February 2020

**CURRICULUM VITA**

**RICHARD T. GREEN**

Professor, Department of Political Science, University of Utah

**ADDRESS**

**Work:** OSH 206D,

260 So.Central Campus Dr., Un. of Utah, Salt Lake City, UT 84112

**Home:** 4976 Spring Run Dr.

Salt Lake City, UT 84117

**Email:** rick.green@mpa.utah.edu

**WEB Address:** www.mpa.utah.edu

**Phone:** Work: 801-581-6781

**EDUCATION**

1987 Ph.D. Public Administration

Center for Public Administration and Policy, Virginia Polytechnic Institute and State University, Blacksburg, Virginia.

1980 M.P.A. University of Colorado-Boulder

1978 B.A. (Poli Sci) University of Wisconsin--Madison, Wisconsin

# ACADEMIC POSITIONS

**2017-18** Interim Director, Public Affairs Programs, CSBS – stepped into this role while Dr. Svedin completed a full year research sabbatical. Oversee operation of three graduate professional programs, the MPA, MPP, and MIAGE.

**2015-16** Full-year sabbatical. See attached sabbatical report for details.

**2013-14** Adjunct Professor, Zayed University Executive MPA Program, Abu Dhabi, UAE. Designed and taught EMPA 510 Practice of Public Administration course to Emirate administrators.

**2010-Present** Full Professor, MPA Program, Department of Political Science, University of Utah. Routinely teach MPA courses on administrative theory, public ethics, governance and economy, and the capstone course.

**2001-2010** Associate/Full Professor and Director of Public Administration Education, University of Utah. Responsible for administering the affairs of the Master of Public Administration Program. This includes an evening program with approximately 130 students, and an executive cohort program with three cohorts numbering approximately 65 students. The third executive cohort is a Chinese Executive Cohort program for Hainan Province, China which we implemented beginning January 2008. Cohorts of 25 provincial officials come to UofU campus to complete the MPA degree.

Primary teaching responsibilities include courses on ethics and public administration, administrative theory, a capstone seminar on public administration, and a doctoral research seminar.

**2000-01** Acting Head, Department of Criminal Justice, University of Wyoming. Responsible for all administrative duties of a new department with 250 majors and a state-wide, distance-ed degree program.

**1999 – 2001**

Director, University of Wyoming MPA Program. Responsible for recruitment, advising, semester scheduling, and all related administrative duties of the state-wide distance-based program with approximately 70 students.

**8/88-7/01**

Associate Professor, Political Science Dept., University of Wyoming (promoted with tenure, 1994). Responsible for teaching primarily in the state-wide MPA program. I taught the following courses on a routine basis:

Public Personnel Management

Ethics in Government

Public Administration and Law

Public Policy and Program Management

Governance and the Economy

Capstone in Public Management (case-based, team-taught course)

I taught the following courses on a non-routine basis:

American Government

Survey of Public Administration,

Criminal Justice Management

Organization Theory & Behavior

Historical Trends in U.S. Public Policy (cross-listed with American Studies)

Political Economy (The Role of Govt in the Economy)

**1997-01**

Adjunct Professor in newly formed UW Department of Criminal Justice. Participate in departmental governance and occasionally teach Criminal Justice Management, a core course in the curriculum.

**1996 (July-August)**

Visiting Professor, Stellenbosch University, School of Public Administration, Capetown, South Africa. Team-taught two courses (Public Policy, and Seminar on Public Administration) and guest lectured in other courses. Part of exchange agreement between the UW MPA Program and Stellenbosch’s School of PA.

**6/90-8/90**

Visiting Professor, Center for Public Administration and Policy, Virginia Polytechnic Institute & State University. Taught Doctoral Capstone course in Public Policy, and Foundation Course in Ethics to masters and doctoral students.

**1/87 - 8/88**

Assistant Professor, Political Science Dept., University of Southern Mississippi. Taught American Government and all courses related to Public Administration, including organization theory, introductory public administration, administrative law, public policy, and public personnel.

**9/86 - 12/86**

Lecturer, Political Science Dept. VPI & SU. Taught two sections of American Government, (135 students/section).

**OTHER POSITIONS**

**1996 – Present**

Management consultant and trainer on an ad hoc basis for state, county, and local governments.

**8/96 - 12/96**

Management Consultant (full-time while on sabbatical leave), Wyoming Department of Health, serving the Director, Ken Kamis, on a variety of committees and projects addressing antitrust policy, privatization initiatives, medicaid reform, and coordination of human services among state agencies.

**8/83 - 8/86**

Editorial Assistant, Administration & Society, Gary L. Wamsley, Editor, and John A. Rohr, Managing Editor, Center for Public Administration and Policy, VPI & SU. Assisted in operation of the journal.

**1/83 - 8/83**

Research Assistant for Prof. Charles Goodsell, Center for Public Administration and Policy, VPI & SU. Primary responsibility involved library research.

**1980-82**

Administrative Assistant, City of Brooklyn Center, Minnesota. Management staff member for City Manager and Police Chief. Duties primarily involved budget preparation, execution, and analysis; labor relations (recruitment and selection, grievance and contract bargaining processes); policy and administrative analysis; program development; emergency preparedness management; grant writing; legislative liaison; legal analysis and ordinance writing.

