

## **DOROTHY FARR OLSHFSKI**

**Address:** School of Public Affairs and Administration  
Rutgers University  
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3616 Sounds Avenue  
Sea Isle City, New Jersey 08243  
(315) 263-1077

**E-Mail:** olshfski@gmail.com

### **Education:**

Ph.D., 1982, Political Science, Temple University, Philadelphia, PA.

M.A., 1974, Political Science, Temple University, Philadelphia, PA

B.S., 1971, Secondary Education, East Stroudsburg College, East Stroudsburg, PA.

### **Professional Experience:**

September 2007 to August 2008

Visiting Professor, School of Public Management and Planning, University of Stellenbosch, South Africa.

July 1994 to Present

Associate Professor with tenure, School of Public Affairs and Public Administration, Rutgers University, Newark, NJ

August 1999 to August, 2002

Director, Executive Masters of Public Administration Program, Graduate Department of Public Administration, Rutgers University, Newark, NJ

July 1995 to September 2001

Managing Editor, Public Performance and Management Review (formerly called Public Productivity and Management Review)

January 1997 to September 1997

Visiting Lecturer, Graduate School of Business, University of Cape Town, Cape Town, South Africa

July 1994 to June 1996

Director, New Jersey Certified Public Manager Program (CPM)

July 1988 to July 1994

Assistant Professor, Graduate Department of Public Administration, Rutgers University

Jan 1986 to December 1988

Consultant, N J Department of Personnel. Taught and designed sections of Levels I through III of CPM

September 1986 to July 1988

Assistant Professor (non-tenure tract), Graduate Department of Public Administration, Rutgers University

September 1981 to September 1985

Assistant Professor, Bureau of Public Administration, Department of Political Science, University of Tennessee, Knoxville.

September, 1979 to August, 1981

Assistant Professor of Political Science and Founder and Director of the Public Management Program, Austin Peay State University, Clarksville, Tennessee.

### **Books:**

Agendas and Decisions: How State Government Executives and Middle Managers Make and Administer Policy. With Robert Cunningham. Albany: SUNY Press, 2008.

### **Edited Books:**

Public Management Case Studies from a Global Perspective with Kathe Callahan and Erwin Schwella. Sage, 2005.

The Volunteer State: A Reader in Tennessee Politics with T. McN. Simpson. Knoxville: Tennessee Political Science Association, 1985, 322 pages.

### **Refereed Publications:**

*Paradoxes of Collaboration: Managerial Decision Styles* with Robert Cunningham and Reem Abdelrazek. Review of Public Personal Administration. In-press.

*Friends at Work: A Comparative study of work attitudes of Korean and American public sector workers.* Administration and Society, 40 ( 3), April 2008. Pp 147-169.

*War Narratives: Framing Our Understanding of the War on Terror* with Kathe Callahan, Mel Dubnick. Public Administration Review. March 2005.

*Employee Commitment and Firefighters: It's My JOB* with Seok Hwan Lee. Public Administration Review 62, September 2002, pp.108-114.

*An Examination of Variations in the Nature of Employee Commitment: The Case of Paid and Volunteer Firefighters* with Seok Hwan Lee. International Journal of Public Administration, 7 (1), July 2002, pp. 29-38.

*The Empowerment Construct in Manager-Executive Relations* with Robert Cunningham. Administration and Society. 30, September 1998, 357-373.

*The Leadership Environment of Public Sector Executives*. International Journal of Public Administration, 20, 1997, 1119-1148.

*Comparing Personal and Professional Characteristics of Men and Women State Executives* with Raphael Caprio. Review of Public Personnel Administration, 16, Winter, 1996, 31-40.

*Teaching Public Administration by Exploiting Managerial Experience*. PS, March, 1994, 67-71.

*Educating for Polyarchy: A New PA Challenge* with Robert Cunningham. International Journal of Public Administration, 17, 1994, 1351-1368.

*The Troublesome Cleft* with Marcia Whicker and Ruth Strickland. Public Administration Review, 53, November/December, 1993, 531-542.

*Department Executives in the States: An Examination of Differences Based on Selection and Work Experience* with Raphael Caprio. International Journal of Public Administration, 16, 1993, 1133-1152.

*Assessing the Training Needs of Executives Using the Delphi Technique* with Alma Joseph. Public Productivity and Management Review, Spring, 1991, 297-302.

