranked 4th in China by World University Rankings 2021)
2013-2014 **VISITING PROFESSOR** (full time, 12 months, while on sabbatical)

PROFESSIONAL AND ACADEMIC EXPERIENCE (continued)

U.S. Department of State, U.S. Embassy-Iraq, Office of Provincial Affairs

1/09 to 2/10 SENIOR GOVERNANCE SPECIALIST (*while on unpaid leave from WMU*)

Based with embedded Provincial Reconstruction Team at Camp Taji, Iraq. Mentored local public managers and council members to help them understand democracy and federalism, and to work more effectively within their rapidly-changing system of governance. Assessed essential services, made recommendations on infrastructure funding, prepared analytical cables, advised team leader on tribal reconciliation, increased Iraqi vertical integration, and enlightened U.S. Army colleagues on Iraqi governance. Earned an overall “excellent” end-of-term evaluation by our Team Leader.

Department of Political Science, Morehead State University, Morehead, Kentucky

1/98 to 5/98 INSTRUCTOR (part-time, term)

Taught Introduction to American Government.

Graduate School of Public Affairs, University of Colorado at Denver

5/97 to 12/97 JUNIOR RESEARCH FELLOW

Prepared extensive literature review evaluating the connections between population growth and the environment for Timothy E. Wirth Chair on Environmental Sustainability.

Fort Collins Area United Way, Fort Collins, Colorado

4/95 to 1/97 DIRECTOR, Team Fort Collins

Managed all aspects of this comprehensive substance abuse prevention program, including supervising seven staff, board development, and securing over \$1.4 million in grant funding from foundations and from local, state, and federal agencies.

Valley Partnership for Drug Prevention, Aspen, Colorado

4/93 to 3/95 EXECUTIVE DIRECTOR

Directed all aspects of this non-profit organization with a \$450,000 annual budget and seven staff. Revamped financial systems and raised over \$100,000 in new revenues. Established a higher level of transparency for critical data on youth substance abuse in the Aspen community.

Mid-State Substance Abuse Commission, Clare, Michigan

12/91 to 4/93 PROJECT DIRECTOR, Circle of Health Partnership.

This included short- and long-term planning, managing a \$300,000 annual grant budget, writing a successful new federal grant application, and leading a team of five community developers working in two counties and one Native American tribe.

Division of Communications, Humanities, and Social Science, Southwest Michigan College, Dowagiac

8/91 to 12/91 INSTRUCTOR (part-time, term)

Taught Introduction to American Government.

School of Public Administration, University of Victoria, British Columbia

6/90 to 9/90 RESEARCH ASSISTANT

Supported a contract to evaluate city infrastructure assessment and planning through intensive archival research and financial analysis.

Goods and Services Tax Communications Working Group, Department of Finance Canada

9/89 to 5/90 PROJECT OFFICER (co-op)

Wrote and obtained approvals for Question Period briefings. Provided ministers and their staff with media content analysis and economic information related to the proposed tax before they traveled to communities throughout Canada.

PROFESSIONAL AND ACADEMIC EXPERIENCE (continued)

School of Public Administration, University of Victoria, British Columbia

1989-1990 TEACHING ASSISTANT

Supported multiple sections of the “financial management and accounting” course.

Crown Corporations Directorate, Treasury Board Canada, Ottawa, ON

1/89 to 5/89 PROJECT OFFICER (co-op)

Analyzed annual reports from Canadian Crown Corporations and mixed entities to determine compliance with Treasury Board reporting and transparency requirements.

PUBLICATIONS (blind peer reviewed unless stated otherwise)

- 2026 “Comparative Political-Bureaucratic Response to Pandemics. Social Inequity in Responses to Three Pandemics in the United States,” with Samantha Larson, in *LGBTQIA+ Communities, Pandemics and Policy Responses. Connecting the Dots*, edited by Wallace Swan, Chris R. Surfus, and Dallas S. Drake, 107-123. New York: Routledge. (ISBN 978-1-032-93605-5) (2026 Best Book Award by ASPA’s LGBT Section)
- 2024 Corporations as “The New Governance.” Book Review of Donald Cohen and Allen Mikaelian, *The Privatization of Everything. How the Plunder of Public Goods Transformed America and How We Can Fight Back*, *Public Administration Review*, 84(2), 375-6. (SSCI ranked)
- 2023 “Home-based Telework in Information Technology Companies: Testing of the Effect of Family Supportive Supervisor Behavior and Gender on Employee Innovation,” with Jinping Ma and Bocheng Zhang. *China-USA Business Review*, 22(1), 1-19. DOI 10.17265/1537-1506/2023.01.001.
- 2022 “Decentralization and Citizen Perceptions of Prosperity in Indonesia,” with Nanda Wijayanti, *AKRUAL: Jurnal Akuntansi*, 14(1), 80-94. DOI 10.26740/jaj14n1.p80-94.
- 2022 “Policy Networks,” in the *Encyclopedia of Quality of Life and Well-Being Research*, 2nd ed., edited by Filomena Maggino, Springer: Cham, Switzerland, https://doi.org/10.1007/978-3-319-69909-7_2189-2. Cleared through a three-layer editorial process.
- 2021 “U.S. General Election as a Possible COVID-19 Super Spreader Event,” with Emily (Li) Cheng and Daria Blinova, *Advances in Social Science and Culture*, 3(3), 39-57. DOI 10.22158/assc.v3n3p39.
- 2020 “Factors Motivating the Timing of COVID-19 Shelter in Place Orders by U.S. Governors,” with J. Kevin Corder and Daria Blinova, *Policy Design and Practice*, 3(3), 334-349, DOI 10.1080/25741292.2020.1825156.
- 2020 “Replication Data for: Factors Motivating the Timing of COVID-19 Shelter in Place Orders by U.S. Governors,” with J. Corder and Daria Blinova, Harvard Dataverse, V2, DOI 10.7910/DVN/UIFVSX
- 2018 “Increasing Citizen Access and Local Government Responsiveness in Yichang, China” with Zhu Jing, *International Public Management Journal*, 21(3), 369-391. (SSCI ranked)
- 2017 “The Big Questions of Chinese Public Management Research” with Zhu Jing, *Administration & Society*, 49(6), 775-797. (SSCI ranked)