**1979-80**

Half-time Administrative Intern, Payroll & Personnel Dept., University of Colorado-Denver. Primary responsibilities involved administrative analysis, office management, management of personnel examination files, and records management.

**1979-80**

Half-time Research Assistant for Prof. Lawrence Keller, Director of Urban Affairs, Graduate School of Public Affairs, Un. of Colorado-Denver. Primary responsibilities involved survey research, and analysis of urban projects.

**1974-78**

Held various part-time positions including: Paralegal for two law-firms, and case aid and administrative aide for a suburban police department.

## RESEARCH AGENDA

My research focuses mainly on public administrative theory and practice in historical perspective. I study history as a method of critically analyzing contemporary administrative ideas and practices. My early research focused on the American founding era, specifically on Hamiltonian public administration, and has since broadened to a variety of eras. Much of my work addresses the nexus between constitutionalism, law and administration; the emergence of professionalism in public administration; the evolution of public personnel policy and human resource management practices; the contrast of communitarian and rights-based models of administration, and the evolving role of government in the economy.

**PUBLICATIONS/RESEARCH PROJECTS IN PROGRESS**

Book Projects:

*A Common Law for Public Administration.* A book addressing the role of common law and equity practices in public administration. Introduction and opening chapter with theoretical framework are complete. Still have field work and case studies to develop.

3nd Edition of *Foundations of Public Service* (with Douglas F. Morgan, Craig W. Shinn, Kent S. Robinson). Routledge/CRC Press.

**PUBLISHED WORKS** (accepted or in print)

**Books:**

*Hamilton’s Public Administration*. University of Alabama Press. March, 2019.

### 2nd Edition of Foundations of Public Service (with Douglas F. Morgan, Craig W. Shinn, Kent S. Robinson). New York: M.E. Sharpe. March 2013. I contributed a new introductory chapter to this 2nd edition, plus did substantial editing and new work on chapters in which I was the primary author. I participated in editing all other chapters.

### Foundations of Public Service, with Douglas Morgan, Craig Shinn, and Kent Robinson. M.E. Sharpe, 440 pgs. 2008.

**Refereed Articles:**

With Shaohua Lei (he is lead author), “Sublimating Contentious Chinese Politics into Local Public Administration: A Polity-Centered Analysis of Authoritarian Governance and Administrative Responsibility.” *Public Integrity Journal,* Volume 19, Issue 6, 2017, pp. 624-42.Online version: April 24, 2017, pp. 1-19. <http://dx.doi.org/10.1080/10999922.2017.1303881>

"Ethics Exemplar: John A. Rohr’s Contributions to the Field of Public Administration.” in *Global Encyclopedia of Public Administration, Public Policy, and Governance.* Springer, Fall 2016. (peer reviewed, 9832 words)

“Fulfilling John Rohr’s Challenge: Toward a Theory of Regime Values for Local Governance”

with Douglas F. Morgan, Portland State University. *Administration & Society* Volume 46 Issue 2 March 2014 pp. 190 - 198.

“The Centrality of Public Morality in John Rohr’s Work,” *Administrative Theory & Praxis Journal*, , December 2012, Vol. 34, No. 4, pp. 629-34..

“Public Administration's Role in the Financial Crisis: How Do We Move Forward, or Should We? Reactions and Response to Potter, Khademian, and Lynn” *Administration & Society* Vol 44 Issue 6, September 2012 pp. 766 - 775. Online home page DOI:10.1177/0095399712466448 (Note: This short article (9 pages) presents my responses to three scholars who reviewed and responded to my article, “Plutocracy, Bureaucracy, and the End of Public Trust.” Both were published in the Disputatio Sine Fine section of the journal, a section that is designed to feature timely articles that are likely to stimulate scholarly debate in the field. As such, these articles are not peer reviewed in the traditional manner, but are instead subjected to public review and debate. See note in entry below for further explanation.)

“Plutocracy, Bureaucracy, and the End of Public Trust,” Feature article in “Disputatio Sine Fine” section of *Administration & Society.* 2012 44(1): 109-143. (Note: The editor of A&S, Gary Wamsley, reviewed this article and liked it so much, and thought it so timely, that he contacted me to ask if I would consider it for publication in the Disputatio Sine Fine section of the journal. That section is not peer reviewed in the traditional manner, but is rather subjected to public responses from scholars in the relevant fields who are invited by the editor to join a scholarly debate. Given the timely nature of my article, I accepted the invitation.)

With Robert Forbis, Jennifer Robinson, Stephen Nelson, Jennifer Seelig, and Angie Stefaniak, “Fire First, Ask Questions Later? The Strange Attraction to At-Will Reform in Utah Government”, *International Journal of Public Administration.* Vol. 31: 535-551, 2008.

“The Administrative Conservator: Larry Terry’s Abiding Legacy,” *Administrative Theory & Praxis,* Vol. 29, No.1, 2007: 140-47.

“On the Ethics of At-Will Employment in the Public Sector,” With Robert Forbis, Anne Golden, Jennifer Robinson, and Stephen Nelson, *Public Integrity* Vol.8, No.4 (Fall) 2006: 305-327.