*Politics and Leadership: Political Executives at Work*. Public Productivity and Management Review, Spring, 1990, 225-243.

*The Leadership Environment of Public Sector Executives* a condensed version of the paper presented at the Minnowbrook Symposium in Public Administration Review, March-April, 1989, 134-135.

*Interpreting State Administrator-Legislator Relationships* with Robert Cunningham. Western Political Science Quarterly, 39, March, 1986, 104-117.

*Establishing Assessment Center Validity: An Examination of Methodological and Theoretical Issues* with Robert Cunningham. Public Personnel Management, 15, Spring, 1986, 85-98.

*Objectifying Assessment Centers* with Robert Cunningham. Review of Public Personnel Administration, Summer, 1985, 42-49.

*Evaluating Task Leadership: A Problem for Assessment* with Robert Cunningham. Public Personnel Management, 14, Fall, 1985, 293-300.

*Improving Management Effectiveness by Training - the Use of Video Techniques to Assist Self Appraisal* with Robert Cunningham Technovations, 31, 1985, 235-24

### **Chapters in Books:**

*Describing and Measuring Phenomena in Public Administration* with Lung-Teng Hu in Handbook of Research Methods in Public Administration, 2<sup>nd</sup> ed. Jerry Miller and Kaifeng Yang, eds., Taylor Francis. 2008.

*Service Quality in an Era of Managed Competition* with Al Hyde in Van Johnston (ed). The Professional Manager. University of Denver 2<sup>nd</sup> ed. 2007.

Willa Bruce. A biography written for Outstanding Women in Public Administration, Book 2. Wendy Haynes and Claire Felbinger (eds) SWAPS and ASPA Publishers. 2006.

*Organizational Change and Innovation* with Helisse Levine. In Marc Holzer and Seok-Hwan Lee (eds.) Public Productivity Handbook. New York: 2<sup>nd</sup> edition. Marcel Dekker, 2002.

*The New American Work Place* with Willa Bruce, in Marc Holzer (ed.) Public Productivity Handbook. New York: Marcel Dekker, 1991, 425-442. Revised for 2<sup>nd</sup> edition, with Seok Hwan Lee (ed.) 2004.

*Management Science* with Michele Collins. International Encyclopedia of Public Policy and Administration. Volume III. Jay Shafritz (ed.). New York: Westview Press, 1340-1342. Reprinted in Defining Public Administration. Jay Shafritz (ed.), New York: Westview Press, 2000,

*Quality of Work Life* with Robert Cunningham. International Encyclopedia of Public Policy and Administration. Volume III. Jay Shafritz (ed.). New York: Westview, 1889-1891.

*Communicating in Public Sector Training and Human Resource Development* with Alma Joseph, in James L. Garnett and Alexander Kouzmin (eds.) Handbook of Administrative Communication. New York: Marcel Dekker, 1997, 433-444.

*Mal-Leaders and Organizational Decline* with Marcia Whicker, Ruth Strickland and Raphael Caprio, in Ali Farazmand (ed.) Handbook of Bureaucracy. New York: Marcel Dekker, 1995.

*Management Training and Development* with Deborah Cutchin, in Robert Golembiewski (ed.) Handbook of Organizational Behavior. New York: Marcel Dekker, 1993, 327-338. Revised for second edition, 2000.

*The New American Work Place* with Willa Bruce, in Marc Holzer (ed.) Public Productivity Handbook. New York: Marcel Dekker, 1991, 425-442. Revised for 2<sup>nd</sup> edition, forthcoming.

*Critical Incident Analysis of the Individual and Organizational Environment of Public Sector Executives* in Gerald Miller, W. Bartley Hildreth and Jack Rabin (eds.) Handbook on Strategic Management. New York: Marcel Dekker, 1989, 187-217. Revised for second edition, 2000.

*The Lieutenant Governor in Tennessee* in Dorothy Olshfski and T. McN. Simpson (eds.) The Volunteer State. Knoxville Tennessee: Tennessee Political Science Association, 1985, 213-230.

### **Symposia:**

*Productivity Agendas of Counties and Cities*, Symposium Editor, Public Productivity and Management Review, 1991.

*Public Sector Executives*, Symposium Editor, Public Productivity and Management Review, 1990.

### **Book Reviews:**

Review of Anne Perry's Half Moon Street and Bedford Square for Public Voices,

Review of The Accidental Trainer by Elaine Weiss for The Public Integrity Annual, vol. 2, No. 1. June, 1997.