PUBLICATIONS (continued)

- 2015 “Practical Challenges in Comparing Chinese and American Local Government, *International Relations and Diplomacy*, 3(10), 661-680. (with Cheng Li and Wang Yan, both doctoral students, as coauthors)
- 2014 “Preliminary Thoughts on the Big Questions of Chinese Public Management” in *Proceedings of 2014 International Conference on Public Administration (10th), Volume I*, edited by X. Zhu and S. Zhao, UESTC Press: Chengdu, China, 244-253.
- 2014 “Policy Networks,” in the *Encyclopedia of Quality of Life and Well-Being Research* edited by A. C. Michalos, Springer: Dordrecht, Netherlands, 4859-4861, https://doi.org/10.1007/978-94-007-0753-5_2189. Cleared through a three-layer editorial process.
- 2013 “The Struggle between Traditional and Adopted Public Service Values in China” with Di Hu as lead author, *Public Administration Quarterly*, 37(1), 129-141.
- 2012 “Progress and Challenges with Iraq’s Multilevel Governance,” *Public Administration Review*, 72(5), 678-686. (SSCI ranked)
- 2012 “On Inequality and Resilient Governance,” with Catherine M. Horiuchi as lead author, *Public Administration Quarterly*, 36(2), 262-271 (editor reviewed).
- 2012 “Policy Networks” in the *Encyclopedia of Quality of Life Research* edited by A. C. Michalos, Springer Online. Cleared through a three-layer editorial process.
- 2012 “On Civility and Resilient Governance,” with Catherine M. Horiuchi, I was lead author, *Public Administration Quarterly*, 36(1), 119-129 (editor reviewed).
- 2012 “Resilient Governance: A Series on Public Sector Values,” which introduces an ongoing series to be co-edited by myself and Dr. Catherine M. Horiuchi, *Public Administration Quarterly*, 36(1), 116-118 (editor reviewed).
- 2009 “Churning in North Baghdad’s Suburban Governments (u/fouo),” Analytical Cable 09-3374, U.S. Embassy, Baghdad, U.S. Department of State, December 31 (cleared through five-layer Department of State review process, though not blind reviewed).
- 2009 “Breaking the Mold: The Key for a Prosperous Future for the Public Service,” *International Journal of Organizational Theory and Behavior*, 12(2), 244-253.
- 2009 “Symposium Introduction,” with Catherine M. Horiuchi, *International Journal of Organizational Theory and Behavior*, 12(2), 238-243 (editor reviewed).
- 2009 “President Obama’s Success Depends on Our Collective Response,” *PA Times*, 32(1), p. 4 (editor reviewed).
- 2008 Book review of *Public Administration in Transition* (Gjelstrup and Sørensen, DJØF, 2007), *Administrative Theory and Praxis*, 30(3), 390-392 (editor reviewed).
- 2008 “The Failure of Local Government Website Accessibility,” with Robert J. Sobie as lead author, *International Journal of Technology, Knowledge and Society*, 4(1), 41-46.
- 2008 “Updating the Bureaucracy-Democracy Conundrum,” a comparative book review essay, *Public Administration Review*, 68(5), 932-933 (SSCI ranked).

PUBLICATIONS (continued)

- 2008 “Reconsidering the History of Administrative Reforms in Canada,” with Luc Juillet, in *Handbook of Administrative Reform. An International Perspective* edited by N. Eklund and J. Killian, 215-231. London: Taylor and Francis.
- 2007 “Investigating Ownership Values as a Catalyst of Financial Scandal in Canada’s Public Sector,” *SAIS Review of International Studies*, 27(2), 125-137.
- 2007 “Bounded Rationality and Organizational Influence: Herbert Simon and the Behavioral Revolution” as chapter 4 in *Handbook of Decision Making* edited by G. Morcol, 61-79. Boca Raton, FL: Taylor & Francis.
- 2007 “Networks” entry for *Encyclopedia of Governance, Volume II*, edited by M. Bevir, 601-605. Thousand Oaks, CA: SAGE Publications.
- 2007 “Global Civil Society” entry for *Encyclopedia of Governance, Volume I*, edited by M. Bevir, 143-145. Thousand Oaks, CA: SAGE Publications.
- 2007 “Constitutionalization” entry for *Encyclopedia of Governance, Volume I*, edited by M. Bevir, 341-343. Thousand Oaks, CA: SAGE Publications.
- 2006 “Mr. Martin's Action Plan for Democratic Reform in a North American Context,” *Canadian Foreign Policy*, 12(3), 67-79.
- 2006 “Transnationalism and Subnational Paradiplomacy: Are Governance Networks Perforating Sovereignty?” *International Journal of Public Administration*, 29(8), 577-594.
- 2006 “Dotted Lines: Networks, Quantum Holism, and the Changing Nation State,” *Public Administration Quarterly*, 29(4), 413-444.
- 2005 “Trade Concentration and ‘Homeland Security’ on the Canada-United States Border” in *In/Security. Canada in the Post-9/11 World* edited by A. Netherton, A. Seager, K. Froschauer, 265-284. Vancouver, BC: Simon Fraser University. (editor reviewed, not a reprint of 2002 article)
- 2004 “Borders and Boundaries in Flux and the Resurgence of Identity and Sovereignty,” *Administrative Theory and Praxis*, 26(3), 304-308.
- 2004 “Validating the Comparative Network Framework in a Canada-United States Context,” *Journal of Comparative Policy Analysis: Research and Practice*, 6(1), 15-37. (SSCI ranked)
- 2002 “Trade Concentration and Homeland Security on the Canada-United States Border,” *Journal of Borderlands Studies*, 17(2), 21-34.
- 2002 “Governance Networks: Keep One Eye on Europe,” *PA Times*, 25(11), p. 5 (editor reviewed).
- 2002 “Strong Foundations Equal Strong Future. Canada-U.S. Relations in the post-September 11 Era,” *PA Times*, 25(2), p. 4 (editor reviewed).
- 2001 “From Subnet to Supranet: A Proposal for a Comparative Network Framework to Examine Network Interactions Across Borders,” in *Getting Results through Collaboration. Networks and Network Structures for Public Policy and Management*, edited by M. Mandell, 30-48. Westport, CT: Quorum Books, Greenwood Publishing Group (editor reviewed).