“Common Law, Equity and American Public Administration.” *American Review of Public Administration*. Vol.32, No.3, September 2002: 263-294.

“Alexander Hamilton on the Foundations of the American Administrative State.” *Administration & Society.* Vol.34, No.5, November 2002: 541-562.

“The MPA and Distance Education: Lessons from Ten Years of Experience.” UW MPA Program Faculty: R.McGreggor Cawley, Richard Green, Alan Schenker, and Robert Schuhmann, co-authors. *Public Administration & Management: An Interactive Journal.*2000.

Editor, Symposium on the History of Public Administration, collection of articles, with introduction, for *Administrative Theory & Praxis: A Journal of Dialogue in Public Administration Theory.* Vol. 20, No.1 (March) 1998.

"Communitarianism," in *The International Encyclopedia of Public Policy and Administration*, Vol. 1. Jay M. Shafritz, ed., Boulder, CO: Westview Press, 1998: 435-439.

"Hamiltonian Public Administration," in *The International Encyclopedia of Public Policy and Administration*,Vol.2. Jay M.Shafritz, ed., Boulder, CO: Westview Press. 1998: 1039-1043.

"Professionalism in Public Administration," in *The International Encyclopedia of Public Policy and Administration*.Vol.2. Jay Shafritz, ed., Boulder, CO: Westview Press, 1997: 1763-1765.

"Statecraft and Institutions in the Age of Iconoclasm," *Administrative Theory & Praxis: A Journal of Dialogue in Public Administration Theory*. Vol 18, No.2, 1996: 74-83.

"Static Law and Dynamic Administration: Marshall Dimock's Assault on the Legal Profession," *International Journal of Public Administration*. James Stever, Un. of Cincinnatti, editor, Vol.16, No.11 December 1994.

"Reconstituting Professionalism in Public Administration," with Lawrence Keller and Gary Wamsley. *Public Administration Review*, Vol 53, no. 6 (Nov/Dec) 1993.

Co-editor with Kathryn Denhardt, "Symposium on Character Ethics in Public Administration" *International Journal of Public Administration,* Vol. 17, No.12, December 1994. Each article was anonymously reviewed by a board of referees.

"Character Ethics and the Public Administration," Symposium on Character Ethics, *International Journal of Public Administration*, Vol.17, No.12, December 1994.

"The Rhetorical Way of Knowing and Public Administration," with Robert Zinke, *Administration & Society*, Vol.25, no.3 (November) 1993.

"Applying TQM to State Training Needs Assessments," with Larry Hubble. *The Bureaucrat: The Journal for Public Managers.* Vol.21, no.2, Summer 1992.

"Constitutional Jurisprudence: Reviving Praxis in Public Administration," *Administration & Society*. Vol.24, No.1,(May) 1992.

"Prudent Constitutionalism: Hamiltonian Lessons for Responsible Public Administration," International Journal of Public Administration. Special Issue on the Foundations of Public Administration, Vol.16, no.2, 1993.

"Alexander Hamilton and the Study of Public Administration," *Public Administration Quarterly*. Spring, 1990.

**Non-Refereed Journal Articles:**

"The Hamiltonian Image of the Public Administrator," DIALOGUE, Slippery Rock University, Vol. 10, No. 4 (Winter 1988).

**Refereed Chapters in Books:**

"IRB Panopticon: Seeking Regulatory Alternatives to Comprehensive CYA," book chapter, Peri Schwartz-Shea, Dvora Yanow, eds. (Chapter is accepted, publication date of book is not yet determined.)

“Institutional History and New Public Governance,” in Cook, Brian J. & Morgan, Douglas F. *The New Public Governance: A Regime Perspective.* Armonk, New York: M.E. Sharpe, 2014.

"Impartiality and Administrative Statesmanship," chapter in *Active Duty: Public Administration as Democratic Statesmanship*, Blue Ridge Summit, PA: Rowman & Littlefield Publishers, Inc., Peter A Lawler, David Schaefer, Robert M. Schaefer, eds., 1998

"An Eleventh Hour Attempt to Build a Normatively Based Theory of Public Administration," with Lawrence Keller and Gary Wamsley in *Public Administration and the State: The State of Public Administration*, Guy B. Peters and Bert Rockman, Eds., Chatham House Press, 1994.

**Non-Refereed Chapters in Books:**

“The Attraction to At-Will Employment in Utah Governments,” with Robert Forbis, Angie Stefaniak, Stephen Nelson, Jennifer Robinson, & Jennifer Seelig in *American Public Service: Radical Reform and the Merit System.* James Bowman & Jonathon West, eds. New York: CRC Press, 2006. (Note: This is essentially identical to the “Fire First…” article under “Refereed Articles” above, and is with the same publisher.)

"On Governance and Reinventing Government," with Larry Hubbell, Chapter 1, in *Refounding Democratic Public Administration: Modern Paradoxes, Postmodern Challenges*. Gary L. Wamsley, James F. Wolf, editors. Thousand Oaks, CA: SAGE Publications, 1996.