### **Proceedings:**

*Knowledge Management in the Public Sector. Proceedings.* 8<sup>th</sup> Winelands Conference. Stellenbosch, South Africa.

*The Problems Identification Process for State Government Leaders and Managers. In Good Governance for People: Policy and Management, Francois Theron, Andries van Rooyen and Johan von Baalen (eds.), Stellenbosch, University of Stellenbosch, 2000, 273-290.*

*Monte Carlo Simulation Using Small Computers Proceedings.* Fifteenth National Conference on Teaching Public Administration, 1992, 355-366.

*Educating for Politics. Proceedings.* Thirteenth National Conference on Teaching Public Administration, 1990, 233-240.

*The Distinctive Environment of Public Administration. Proceedings.* Human Resources Management and Organizational Behavior Conference, 1987, 354-359.

*Dancing in the Dark: Training State Executives with Robert Cunningham and George Bass. Proceedings.* Ninth National Conference on Teaching Public Administration, 1986.

*The MPA Student as Strategic Manager with Robert Cunningham. Proceedings.* Eighth National Conference on Teaching Public Administration, 1985.

*Using Scenarios to Teach Decision-Making. Proceedings.* Fifth National Conference on Teaching Public Administration, 1982.

*Teaching Decision-Making. Proceedings.* Third National Conference on Teaching Public Administration, 1980.

#### **Non-Refereed Publications:**

“How Executives and Middle Managers Administer Policy” with Robert Cunningham. *Toward a Productive Public Sector: Linking Performance to Results.* Proceedings of a Joint International Conference sponsored by the Seoul Association for Public Administration and School of Public Affairs and Administration, Rutgers – Campus at Newark. 2006

*Rejoinder to Larry Keller and Mike Spicer’s comments about *Political Science and American Public Administration* with Marcia Whicher and Ruth Strickland. Public Administration Review, 57, May/June 1997, 270-271.*

*An Innovative Program for Teaching Managers in South Africa. PA Times, 20, August, 1997.*

*Perspectives on Productivity with Walter Balk, Paul Epstein and Marc Holzer. Public Productivity and Management Review, 1991, 265-279.*

Management Turnover in Tennessee with Robert Cunningham. Knoxville: Bureau of Public Administration, 1985, 89 pages.

Solid Waste Management Spreadsheet for the State of Tennessee. Tool for development of strategic plan for solid waste management in Tennessee, 1985.

The Lieutenant Governor: The Tennessee Alternative with Linda Warmack. Knoxville: Bureau of Public Administration, 1982, 52 pages.

### **Conference Papers:**

*Ubuntu in the South African Public Service* with Belinda Ketel. Race and Disparities: A research forum. Cape Town, South Africa, July 2008.

*Working Philosophy: Culture and the Philosophy of Work in South Africa* with Belinda Ketel and Kathryn Kolby. Winelands Conference, Stellenbosch, South Africa, April, 2008.

*Career success in the public sector in South Africa* with Belinda Ketel. International conference on diversity in nations, organisations and communities. Montreal, Canada. June 2008.

*Paradoxes of Collaboration—Managerial Decision Style, Part 2* with Robert, Cunningham, Reem Abdelrazek. SECOPA. October, 2007 (revision of the ASPA paper), currently under further revision for publication in ROPPA

*“Decision Making at the Top and the Middle of the Bureaucracy. Anti-Essentialism* Conference. Florida Atlantic University, Fort Lauderdale, Florida, February 2007.

*Paradoxes of Collaboration—Managerial Decision Styles* with Robert Cunningham and Reem Abdelrazek. ASPA, Washington, D.C., April, 2007

*Problem Identification Strategies of Executives and Middle Managers in State Government* with Robert Cunningham. Conference on the Interpretive Practitioner at the Institute of Local Government Studies, Birmingham University, UK in June 2006.

*Appreciating Pioneer Women Executives in a Devolved State-level Management System* with Robert Cunningham and Reem Abdelrazek. PA Theory Network. October, 2007

*Accountability and Ethics in the Abu Ghraib Scandal.* Ethics and Integrity Conference, Leuven, Belgium, June 2005.

*Vicarious Experience: The Use of Case Studies in Public Administration Education.* Teaching Public Administration Conference, Fort Walton, Florida, February 2005.

*Knowledge Management*. 8<sup>th</sup> Winelands Conference in Stellenbosch, South Africa, September, 2001.