PUBLICATIONS (continued)

- 2000 “Relational Holism and the Possibility of Quantum Administration: Farfetched Ideas or Ascendant Worldview?” in *The New Sciences and Public Administration and Policy*, edited by G. Morcol and L. F. Dennard, 243-263. Burke, VA: Chatelaine Press.
- 2000 “Toward Understanding the Culture of Internet-mediated Learning,” reprinted in R. Stillman, *Instructor’s Resource Manual. Teaching Public Administration Creatively. Public Administration: Concepts and Cases, 7th edition*, 111-125. Boston: Houghton Mifflin.
- 1999 “Mandated Human Services Restructuring: A Case Study in Local Collaboration from Colorado,” *Journal of Health and Human Services Administration*, 22(2), 196-219.
- 1999 “Toward Understanding the Culture of Internet-mediated Learning,” *Journal of Public Affairs Education*, 5(3), 225-235 (note: published as Michael S. Mingus in error).
- 1994 “The Community Partnership Model,” in *Part of the Solution: Useful Information from the Front Lines of Community Partnership Development*, edited by M. Mingus, 1-10. Providence, RI: Behavioral Health Resources Press (publisher reviewed).
- 1994 Editor, *Part of the Solution: Useful Information from the Front Lines of Community Partnership Development*. Providence, RI: Behavioral Health Resources Press.

RESEARCH GRANTS AND CONTRACTS

- 2026-2027 Transatlantic Re-Alignment: Assessing Canada-EU Integration in the Shadow of American Isolationism (submitted for \$26,664 from CERPS Quasi-Endowment).
- 2020 Potential Factors Motivating U.S. Governors to Issue COVID-19 Shelter-in-Place Orders (Mingus, PI, and Corder, Co-PI), WMU Meader Presidential Endowment COVID-19 Response Grant, WMU Office of Research and Innovation, April-August.
- 2020-2021 Approved academic year sabbatical grant, “Comparative Fiscal and Political Decentralization in Indonesia and Malaysia: Implications for ASEAN Region,” though nature of the sabbatical changed dramatically due to COVID-19 and did not focus on ASEAN region. My focus shifted to federalism/decentralization, partisan polarization, and impacts of COVID-19 policymaking.
- 2019 Applied for Fulbright U.S. Scholar, ASEAN Research program, for “Comparative Fiscal and Political Decentralization in Indonesia and Malaysia.” Proposal was ranked highly and forwarded to Jakarta in 2020 for consideration, yet ultimately not awarded due to COVID-19.
- 2013-2014 Contract with University of Electronic Science and Technology of China (Chengdu), School of Political Science and Public Administration, to support sabbatical research, lectures, and professional development from August 2013 through August 2014.
- 2011 Received WMU Support for Faculty Scholars Award for “The Bridge to Somewhere: Why Now?” to study the cross-border networks supporting and opposing an additional bridge between Detroit and Windsor, the “highest value” border crossing in the world.
- 2006 Awarded funds from the Canadian Consulate General (Detroit) and the WMU Visiting Scholars and Artists Committee to bring Michael F. Kergin, former Canadian Ambassador to the United States, to Kalamazoo, Michigan for a public lecture and graduate student seminar.

RESEARCH GRANTS AND CONTRACTS (continued)

- 2005-2006 Awarded \$25,000 Fulbright Research Chair on Public Policy, Governance, and Public Administration, Centre on Governance, University of Ottawa, Ontario, Canada, 2005-2006. Project titled “Mr. Martin’s Democratic Action Plan. Convergence on a Grand Scale?”
- 2005-2006 Principal Investigator, Faculty Research and Creative Activities Support Fund, \$9,000 grant for “Mr. Martin’s Democratic Action Plan. Convergence on a Grand Scale?” to conduct interview-based research on Canadian governance in Ottawa and three provinces.
- 2003 Invited (and fully funded) to present “U.S.-Canada Trade Concentration. Bridges at Risk Equals Factories at Risk” at the Canadian American Research Symposium, Niagara Falls, Ontario, April 26th. Sponsor was the Association for Canadian Studies, Montreal, Quebec.
- 2002 Principal Investigator, “Diversions of Water from the Great Lakes,” \$6,000 Michigan Sea Grant College Program, National Oceanic and Atmospheric Administration. M/PD-11.
- 2002 Received Arts and Sciences Teaching and Research Award to purchase trade data from Statistics Canada for research on border security and trade concentration.
- 2002 Partially supported by a Canada Social Sciences and Humanities Research Council grant to present “Economic Security Not So Cheap as Smart Border Declaration Implies. Suggestions for Moving Beyond the Post 9-11 Rhetoric on Border Security” at the “In/Security: Canada in an International World Conference,” Simon Fraser University, Vancouver, BC, November 8.
- 2000 Principal Investigator, \$7,500 Canadian Studies Grant Program, Canadian Embassy, Washington, DC, for field research on "The Pacific Salmon Treaty Dispute as a Window to Canada-United States Relations and Comparative Network Theory."
- 2000 Invited (and fully funded) to present a paper at the “Rethinking the Line: The Canada-U.S. Border” conference organized by the Canadian Policy Research Secretariat, Vancouver, BC, October 24.