**Government Reports/Publications: (non-refereed)**

REPORT TO THE UTAH LEGISLATURE, Number 2013-13. "A Performance Audit of the Department of Workforce Services Work Environment." November 2013 Office of the LEGISLATIVE AUDITOR GENERAL State of Utah. Over a 16-month period, I served as a consultant in the design, conduct, and writing of this study, and participated in the editing of the report, plus writing reports as appendices to the study.

Richard T. Green. August 2013. "Department of Workforce Services Audit Investigation Report: Task Technology in relation to Group and Individual Incentives" A Report Submitted to the Utah Auditor General

Richard T. Green. November 2012. "Pay for Performance in the Public Sector: A Review and Assessment." A Report Submitted to the Utah Auditor General.

“What’s Missing in Government Ethics?” *Policy Perspectives,* June 2007, Center for Public Policy and Administration, University of Utah. www.imakenews.com/cppa.e\_article000800815.cfm?x

“Heber City Municipal Services Study: Public Works,” prepared and presented by Richard Green, David Patton, Robert Hamud. Spring 2005.

“Consultant’s Report: Assessment of Management and Organizational Capacity at Rock Springs, Wyoming DCFS Field Office, for Wyoming Department of Children and Family Services. June-October 2004.

Consultant’s Report: Assessment of Management and Organizational Capacity at Cheyenne, Wyoming DCFS Field Office, for Wyoming Department of Children and Family Services. October-December 2000.

“Consultants’ Report: State Juvenile Justice Pilot Projects in Wyoming.” Prepared for Wyoming Department of Family Services, Juvenile Services Division, December 1999.

“Interim Report on Status of Juvenile Justice Pilot Projects in Wyoming.” Prepared for Wyoming Department of Family Services, Juvenile Services Division, May 1999.

“Health Antitrust Exceptions: A Report Prepared for the Wyoming Department of Health and the Wyoming Health Care Industry.” Prepared by Richard Green, Ph.D., Management Consultant, and Daniel Stackis, Governor’s Fellow, Office of the Governor October 1998

“Report on the Feasibility of Assessing Supervision Fees in the Wyoming Probation and Parole System.” Prepared by Richard Green, Ph.D., Management Consultant, Gerald Hoppman, Graduate Assistant. 1989.

**Book Reviews:**

Review of Chad Newswander. *Administrative Ethics and Executive Decisions.”* New York: Routledge, Taylor & Francis Group, 2018, for *American Review of Public Administration,* 49(1) 2019.

Review of Louis Michael Seidman. *On Constitutional Disobedience.* New York: Oxford University Press, 2013, for *Public Integrity*, Winter 2013-14, Vol 16, No.1: 99-103.

Review of James S. Bowman, Jonathon P. West, Marcia A. Beck. *Achieving Competencies in Public Service: The Professional Edge.* 2nd Ed. Armonk, NY: M.E. Sharpe 2010, for *Review of Public Personnel Administration*. 2011.

Review of Richard B. Vernier, ed. *The Revolutionary Writings of Alexander Hamilton*, Edited and with an Introduction by Richard B.Vernier, with Forward by Joyce O. Appleby. Indianapolis: Liberty Fund, 2008, for *Public Administration Review*, 2009.

Review of Brian J. Cook, *Bureaucracy and Self Government: Reconsidering the Role of Public Administration in American Politics.* Baltimore: The Johns Hopkins University Press, 1996, for *The American Political Science Review*, 1998.

Review of W. Richard Scott*, Institutions and Organizations*. Thousand Oaks, CA: SAGE Publications, 1995, for *Administrative Theory & Praxis: A Journal of Dialogue in Public Administration Theory*, Vol 19, Number 1, 1997.

Review of Dennis Palumbo & Steven Maynard-Moody, *Contemporary Public Administration*. New York: Longman 1991, for *Public Administration Review*, Vol. 52, No. 1, Jan/Feb 1992.

Review of John P. Burke, *Bureaucratic Responsibility*, Johns Hopkins Un. Press, for *Public Administration Review*, Vol.49, no. 6, Nov/Dec 1989.

**CONFERENCE PARTICIPATION: ORGANIZING, PAPERS, PANEL CHAIRMANSHIPS, MODERATING, SERVING AS DISCUSSANT**

Roundtable Presentation on my book: *Alexander Hamilton’s Public Administration.* Annual Conference of the Public Administration Theory Network, Denver Colorado, May 30, 2019.

ASPA Annual Conference in Denver, March/2018, in my capacity as Associate Editor, attended business meetings and panels sponsored by the *Administration & Society Journal.*

APSA Annual Conference in Boston, Sept/2018, in my capacity as Associate Editor, attended business meetings and panels sponsored by the *Administration & Society Journal.*

Panel Presentation: "Responses to IRB Regulation & Compliance". Symposium on Institutional Review Board Policy and Practices. Peri-Schwartz-Shea and Davora Yanow, Symposium organizers. University of Utah. March 20-21, 2014.

Panel Presenter. " Making the Constitution Relevant to Local Governments, Special Districts, and Authorities.” with Douglas F. Morgan Annual Conference of the American Society of Public Administration. Washington, D.C. March 2014

Panel Presenter: “On the Legacy of John A. Rohr to the Literature on Public Administration Theory and Ethics.” In Memoriam. Annual Conference of the American Society of Public Administration. Las Vegas, NV, March 2012.