*Organizational Commitment in Voluntary and Non-Voluntary Organizations* with Seok-Hwan Lee. National Conference on Public Administration, Newark, NJ, April, 2001.

*Establishing the Context for Teaching about Globalization: Using Fiction in Public Administration Classes* with Kathe Callahan, Roslyn Roberts, and Anita Puran. Teaching Public Administration Conference, Phoenix Arizona, February, 2000.

*Managers and Executives: Problem Identification Process in the Public Sector*. Invited Speaker. Seventh Wineland Conference, Stellenbosch, South Africa, September, 1999.

*Comparing the Efficiency of Teaching and Non-Teaching Hospitals using Data Envelopment Analysis* with Anita Puran. American Society for Public Administration, Orlando, Florida, April, 1999.

*Managing the State: Tennessee under Lamar Alexander* with Robert Cunningham. Southeastern Conference on Public Administration, Knoxville, Tennessee, September, 1997.

*Refining the Empowerment Construct: Middle Managers in State Government* with Robert Cunningham. American Society for Public Administration, Atlanta, Georgia, July, 1996.

*The Utility of Management Science Techniques in Feminist Research*. Western Political Science Association Meeting, Albuquerque, New Mexico, March 10-13, 1994.

*Public Sector Innovation: Is Necessity the Mother of Invention* with Marc Holzer. American Society for Public Administration, Region I and II Conference, Albany, New York, October 25-27, 1993.

*The Formation of the Training Agenda* with Alma Joseph. National Association of State Training Directors, Jackson, Wyoming, October 2-6, 1993.

*Characteristics of Public Sector Innovation* with Marc Holzer. National Public Productivity Conference, Scottsdale, Arizona, September 8-10, 1993.

*A Comparative Study of State Executives* with Raphael Caprio. American Political Science Association Conference, Washington, D.C., September 2-5, 1993

*An Examination of the Reasoning Process in Case Analysis* with Willa Bruce. American Society for Public Administration, San Francisco, July 18-21, 1993.

*Women as State Executives* with Raphael Caprio. Northeastern Regional Conference of American Society for Public Administration, Boston, November 11-13, 1992.

*Leadership and Organizational Decline* with Marcia Whicker, Raphael Caprio and Ruth Strickland. American Political Science Association National Conference, Chicago, September 3-6, 1992.

*Innovation in the Public Sector* with Marc Holzer. First International Productivity Network Conference, Canberra, Australia, July 20-22, 1992.

*Educating for Administrative Polyarchy* with Robert Cunningham. Southeastern Conference on Public Administration, Clearwater Beach, Florida, October 3-5, 1990

*Leadership in Film* with Gerald Miller. National Meeting of the American Society for Public Administration, Los Angeles, April, 1990.

*Managerial Experience and Case Analysis.* Symposium on Public Administration Research at the National Meeting of the American Society for Public Administration, Los Angeles, April, 1990.

*Organizational Learning and Managerial Effectiveness.* National Meeting of the Certified Public Managers Association, Princeton, NJ, March, 1990.

*Using Film to Teach Management* with Gerald Miller. Teaching Public Administration Roundtable, New York City, NY, March 1990.

*A Comparison of Middle and Top Level Managerial Decision Processes.* Regional Meeting, American Society for Public Administration, Atlantic City, March 1989,

*Educating Managers to Learn from Experience.* American Society for Public Administration, Miami, FL, April, 1989.

*The Leadership Environment of Public Administration.* An invited presentation, Minnowbrook II hosted by Syracuse University, September, 1988.

*Designing and Executive Development Program for State Department Executives.* National Association of State Training and Development Directors, Atlanta, GA, October, 1988.

*Using Spreadsheets to Simulate Middle Management Systems.* American Society for Public Administration. Portland, Oregon, April, 1988.

*Executive Training: Implications of a Delphi Study* with Alma Joseph. National Conference on Public Management, Arizona State University, Phoenix, Arizona, January 1988..

*Executive Training: Identifying Training Needs Using Delphi Methodology* with Alma Joseph. American Association for Public Administration, Regions I/II, October , 1987.

*Public Administration Can Be Fun or How to Avoid Embarrassment When Using Movies to Teach PA* with Gerald Miller. Interdisciplinary Conference on Public Administration, The Arts and The Humanities, New York, October 10, 1987.