PROFESSIONAL AWARDS AND RECOGNITIONS

Western Michigan University Distinguished Teaching Award (September 2019)

Gubernatorial Appointment to the Michigan Human Trafficking Commission (April 28, 2017, to June 30, 2019). Public Act 325 of 2014 established this body to advise the Office of the Attorney General.

Medals for Excellence from Special Ops Task Force (Baghdad), 56th Stryker Combat Brigade Team (28th ID), and 1st Brigade Combat Team (1st CAV) for service to U.S. Army (Operation Iraqi Freedom, 09-10).

Certificates of Appreciation from Ambassador Christopher Hill, COL Tobin Green, COL Maria Zumwalt, and COL Mark Ferraro for dedication and exceptional meritorious service as a Senior Governance Specialist in Iraq (2009-2010).

Selected as one of the top 50 emerging scholars in public administration by a panel of senior scholars, via an invitation to attend the Minnowbrook III emerging scholars retreat hosted by the Maxwell School of Citizenship, Syracuse University (2008). This is outstanding professional recognition in the field of public administration as the emerging scholars retreat has occurred just once every 20 years.

Fulbright Research Chair in Public Policy, Governance, and Public Administration, Centre on Governance, University of Ottawa, Ontario, Canada (2005-2006)

PROFESSIONAL AWARDS AND RECOGNITIONS (continued)

Received “Academician of the Year” Award, West Michigan Chapter, American Society of Public Administration (2003)

Elected to Pi Alpha Alpha, the national honor society for public administration (1998)

Dean’s Scholarship, Graduate School of Public Affairs, University of Colorado at Denver (1997)

University of Victoria Graduate Fellowship (1988-1991)

British Columbia Government Managers’ Award (1990)

W.A.C. Bennett Award, University of Victoria, School of Public Administration (1989)

Harry S. Truman Scholar for Colorado (1986-1990)

University of Denver Honors Program Scholarship (1984-1988)

Elected to Phi Beta Kappa national honorary society, Gamma of Colorado (1988)

Distinguished Senior Man Award, Dean of Students, University of Denver (1988)

Debate/Speech Scholarships, Department of Speech Communications, University of Denver (1985-1987)

Outstanding Freshman Man Award, Dean of Students, University of Denver (1985)

PROFESSIONAL TALKS, COLLOQUIA, AND PAPERS

2026 Connecting Struggles, Building Futures (webinar to market *LGBTQIA+ Communities, Pandemics, and Policy Responses: Connecting the Dots*, March 10.

2024 Comparative Political-Bureaucratic Response to Pandemics: Three Pandemics in the U.S., with Samantha Larson. Annual Conference of the American Society for Public Administration, Minneapolis, April 14. Also moderated panel on International Responses to and Outcomes from Pandemics and Crises.

2023 The Blame Game: Exploring the Impact of US-China COVID-19 Rhetoric on China’s Zero Covid Policy, World Social Sciences Association 65th Annual Conference, Tempe, April 15.

2022 Comparative Subnational Paradiplomacy: Congressional vs Parliamentary Systems, Fourth Workshop of George Washington University Jean-Monnet Project on "Subnational Transatlantic Diplomacy for Climate Objectives," June 28 (virtual).

2022 November 8, 2022, is a long way away, but in the U.S. it is never too early to speculate about electoral politics! Panel on *Current Election Issues in Michigan*, Michigan Capitol Area Chapter of the American Society of Public Administration, February 24 (virtual).

2021 COVID-19 Vaccine Nationalism and Global Inequities, meeting of the Standing Panel on International Affairs, National Academy of Public Administration, May 4 (virtual). Also organized this panel: Vaccine Nationalism: China and the Rise of Vaccine Diplomacy.

PROFESSIONAL TALKS, COLLOQUIA, AND PAPERS (continued)