Panel Presenter, “Plutocracy, Bureaucracy, and the End of Public Trust.” Invited Symposium on Public Service Leadership in a Globalized World, in honor of Douglas F. Morgan. Portland State University. September 29-30, 2011.

Panel chair for one plenary session and one panel session on “Leadership & Performance Management,” at 2nd International Conference on Government Performance Management and Leadership. Portland State University. October 1-2, 2011.

Panel Presenter, with Robert Forbis, Stephen Nelson, Jennifer Seelig, “Fire First, Ask Questions Later? The Strange Attraction to At-Will Reform in Utah Government”, at the annual national conference of the American Society for Public Administration, March 2005.

Panel Presenter, with Robert Forbis, Jennifer Robinson, and Stephen Nelson, “On the Ethics of At-Will Employment in the Public Sector,” at the annual national conference of the American Society for Public Administration, March 2004.

Panel Presenter. “Public Trust in the Founding Era,” Henry “Budd” Kass Symposium on Public Trust, Portland State University, Portland, OR May 17-18, 2002.

Panel Presenter. “Alexander Hamilton and Public Trust,” Annual National Conference of the American Society for Public Administration, Phoenix, AZ March 23-25, 2002

Public Interview of Paul P. Van Riper, Van Riper Symposium, Annual National Conference of the American Society for Public Administration, Phoenix, AZ March 23-25, 2002

Panel Presenter. “Alexander Hamilton on the Foundations of the American Administrative State.” Southern Political Science Conference, Savannah, Georgia, Nov. 4-6, 1999.

Moderator of Ethics Forum: A Role-Play Simulation on Treatment of Methamphetamine Abuse by Law Enforcement and Medical Institutions in Wyoming. 2nd Annual Methamphetamine Conference, Organized and Sponsored by the Wyoming Medical Center, Casper Wyoming, April 12-13, 1999.

Moderator of Public Administration & Communications Forum: A Role-Play Simulation of a Bio-Environmental Incident in Wyoming. Spring Conference of the Wyoming Society of Public Administrators. Cheyenne, Wyoming, May 7, 1999.

Speaker, "The Perils and Promise of Distance Education in Public Administration." Plenary Session on Distance Education, Twenty-First National Conference on Teaching Public Administration, Colorado Springs, CO, March 21-23, 1998.

Moderator and paper presenter, Panel on Distance Education, Twenty-First National Conference on Teaching Public Administration, Colorado Springs, CO, March 21-23, 1998.

"On Statecraft and Institutions in the Age of Iconoclasm," presented to the 9th Annual Public Administration Theory Network Symposium, Savannah, GA, February, 1996.

Review Essay on Postmodern Public Administration, Charles Fox and Hugh Miller, Sage Publications, 1995. Presented at the 8th Annual Public Administration Theory Network Symposium, Seattle, WA, March 1995.

"Reason in Search of Authority: Sources and Development in Administrative Law" A paper applying insights from common law development to the evolution of U.S. administrative law. Presented at the 7th Annual Public Administration Theory Network Symposium, Akron, Ohio, March 16-18, 1994.

"Static Law and Dynamic Administration," paper presented to the 6th Annual Conference on Public Administration Theory, Un. California Hayward, Hayward, CA, July 14-6, 1993.

Organizer and convenor with Gregg Cawley and Robert Zinke of 5th Annual Conference on Public Administration Theory, held at Roosevelt University, Chicago, IL, April 9-10, 1992.

"Home and Community: The Ethics of a Public Policy Decision" presented at the Conference Home and Community, Marriot School of Mgt, Brigham Young Un., Provo, Utah, September 26-28, 1991. Invited, with honorarium and travel paid.

"The Rhetorical Way of Knowing and Public Administration," presented by Robert Zinke and myself at the 4th Annual Public Administration Theory Syposium, George Washington University, Washington, D.C. March, 1991.

Organizer and Chair of Ethics Plenary Session, "On the Role of Character in Public Administration," Region VIII ASPA Conference, Cheyenne, WY, September 26-29, 1990. Funding for panelists travel provided by Wyoming Council for the Humanities, UW Provost's Office, College of Arts & Sciences, and the Dept. of Political Science. Panel evaluated by Dr. Scott Moore, Dept. of Political Science, Colorado State Un.

"The Legislator as Public Administrator: A Theory of Representation and Public Interest," presented at the National Conference of the American Society for Public Administration, Public Administration Theory Workshop, April 6-11, 1990

"Constitutional Jurisprudence: Reviving Praxis in Public Administration," presented at Annual Meeting of the American Political Science Association, Atlanta, GA, August 31-Sept 2, 1989.

Commentator/Discussant: Mountain Lake Colloqium on the "Blacksburg Manifesto," Mountain Lake Retreat and Conference Center, Mountain Lake, VA, June 10-13, 1989. Invited, travel paid.

"An Eleventh Hour Attempt to Build a Normatively Based Supervening Profession for public Administration," (Lawrence Keller and Gary Wamsley, coauthors) Presented at the public Administration Theory Symposium, 2nd Annual National Conferences of the American Society for Public Administration, Miami, Florida, April 7, 1989.