*Public Sector Executives: An Examination of the Strategic Behaviors of Effective Top Level State executive.* National Academy of Management Meeting, New Orleans, August, 1987.

*The Distinctive Environment of Public Administration.* National Conference on Human Resource Management and Organizational Behavior, Philadelphia, November, 1987.

*Managerial Behaviors of Effective Public Sector Executives* with Robert Cunningham. American Society for Public Administration, Anaheim, CA, March, 1986.

*Using Delphi to Assess Management Needs in Corrections* with Robert Cunningham. American Society for Public Administration, Indianapolis, IN, March, 1985.

*Seeking Assessment Center Validity* with Robert Cunningham. American Society for Public Administration, Denver, CO, April, 1984.

*The Politics of Licensure: The Case of the Certified Nurse.* American Personnel Association, Washington, DC, March, 1983.

*Organizational Effectiveness: Problems in Operationalization.* Southern Political Science Association, Atlanta, 1982.

**Presentations:**

Discussant, Academy of Management, June, 2007 (2 panels)

Convenor, Performance Management Panel at the New Jersey Meeting of American Society for Public Administration, Princeton, May, 2001.

Program Co-Director, "Knowledge Management," Brookings Institution, Washington, D.C., March 2001.

Speaker, "The New Public Service," Brookings Institution, Washington, D.C., March, 2000

Expert Witness, Trial of Public Administration, Mini-Plenary Session at the National Meeting of the American Society for Public Administration, Seattle, Washington. May, 1998.

Convenor, South African Government in Transition, American Society for Public Administration, Seattle, Washington. May, 1998.

Invited Speaker, International Seminar: Restructuring and Government Reform in Brazil and Latin America in a Globalizing Context. Sao Paulo, Brazil, May, 1998.

Instructor, "Operations Management" Associates in Management Program, University of Cape Town, South Africa, March - May, 1997.

Presenter "Managing in the Public Sector: State Government in the United States", Research Seminar, Graduate School of Business, University of Cape Town, South Africa, June, 1997.

Instructor, "Problem Identification in the Public Sector", Graduate Seminar, Department of Public Administration, University of Stellenbosch, South Africa, May, 1997.

Instructor, "Policy Analysis", Graduate Seminar, Graduate Department of Comparative Education, University of the Western Cape, Cape Town, South Africa, May-June, 1997.

Moderator, "The Business Model is the Savior/Destruction of Government", Regional ASPA Conference, Princeton, NJ, October, 1996.

Facilitator, National Association of Schools of Public Administration and Affairs, Austin, Texas, October, 1995.

Discussant, "Technology in Public Administration, Trinity Symposium, American Society for Public Administration, San Antonio, Texas, July, 1995.

Speaker, Closing Session, National Public Productivity Conference, Minneapolis, September, 1994.

Respondent, "Trends in Public Personnel", American Political Science Association, NYC, NY, July 1994.

Respondent, "Research on Choice" Berkeley Symposium on Public Management Research, July, 1992.

Presenter, Budget Workshop, Department of Personnel, State of New Jersey, March 1992.

Convenor and Discussant, "Social Theory and Contemporary Diversity" Western Social Science Association, Denver, CO, April, 1992.

Discussant, "Aesthetic Perspectives in Public Administration", American Political Science Association, Washington, D.C., August, 1991.

Speaker, Closing Panel, National Public Sector Productivity Conference, Albany NY, September, 1990.

Speaker, Educational Leadership, Women in Education Conference, Knoxville, TN, September, 1985.

**Grant Funding:**

United States Information Service through the South African/USA Bilateral Agreement. Approximately \$10,000 to fund travel and expenses for three South African University Professors to present research at the National Conference for Public Administration in Seattle and to visit Public Administration Programs in the US. May, 1998.

**Dissertations:**

Chair, Kathryn Kloby, May 2007  
Chair, Lung Teng Hu, May 2005  
Chair, Seok-Hui Song, May 2005  
Member, Domonic Bearfield, May 2005  
Member, Helisse Levine, May 2005  
Chair, Anita Puran, May 2004  
Chair, Jonathan Justice, May 2004  
Chair, Roslyn Chavda, May 2004  
Chair, Kamal Chavda, May 2004  
Chair, Seok-Hwan Lee. September, 2000  
Member, Kathe Callahan, June, 1998.

**Consulting:**

Strategic Level Team and Organisational Intervention for the South African Police Service of the Northern Cape for Commissioner Mariam Mbombo. University of Stellenbosch, School of Public Management and Planning. June 2008 – present.