- 2021 Absentee Voting as Health Protection, A 50 State Comparison. Did voting in person for the U.S. 2020 general election place citizens at greater risk for COVID-19? Opening session for Fred Riggs Symposium, 82nd Annual Conference of the American Society of Public Administration, April 9.
- 2020 Webinar: Factors Motivating the Timing of COVID-19 Shelter-in-Place Orders (SIPOs) by U.S. Governors (<https://www.youtube.com/watch?v=gLBq5Re0oYc>), WMU Office of Research and Innovation and College of Arts and Sciences, October 15).
- 2020 Comparative Fiscal and Political Decentralization in ASEAN: Impact on Good Governance in Indonesia and Malaysia, for Riggs Symposium at American Society of Public Administration National Conference (Presentation scheduled for April 3 in Los Angeles, but entire conference cancelled due to COVID-19. Presentation was done via video later in the month for interested members of ASPA's Section on International and Comparative Administration.)
- 2019 Political and Economic Side Effects on ASEAN Nations of the Current U.S.-China Trade Dispute, with Zhu Jing, Standing ePanel, 7th Annual Midwest Political Sciences Association Conference, April 4, Chicago.
- 2019 Comparative Fiscal and Political Decentralization in ASEAN: Indonesia and Malaysia, WMU Asian Forum, September 27.
- 2018 Public Administration Challenges Amidst the Economic Impacts and Political Side Effects in Asia of the Current Trade Disputes, National Academy of Public Administration Annual Meeting, Arlington, Virginia, November 1. Organized and moderated this panel for NAPA's Standing Panel on International Affairs as well as presenting my remarks.
- 2018 Exploring the Loss of Regular Order: New, Old, Or Just Getting Worse? Midwest Public Affairs Conference, Chicago, June 8. Also moderated the panel on "Political Economy and Theory."
- 2017 Remarks, "Guardians of the Public Trust: Ethics in the Modern Era" panel, Michigan Capital Area Chapter of ASPA, Lansing, October 19.
- 2017 Have Minnowbrook III Emerging Scholars Sought to Continue the Original Minnowbrook Social Equity Agenda? With Cheng Li, Social Equity Leadership Conference, Omaha, June 1.
- 2017 Time Limited Bureaucracy: Switching the Burden of Proof As a Game Changer, 78th Annual Conference of the American Society of Public Administration, Atlanta, March 18. (Also developed and moderated roundtable on "What Happens When Public Administration Is Neither Bold Nor Noble?") Note: Presented longer version as a SPAA Colloquium on March 13.
- 2015 The Big Questions of Chinese Public Management Research, College of Law and Public Management, Department of Public Administration, China Three Gorges University, delivered to faculty and the inaugural MPA cohort, Yichang, China, December 12.
- 2015 Preliminary Thoughts on the Big Questions of Chinese Public Management, School of Public Administration, Southwestern University of Finance and Economics, Wenjiang, May 25.
- 2015 Practical Challenges in Comparing Chinese and American Local Government, Local Governance Innovation High End Academic Forum, Southwestern University of Finance and Economics, Wenjiang, China, May 24.

PROFESSIONAL TALKS, COLLOQUIA, AND PAPERS (continued)

- 2015 Preliminary Thoughts on the Big Questions of Chinese Public Management, Western Michigan University campus-wide lecture sponsored by Light Center on Chinese Studies and the School of Public Affairs and Administration, March 26.
- 2015 Practical Challenges in Comparing Chinese and American Local Government, Fred Riggs Symposium, 76th Annual Conference of the American Society of Public Administration, Chicago, March 6. (Also served as Moderator for “Innovations in Government” panel.)
- 2014 Preliminary Thoughts on the Big Questions of Chinese Public Management, 10th International Conference on Public Administration, Chengdu, China, October 25.
- 2014 How Do Western Students Study and Learn? Invited lecture to general student body at Chengdu University, June 3. Also to University of Glasgow-UESTC Joint School student body, May 20.
- 2014 Understanding the Structure and Institutions of American Local Government, Seminar for UESTC public administration, political science, and law faculty, May 29.
- 2014 U.S. Government Partial Shutdowns: Threat to Beijing? Invited guest lecture, China Three Gorges University (Yichang, May 26), Central China Normal University (Wuhan, May 23), and Southwest University of Finance and Economics Demographic Institute (Wenjiang, March 19).
- 2014 Practical Challenges in Comparing Chinese and American Local Government, invited guest lecture for Chinese Central Party School, Graduate School (Beijing, April 29) and the University of International Relations (Beijing, April 28). Also 1st plenary presentation at the Conference on Urban Development and Governmental Studies, Nanjing, China, April 18.
- 2014 American Separation of Powers vs British Concentration of Power, invited guest lecture, Leshan Normal University (Leshan, China), School of Public Administration and Law, April 11. Also for Southwest University of Finance and Economics School of Public Administration, April 24.
- 2014 U.S. Senior Executive Service Executive Core Qualifications, Hatch Act Implications, and Performance Appraisals, invited guest lecture, University of Electronic Science and Technology of China (Chengdu), School of Political Science and Public Administration, April 9. Also delivered to UESTC MPA student body (Chengdu, May 17), Southwest University of Finance and Economics MPA student body (Chengdu, May 18), and Central China Normal University Faculty of Law and Economics (Wuhan, May 22)
- 2013 U.S. Government Partial Shutdowns: Threat to Beijing? invited guest lecture, Nanjing University of Finance and Economics, Urban Affairs Institute (Nanjing, China), Dec. 6. Also to University of Electronic Science and Technology of China (Pixian), School of Political Science and Public Administration, Nov. 14. [presentation; no draft paper]
- 2012 Does Guanxi Maintain a Resilient Chinese Society or Simply Create Enduring Public Sector Value Conflicts? with Di Hu as lead author. Paper presentation at 5th International Forum for Contemporary Chinese Studies (IFCCS-5) – Contending Models for China’s Future Development: Society Building and Governance, Beijing, August 8.
- 2012 The Bridge to Somewhere: Will a Billionaire Protect His Historic Monopoly Or Will the Public Interest Prevail? Presentation at the Association for Canadian Studies in Ireland (ACSI) Biennial Conference, Dublin, May 10.