"Managerial Professionalism: Political Versus Technical Competence in Public Organizations," presented at Western Political Science Association, Annual Meeting, Salt Lake City, Utah, March 30-April 1, 1989.

"The Hamiltonian Image of the Public Administrator: Public Administrators as Prudent Constitutionalists," presented at First Annual Symposium on Public Administration Theory, Lewis & Clark College, Portland, Oregon, April 15-16, 1988.

"Professionalism in Public Administration" presented with Gary Wamsley and Lawrence Keller at the 49th National ASPA Conference, Portland, Oregon, April 17-21, 1988.

Presented dissertation at Doctoral Roundtable, 48th National Conference of the American Society for Public Administration, Boston, Massachusetts, March 28 - April 1, 1987. Dr. Robert Scigliano, Boston College, served as commentator.

Chaired panel on "III Centuries: Commemorating People, Principles & Practices," at the 48th National Conference of the American Society for Public Administration, Boston, Mass., March 28 - April 1, 1987.

"Alexander Hamilton and the Study of Public Administration." Presented at the 48th National Conference of the American Society for Public Administration, Boston, Massachusetts, March 28 - April 1, 1987.

"On the Rise of Administrative States in the Founding Period." Presented at American Political Science Association National Convention, Chicago, Illinois, Sept. 3-6, 1987.

"Separation of Powers, Responsibility, and the Entrustment of Power in Administration: A Hamiltonian View." Presented at the 46th National Conference of the American Society for Public Administration, Indianapolis, Indiana, March 23-27, 1985.

"Public Administration in the University: Five Models of Academic Programs". Presented at the National Conference of the American Society for Public Administration, San Francisco, 1980. Lawrence F. Keller, Robert D. Hamm, co-authors.

**PROFESSIONAL SERVICE TO UNIVERSITY OF UTAH**

**Service to department:**

Member, RPT Committee, served on 4 subcommittees conducting two formal and two informal

reviews.

2018-19: UROP Mentor for undergraduate student, Dallas Blackburn

2018: Chair, RPT Committee. Supervised the review process for 7 faculty members, proofed and finalized all draft reports.

2017-18:

Interim Director, Public Affairs Programs, College of Social & Behavioral Sciences.

Member, Dept of Poli Sci Executive Committee, and PhD/MA Admissions Committee.

Serve permanently on MPA admissions committee. We admit 50-70 students each year.

Serve permanently on MPA governance committee (PAC).

2015: Chair, 2 MPA Search Committees – successfully hired Dr. David Carter, Assistant Professor, and Dr. Jesus Valero, Assistant Professor.

2014: (May-December) Chair, MPA Search Committee – successfully hired Dr. Sharon Mastracci, Assoc. Prof. to the Political Science Dept.

2014: Served on MPA Admissions and Scholarships committees.

2011-13: Served as member of promotion and tenure review committee in Political Science Department. Served on admissions and scholarship committees of the MPA Program. Served as PAA Chapter Honor Society Advisor.

2010-12: Served as co-coordinator and coauthor with Dr. Chris Simon, of NASPAA re-accreditation self-study, and then through site-visit year and successful reaccreditation.

2010-11: Chair of Search Committee for tenure-track nonprofit faculty position. Successfully hired Dr. Patricia Bromley beginning 2011-12 academic year.

2001-2010: Serve as MPA Program Director. The administrative demands of the MPA program are quite substantial due to large numbers of students (approx. 200) divided among an evening program and an executive cohort program which includes first and second-year cohorts as well as a recently established (2008) Chinese Executive cohort from Hainan China. I supervise three staff members and a graduate assistant who help with office duties, and I manage a significant budget. In 2009, due to budgetary exigencies, I restructured the financial/budgetary foundation of the program in order to maintain current faculty/staffing levels. The administrative demands of this position require a two-course reduction in teaching load per year.

2001-2010: Serve as the division chair of public administration within Political Science. This means I chair all PA recruitment committees, provide reports to the Department Chair as requested, and convene the Public Administration Committee which provides overall governance of the MPA programs. We are conducted another PA search during the 2002-03 academic year.

2001-2008: Served as doctoral advisor to students majoring in PA. Wrote and graded comp exams.

2003-2004: Directed reaccreditation of the MPA Program under standards promulgated by the National Association of Schools of Public Affairs and Administration (NASPAA). Wrote 350 page self-study report and arranged the site visit of accreditation team in 2004. Received full and unconditional seven-year reaccreditation.

2007-12: Worked closely with Dean Steven Ott, Associate Dean Steve Reynolds, and Prof. Yanqi Tong to negotiate and implement an agreement to provide MPA Executive Education to Hainan Chinese provincial officials on campus. We traveled to China each year to screen applicants for English speaking, writing, and analytical ability. The first cohort arrived January 3,2008. Second and third cohorts have followed in succeeding years. This has entailed extensive planning, coordination, staff development, training, orientation, and collaboration with many offices and officials in both countries. This program has been very successful, and has resulted in contracts for two more cohorts, as well as for leadership training programs as well as MPA cohorts. These combined sums of these contracts now exceed two million dollars.

2009: Designed, organized and implemented a month-long leadership development workshop on campus for high-level provincial officials from Hainan, China. This involved extensive time for planning, logistics, arranging lecturers, visits to agencies, presentations, and the like. Hainan provincial officials were very satisfied with the results and have asked us to offer the workshop again in 2010.