University of Cape Town, Department of Executive Programs, Graduate School of Business. “Accelerated Development Program” taught the operations management section. Jan, 1997 and July, 1997.

University of Cape Town, Department of Executive Programs, Graduate School of Business. Co-taught 3 day program on Public Sector Entrepreneurship, April, 1997

U.S. Customs Service, New York Region. Brought in to facilitate the implementation of a reengineered organizational structure. March - October, 1995.

Department of Personnel, New Jersey. Design curriculum for leadership instruction for the Support Specialist Training Program, 1987.

Office of Technology and Information Systems, New Jersey. Report on the impact of Certified Public Management training on the management of that agency, 1987.

Department of Personnel, Tennessee. Designed and Administered an executive development program for top level state executives. 1984 - 1986.

Tennessee Department of Correction. Design and administer a fast tract training program for upper level managers. 1983 - 1984.

### **University Duties:**

Executive Committee, Department Ph.D. Program, 1999 – 2001.  
Continuing Education Advisory Council, Rutgers University, 1999- 2003.  
Course of Study Committee, Rutgers University, Rutgers University, Newark, 1999-2001  
Member, Dana Library Committee, 1996-1998  
Member, Membership Committee, Graduate School, Rutgers University, 1995-1996.  
Secretary to the Faculty, Graduate School, Rutgers University, 1992-1994.  
Course of Study Committee, Rutgers University, 1990-1992.

### **Professional Activities:**

Rater, National Research Foundation. A national program to evaluate research output of academics in South Africa. 2008.  
Reviewer. Academy of Management Conference, 2005 - 2007.  
Founding Member, South African Public Administration and Management Association, November, 1999.  
Case Study Editor. Public Performance and Management Review, April, 1999 – 2005.  
Book Review Editor: Public Productivity and Management Review, January, 1990 - July, 1995.  
Editorial Board: Public Productivity and Management Review, September, 1989 - Present.  
Editorial Board: Administration and Society, April, 1994 - Present.  
Editorial Board: Public Voices, September, 1993 - Present.  
Editorial Board: Journal of Public Administration Education, May 1995 - Present.  
Reviewer: Personnel Review, 1998.  
Reviewer: Public Administration Review, 1991, 1995, 1996.  
Reviewer: Decision Science Institute, 1990-1994.  
Advisory Board: Annual Editions of Public Administration. Duskin/McGraw-Hill. May 1998 to 2005.  
Chair, Section on Management Science and Policy Analysis, American Society for Public Administration, 1994-1997.  
Executive Committee, Section on Management Science and Policy Analysis, American Society for Public Administration, 1990-Present.  
Executive Committee, Section on Public Administration Research, American Society for Public Administration, 1991 - 1996.  
Executive Committee, Section on Humanistic, Artistic and Reflective Expression, American Society for Public Administration, 1992 - Present.  
Executive Committee, National Center for Public Sector Productivity, 1991 - Present.  
Member, Publications Committee, American Society for Public Administration, 1993 - 1997.  
Program Committee, 1996 and 1999 American Society for Public Administration National

Conference  
Program Committee, 1996 Northeast Region American Society for Public Administration  
Conference.  
Program Committee, 1987 Northeast Regional Conference of American Society for Public  
Administration  
Award Committee, 1998. Academy of Management Public Sector Division. Part of a four  
person committee to select best paper published in all public administration  
journals in 1997.  
Council, Tennessee Political Science Association, 1982-1985.  
Secretary, East Tennessee Chapter, American Society for Public Administration, 1984-  
1985.  
Member, Accreditation Council, Certified Public Management Association, 1993 - 1996.  
Judge, Exemplary State and Local Awards Program sponsored by the National Center for  
Public Productivity, 1990 - Present  
Judge, New Jersey Exemplary State and Local Awards Program sponsored by the National  
Center for Public Productivity, 1993 - Present.  
Co-Director and Designer, Tennessee Government Executive Institute, 1983-1986  
Co-Director and Designer, Fast Track Management Training Program, Tennessee  
Department of Correction, April ,1983 - March, 1984.

**Professional Associations:**

American Society for Public Administration  
Academy of Management  
American Political Science Association  
Teaching Public Administration Roundtable  
South African Association for Public Management and Administration  
Black Management Forum, Cape Town Chapter.