PROFESSIONAL TALKS, COLLOQUIA, AND PAPERS (continued)

- 2011 The Bridge to Somewhere. Why Now? Presentation at Association for Canadian Studies in the United States (ACSUS) biennial conference, Ottawa, Ontario, November 17.
- 2011 Developing Multilevel Governance in Iraq as a Hedge against Renewed Dictatorship, guest lecture to the teaching faculty and selected graduate students of the School of Political Science and Public Administration, University of Electronic Science and Technology, Chengdu, Sichuan, P.R. China, October 21.
- 2011 Governance Themes Emerging from the 2011 International Conference on Public Administration, invited closing plenary session remarks for “The Future of Public Administration: Accountable and Transparent Government in a Networked World, 7th Annual ICPA, Chengdu and Mt. Emei, Sichuan, P.R. China, October 20.
- 2011 Developing Democracy in Iraq, invited presentation to Calhoun County Democratic Party monthly meeting, March 23.
- 2011 Developing Federalism in Iraq: Reflections on Promoting Multilevel Governance, 72nd ASPA National Conference, Baltimore, MD, March 14. Also facilitated panel on Territorial Governance and Agglomeration: Merging Municipalities.
- 2010 Subnational Border Disputes in Iraq as an Unintended Consequence of American-style Democratic Reform, Third Public Management Colloquium: American and European Public Administrations in Comparison (invited presentation), Denver, CO, June 4.
- 2008 Resilience: Developing State-level Capacity to Rise above Societal Limitations with Dr. Catherine Horiuchi at *Minnowbrook III, The Future of Public Administration, Public Management, and Public Service Around the World*, Lake Placid, NY, Sept. 6.
- 2008 Deinstitutionalization: Purging Static Customs Is *the* Key for a Prosperous Future for Public Administration, *Minnowbrook III Preconference Retreat*, Blue Mountain Lake, NY, Sept. 4.
- 2008 Ups and Downs (and the Future of) North American Security Perimeter, Paper presented at Border Regions in Transition IX conference, Victoria, British Columbia, Canada, January 13.
- 2007 The New Public Management and Democracy in Canada: A Recipe for Scandal? Paper presented at Leading the Future of the Public Sector: The Third Transatlantic Dialogue, Newark, DE, May 31.
- 2003 U.S.-Canada Trade Concentration. Bridges at Risk Equals Factories at Risk, invited panel presentation, Canadian American Research Symposium (CARS), Niagara Falls, ON, April 26.
- 2002 Economic Security Not So Cheap as Smart Border Declaration Implies. Suggestions for Moving Beyond the Post 9-11 Rhetoric on Border Security. Presented paper at In/Security: Canada in an International World Conference, Vancouver, BC, November 8.
- 2000 Born in the Country, Living in the Sea. Managing Fish that Don’t Recognize Borders, Rethinking the Line: The Canada-U.S. Border conference organized by the Canadian Policy Research Secretariat, October 24.
- 2000 Of Duct Tape and Baling Wire, or Networks as Patches in the Nation-State Model that Help Overcome Problems Related to Static Jurisdiction in a Quantum World, 13th National Public Administration Theory Network Conference, Fort Lauderdale, Florida, January 29.

PROFESSIONAL TALKS, COLLOQUIA, AND PAPERS (continued)

- 1999 The Pacific Salmon Treaty Dispute and Canadian Environmental Politics, Invited keynote speaker for 4th Annual Kentucky Roundtable on Canadian Studies, September 17.
- 1999 A Framework for Comparative Network Theory: What Can We Learn from the Case of the Canada-U.S. Pacific Salmon Treaty? 12th National Public Administration Theory Network Conference, Portland, Oregon, March 4.
- 1998 Outline of a Treatise on Network Systems: Towards a Serviceable Typology, Annual Conference, American Society of Public Administration, Seattle, May 11.
- 1998 Web-based Education – What Happens to Classroom Culture When There Isn't a Classroom? 21st National Conference on Teaching Public Administration, Colorado Springs, March 22 (plenary session).
- 1998 Quantum Theory and the Philosophy of Henryk Skolimowski: Co-Creation and the Spiral of Understanding, 11th National PAT-Net Conference, Colorado Springs, March 20.
- 1997 Alternatives to the Damaging Pendulum from Categorical to Block Grants, Annual Conference, American Society of Public Administration, Philadelphia, July 27.
- 1996 Mandated Human Services Restructuring: A Case Study from Colorado, Annual Conference, American Society of Public Administration, Atlanta, July 2.

SELECTED CONSULTING

Consultation with Michigan Office of the Governor staff regarding COVID-19 policies within China as they were deciding how to approach public health and safety when the pandemic arrived in Michigan (pro bono, March-April 2020).

Expert witness consultations related to the water quality crisis in Flint, Michigan, specifically regarding the reasonableness of state and local interpretations of relevant Environmental Protection Agency regulations and EPA attempts to revise the Lead and Copper Rule (2016-2018).

Southwestern University of Finance and Economics, School of Public Administration, Wenjiang, China (full-time, May-July 2015)

- Provided an external review of the revised Ph.D. in Public Policy and advice for improving the program curriculum to meet both professional and academic needs.
- Taught condensed 3-week graduate seminar in Comparative Public Management.

Liangshan Yi Autonomous Prefecture (June 10) and Guangyuan City (May 20)

- Understanding the Structure and Institutions of American Local Government (two 3-hour trainings in 2014)

American Association of University Professors, Negotiation Team member for 2011-2014 WMU-AAUP Agreement (half-time, March-October 2011)

Leadership Development and Education for a Sustained Peace (LDESP) program, Naval Postgraduate School (part-time, 2010-2011)

- Developed and presented two core governance modules to the leadership of numerous Advisory and Assistance Brigades prior to their deployment to Iraq.

SELECTED CONSULTING (continued)

U.S. Army War College (part-time, 2007)

- Prepared a policy paper titled “The Complexity of North American Perimeter Security: Moving Backward?” and presented it at the 2007 Proteus Futures Academic Workshop, Carlisle Barracks, PA. Paid component was speaker’s fee and conference travel.

U.S. Department of State (pro bono, 2 months, part-time, 2005)

- Prepared and presented “Clarifying common misperceptions caused by viewing American governance through a Parliamentary lens” to Canadian Members of Parliament, their staff, and local academicians for U.S. Embassy-Canada.