**Service to college or university:**

1/2019: Panelist for Hinckley “Pizza & Politics Forum” on Title IX admin rules change proposals

2017-18: Member, Chairs and Directors Committee

2014-15: College RPT Committee Member

2009: Appointed Adjunct Professor to the Master of Public Health Program in the Department of Preventive Medicine in order to maintain liaison with joint MPA/MPH program.

Member of IPIA Recruitment Committee for 2007 senior policy faculty search.

Appointed to CSBS RPT Committee in Fall 2005, continuing through 2008.

Appointed to the Behavioral Science & Health Faculty Committee, replacing Bob Huefner. Meets twice per year.

Participate in staff meetings of the CPPA, headed by Dave Patton. I work closely with Dave on the development and allocation of graduate assistantships that are assigned to various research projects of the Center.

2005-2010: Serve on MPP faculty committee. Assist with review of curricula, syllabi, and scheduling of courses contributed by MPA program.

2001-2014: Serve as adviser to the MPA honor society, Pi Alpha Alpha. The PAA board is made up primarily of MPA alumni, and is quite active. We hold monthly breakfast meetings, and organize a number of annual activities, including welcome receptions for new PA faculty, an annual Christmas party with featured speaker, an annual awards and induction banquet, and a summer PAA Board Social. In 2003 we helped organize the Dalmas Nelson Lecture and co-sponsored a Conference on Ethical Issues in Public Life. I played a central organizing/coordinating role in planning and implementing the conference program.

Member of the Utah Chapter of the American Society for Public Administration. The Chapter caters to practicing public administrators in the Salt Lake Region. I attend their monthly meetings as a representative of the MPA Program.

As of 2003, serve on Inter-college Ethics Research Committee (with Cal Boardman, George Cheney, Leslie Francis, Jay Jacobson). Solicited proposals from faculty across UofU colleges to encourage joint research on ethical issues. Awarded one grant in 07. Committee is currently expanding its mission to include creation of an Ethics Center and an ethics minor on campus. Involves approximately 5-6 meetings per year. The ethics minor is now approved, and the Ethics Center is now wending its way through the administrative process for approval.

**PROFESSIONAL AFFILIATIONS AND ACTIVITIES**

**Journal Referee:**

Serve periodically as referee for the journals: Administration & Society; Public Administration Review; International Journal of Public Administration; American Review of Public Administration, Administrative Theory & Praxis, Review of Public Personnel Administration

**Editorial Board Memberships:**

2018 Appointed Associate Editor, *Administration & Society.*

2003-2009 Board of Editors, *Public Administration Review.*

Continuing Member, Board of Editors, *Administrative Theory and Praxis*, a journal established by the

Public Administration Theory Network. Review an average of 3-4 articles per year.

**Association Memberships:**

Member, American Society for Public Administration.

Member, Public Administration Theory Network

**Association Activities/Committees:**

October 2007, attended annual NASPAA Conference on Accreditation. Participated on the Executive

MPA Program committee.

Served as Principal Representative of UofU MPA Program to the National Association of Schools of Public Affairs and Administration (NASPAA).

Served as Principal Representative of UW MPA Program to the National Association of Schools of Public Affairs and Administration (NASPAA).

Served (1995-8) on National Standards Committee of NASPAA. This committee examines and proposes standards for accreditation of Masters programs in public administration and affairs.

Serve (1996-9) on Political-Science Based Programs Committee of NASPAA.

Served as reader (8 dissertations) on the 1996 NASPAA Dissertation Award Committee.

**CONSULTING & TRAINING:** I have maintained a consulting/training practice from the beginning of my academic career. These activities span all three levels of government, and I consider them an essential feature of my continuing study of life in government agencies, as well as of my commitment to public service and university outreach.

Consultant (2012-13) to Utah Legislative Auditor General's Office in design, conduct, and writing of assessment report on state of Department of Workforce Services management and work environment.

Consultant (2011) with Dr. Chris Simon to West Jordan Police Department regarding design of assessment center elements.

Consultant (2008) Salt Lake County administration – strategic budgeting session (with Prof. Robert Huefner and Prof. David Patton).

Trainer (2004-present) intermittently with Annual Training Conference of City Clerks Association organized by the Center for Public Policy & Administration.

Consultant (2004-5) Heber City, Utah organization study, with Dr. David Patton and Center for Public Policy & Administration.

Ethics taskforce member (2004) on transition team for newly elected County Mayor Peter Carroon.

Trainer (2005) Ethics training with Salt Lake County program managers.

Consultant (2000-2004) – Wyoming Department of Family Services. Troubleshooting with personnel issues in local DFS offices.

Consultant/Facilitator (1998-2000) – Wyoming Department of Family Services. Assisted with development of strategic planning and evaluation components of three local Youth Services Pilot Projects. I served with Co-Consultant, Narina Nunez, Behavioral Psychology, UW. Our contract extended through June 2000.

Consultant/Taskforce Member (1996-2001) - Wyoming Department of Health, Antitrust Exception Taskforce. Continue to work with WDH on developing application and supervision processes for granting exceptions to federal antitrust law.