Kalamazoo Center for Medical Studies (part-time, 1999)

- Implemented and analyzed a Human Resources and Leadership Survey to evaluate employee satisfaction with benefits as well as their satisfaction with supervisors, managers, and the CEO.

Cyprus Amax Minerals (part-time, 1997)

- Designed and conducted a series of focus groups at five Cyprus Amax mines and administrative offices in the Western U.S. to evaluate employee attitudes and opinions about the CYMAX political action committee and to evaluate if actions to promote the PAC were in accordance with applicable federal laws.
- Prepared a confidential report for senior Cyprus Amax Minerals managers and Board.

Colorado Department of Human Services (8 months, half-time, 1995-1996)

- Facilitated a five-county, multi-agency planning group (developmental disabilities, mental health, child welfare, family educators, and so forth) to determine means to increase cooperation and collaboration for service provision.
- Prepared the Local Area Plan for restructuring human services in Colorado's Rural Resort Region in accordance with Colorado House Bill 94-1005. This included qualitative and quantitative evaluation of services that were being delivered, obtaining information about client attitudes and satisfaction, and writing and revising the restructuring plan.

British Columbia Ministry of Forests (4 months, full-time, 1991)

- Evaluated the uniformity of budget preparation and implementation within the Timber Tenures Branch via site visits to interview managers in district and regional offices throughout British Columbia and to review archival files on budgets.
- Prepared policy recommendations to improve the consistency of this decentralized (i.e., bottom-up) budgeting process.

EDITING, REFEREEING, AND REVIEWING

Editorial Board Membership

2018 to date	<i>Administration & Society</i> (SSCI ranked)
2007 to date	<i>International Journal of Organization Theory and Behavior</i>
2008 to 2018	<i>Public Administration Quarterly</i>
2004 to 2018	<i>Journal of Health and Human Services Administration</i>

EDITING, REFEREEING, AND REVIEWING (continued)

Other Service to Specific Journals (symposium organizer, series editor, etc.)

Co-editor of *Resilient Governance: A Series on Public Sector Values*, which included an essay on public sector values in each *Public Administration Quarterly* issue for 2012 and 2013.

Co-edited “Convergence and Divergence of Ideas from Minnowbrook III” Symposium in *International Journal of Organizational Theory and Behavior*, 12(2), 237-324.

Editor, “Community, Identity, and Public Administration” symposium in *Administrative Theory and Praxis*, 26(3), 309-429.

Reviewed manuscripts, book chapters, and/or proposals for books/journals for Congressional Quarterly, Taylor & Francis, McGraw Hill, SAGE Publications, Greenwood Press, and more.

Have reviewed numerous articles for:

- *Administration & Society*
- *PUBLIUS: The Journal of Federalism*
- *Policy Studies Journal*
- *Review of Public Personnel Administration*
- *Journal of Borderlands Studies*
- *International Review of Administrative Sciences*
- *International Journal of Public Administration*
- *Administrative Theory and Praxis*
- *International Journal of Organizational Theory and Behavior*
- *Public Administration Quarterly*
- *Journal of Health and Human Services Administration*

Review Work and National Funding Panels:

- Member of Fulbright U.S. Student Program National Screening Committee (2019, 2020)
- Selection Panel member for Fulbright Junior Faculty Development Program for Egypt and Lebanon (2018)
- Selection Panel member for Fulbright Visiting Scholar Program for Iraq (2018)
- Member, official Chinese delegation to International Conference on Public Administration (ICPA), Cape Town, South Africa (2013)
- Member, academic review committee for International Conference on Public Administration (ICPA), Hyderabad, India (2012)
- Member, program committee for American Society of Public Administration annual conference, Las Vegas (2012)
- Co-Chair, ASPA regional conference, Grand Rapids, MI (2008)
- Member, program committee for Public Administration Theory Network (PAT-Net) annual conference, Anchorage (2003)

OTHER RELEVANT PROFESSIONAL ACTIVITIES

RECENT CONTINUING EDUCATION

Transforming Challenged [Academic] Units workshop, National Center for Principled Leadership and Research Ethics, Chicago, March 2026

Earned Certified Labor Relations Professional (CLRP™) certification, National Public Employer Labor Relations Association (N-PELRA), January 2026.

Principled Academic Leadership, WMU Cohort, National Center for Principled Leadership and Research Ethics, 2023-2024

Mid-American Conference (MAC) Academic Leadership Development Program Fellow, 2021-2022

Earned *Business Analytics Certificate*, Cornell University, December 2020

SERVICE ON DOCTORAL COMMITTEES

Chaired 20+ dissertation committees to completion and served as a member on 16+ completed dissertation committees. These have covered a wide range of substantive topics and methodologies for students in public administration, political science, interdisciplinary studies, and interdisciplinary program evaluation.

SERVICE ON MASTERS COMMITTEES

The MPA degree does not have a master's thesis, but rather had the Project Paper Seminar, an applied version of the thesis concept. I taught this seminar 18 times and guided roughly 200 master's students through this capstone research project requirement.

LIST OF COURSES (Modalities: FTF, hybrid, and online with or without synchronous video)

Doctoral	Contemporary Issues in Public Administration Public Policy: Theory and Research Intellectual History of Public Administration Research Methods & Qualitative Research Methods Dissertation Proposal Development Seminar
Masters	Leadership in Non-Profit Organizations Fundamentals and Ethics of Public Service Public Management Seminar (international/comparative) Public Policy and Politics Grant Writing for Non-Profit Organizations Legal and Historical Foundations of Public Administration Organizational Theory and Behavior Analytical Methods (formerly Applied Research Methods) Program Planning and Proposal Development Project Paper Seminar (old MPA capstone research course) Capstone Portfolio I and II (new MPA capstone portfolio sequence)
Bachelors	Introduction to Public and Nonprofit Service (online and FTF) Special Topics in Global Studies (Impact of US-China Trade Disputes on ASEAN Nations) Introduction to American Government

PROFESSIONAL MEMBERSHIPS AND SERVICE

Great Lakes Public Employer Labor Relations Association, also N-PELRA (2025 onward)

American Society for Public Administration (ASPA, Life Member)
A founding member of *Democracy and Social Justice* section

Association for Canadian Studies in the United States (ACSUS, Life Member)

National Academy of Public Administration (NAPA)
Associate Member on Standing Panel for International Affairs (2016-2022)
Organized and presented in Standing Panel for International Affairs eMeeting on Vaccine Nationalism, China, and the Rise of Vaccine Diplomacy (2021)
Organized and moderated International Affairs panel for NAPA Annual Fall Meeting (2018)

Network of Schools of Public Policy, Affairs, and Administration (NASPAA, MPA accrediting body)
Member, Reaccreditation Site Visit Teams (2017 and 2023)
Pre-accreditation Program Reviewer, University of Wisconsin, Oshkosh (2017)
Chair, NASPAA Doctoral Programs Committee (2012)
Chair, NASPAA Doctoral Dissertation Award Review Committee (2012)
Site Visitor Training for Program Accreditation (2011, 2016, 2021)
Attended Doctoral Program Workshop (2011)
Member, Pi Alpha Alpha National Student Manuscript Awards Committee (2003)
Served on Nominating Committee for Pi Alpha Alpha national board members (2002)

SERVICE TO THE COLLEGE AND UNIVERSITY

WMU Provost's Veterans Affairs Task Force (2023-2024)

WMU Provost's University Strategic Planning Steering Committee (2021-2022)

University planning committee for WeTalk series visit by Irshad Manji (2021)

WMU Gold Standard 2020 Strategic Plan Implementation Team (2017-2018)

WMU Faculty Senate

Faculty Senate Executive Board (2015-2016; 2020-2022)
- Liaison to Professional Concerns Committee (2021-2022)
- Liaison to Undergraduate Studies Council (2020-2021)
- Liaison to Ad Hoc Committee on Civility (2015-2016)
- Liaison to Extended University Programs Council (2015-2016)
Elected Faculty Senator for SPAA (2000-2009, 2011-2013, 2017-2023)
- Professional Concerns Committee (2018-2020), Vice Chair (2019-2020)
- Extended University Programs Council, elected member (2016-2017)

WMU Faculty Bargaining Union (American Association of University Professors)

WMU-AAUP Contract Administrator (2017-2019)
WMU-AAUP President (2013) and Past President (2014-2018)
WMU-AAUP Negotiation Team member (2011)
Association Council Representative for SPAA (1999-2002, 2011-2013, 2017-2019)
Representative on WMU Joint Committee on Pay Equity (2011-2012)

OTHER RELEVANT PROFESSIONAL ACTIVITIES (continued)

SERVICE TO THE COLLEGE AND UNIVERSITY (continued)

Reviewer of student Fulbright proposals, Haenicke Institute for Global Education (2026)
Presented on “How to Prepare a Winning Fulbright Proposal” (March 2026)

Global and International Studies Program, Allied Faculty (2015-2023)
Co-taught Special Topics in Global Studies course (Impact of US-China Trade Disputes on ASEAN Nations)

The Evaluation Center, Allied Faculty for Interdisciplinary Ph.D. in Program Evaluation (2003-2023)
Served on four student program committees, on two comprehensive examination committees, and as chair for one dissertation committee.

Phi Beta Kappa, Theta of Michigan (sheltered by WMU)
President (2010-2012); Vice President (2007-2008)

College of Arts and Sciences Promotion Committee (2010-2013, 2021-2023)

Coordinating Committee for Canadian Studies, Haenicke Institute for International Studies (2002-2008)
Organized public lecture by Michael Kergin, former Canadian Ambassador to the U.S. (2006)

SERVICE TO SCHOOL OF PUBLIC AFFAIRS AND ADMINISTRATION

Director, School of Public Affairs and Administration (2007-2009, 2023-2025)

Graduate Programs Director (MPA and Ph.D.) (7/2016-8/2020, 8/2022-4/2025)
Guided development of new Graduate Certificate in Tribal Governance (2019-2022)
Prepared curriculum for streamlined MPA degree (2022-23)
Steered major MPA revision through faculty development and curriculum submission (2018-2019)
Steered MPA program through reaccreditation (2016-2018 NASPAA process)

Doctoral Director, Ph.D. in Public Administration (2003-2008, 2012-2016)
Prepared university required doctoral Academic Program Review and Plan (2014)
Developed and steered through a major revision of Ph.D. program curriculum (2007-2008)
Developed and implemented an Annual Review Process for all Ph.D. students (started 2003)

Chair, School Promotion Committee (2010-2012, 2018-2022)

Member (and frequent chair), Tenure and Continuation Committee (2004-2007, 2010-2022)

Chair, Ad Hoc Committee to Evaluate Sabbatical Requests (2011, 2014, 2021)

Annual Doctoral Comprehensive Examinations Committee (2001-2008, 2011-2021)

Chair, Ad Hoc Committee to Evaluate Term Instructors (2011, 2023)

Faculty Coordinator, Pi Alpha Alpha national honor society (1998-2003)

Member, Graduate Programs Committee (various name changes, 2002-2025)

SERVICE TO COMMUNITY AND THE STATE OF MICHIGAN

Appointed as Kalamazoo County representative, Southcentral Michigan Planning Council (2025-2026)

Appointed by Governor Snyder to serve on the Michigan Human Trafficking Commission (2017-2019)

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