Consultant, Casper Police Department (1994-2001). Periodic assistance with personnel and organization management issues, and community policing policy.

Consultant/Trainer – Wyoming Legislative Service Office – Trends/Problems in Administrative Law. (July, 1998)

Instructor/Trainer: Western Executive Seminar Center, Office of Personnel Mgt, Federal Government, 1405 Curtis St., Denver, CO 80202. Periodically give seminars on constitutional and ethical issues to federal agency executives. Contacts: Dave Allen and Michael Durbin, program managers. 1991-1992

Consultant (with Dr. Larry Hubbell): U.S. Environmental Protection Agency, Region VIII Office, Denver, Colorado. Contracted with EPA to provide training needs assessments of state environmental offices in Region VIII (Fall 1990). This work contributed substantially to my research on professionalism and jurisprudence in public administration.

Consultant/Trainer: Wyoming State Budget Division of the Dept. of Administration and Fiscal Control, Dick Standiford, Director. Conducted training seminars with Budget Division employees on various aspects of policy analysis, organizational analysis, and organizational development. (Summer 1990).

Co-coordinator and Instructor: Wyoming State Executive Institute (annual week-long training of top and mid-level state officials). The June 5-9, 1989 session was the first ever conducted in the state (55 state department heads attended). This involved extensive planning and development. Principal organizers were myself, John Jackson (C&I college), Jody Warder (State Training Director), Chuck Cooper (Director, UW Conferences & Institutes), Ken Erickson (Director, DAFC). The State, through Jody Warder's Training Division, is trying to offer this training on an annual basis, bringing in experts from many fields, and not just from UW. For example, in 1990, Jody consulted with me about subjects and potential trainers, and then she put together a modified version of the institute and held it in Cheyenne.

Consultant: Wyoming State Department of Probation and Parole, supervising study and writing final report on feasibility of a supervisory fee plan for the state probation and parole system. MPA students were employed as assistants, performing much of the necessary footwork for the study. Principal Contacts at Probation and Parole Dept: Steven Lindley, Asst. Dir.; Dan Holthis, Albany County Director. Study conducted and concluded during summer and fall 1989.

Taught 3-day Constitutional Seminar to elementary and junior high school teachers in Petal, Mississippi school district, under grant from the U.S. Bicentennial Commission, 1988.

Assisted in design of training seminar for public works supervisors in Hattiesburg, Miss., June, 1988. G. Richard Larkin (Planning Program Director, Dept. of Geography and Area Development, Un. of Southern Miss.) served as principal organizer.

**HONORS AND AWARDS**

2011: Distinguished Service Award, Utah Chapter of the American Society of Public Administration.

Pi Alpha Alpha Chapter Adviser Award of Excellence for 2007, awarded at the NASPAA National Conference, Seattle, WA October *2007*

2007 Utah City Managers Association Spring Conference in St. George. Served as coach of our MPA student team, and won the second annual “Challenge Cup” contest in competition with the BYU MPA Program. The students are judged by city managers for their ability to analyze and recommend strategies for dealing with complex local government issues. We won this contest in its first year as well.

Recipient, Richard O. Cullum Dissertation Prize for Excellence in Dissertation Research on the History of Public Administration and Policy, Cullum Memorial Fund Advisory Board, Virginia Polytechnic Institute and State University, 1995.

Nominated by Dr. Gary Wamsley for "Best Paper" award, Annual Meeting of the American Political Science Association, 1989.

Nominated by Virginia Tech Public Administration Faculty for Leonard D. White dissertation award (1987). Took second place in the national competition for that award.

Recipient, Walter H. Saunders Scholarship, VPI & SU, Fall, 1985.

Recipient, Lawrence L. Gourley Scholarship, VPI & SU, Spring, 1985.

Recipient, W.E. Wine Scholarship, VPI & SU, Summer, 1984.

Selected as Alternate to the Presidential Management Intern Program, 1980. (Position cut in 1980 Federal hiring freeze.)

**OTHER ACTIVITIES/ACCOMPLISHMENTS**

2016-2018 Moderator for Utah ASPA Chapter Legislative Briefing/Luncheon.

1996 Organized three "Wyoming Issues Forums," held at the Hitching Post Inn in Cheyenne, Wyoming during the 1996 Legislative Session. Funds provided by UW Provost's Office.

1996 Awarded an International Travel Grant for travel to Capetown, South Africa to teach two seminars at Stellenbosch University. This trip furthered an exchange agreement established between Stellenbosch's School of Public Management and the UW Political Science Department's MPA program. The seminars were conducted from July 14-August 4th.

1996 Awarded a sabbatical for Fall Semester of the 1996/97 academic year. Served full-time as a management consultant and participant-observer with the Wyoming Department of Health in Cheyenne, Wyoming during the sabbatical period. The experience will contribute significantly to teaching and research efforts over the next two to three years.

1992-present - Serve as Principal Representative of the MPA Programs to the National.Association of Schools of Public Affairs and Administration. Duties include overall planning and preparation for accreditation through NASPAA, and attendance at national conferences.

1988-2001 - Have worked closely with other MPA core faculty and the School of Extended Studies in developing off-campus teleconference courses for the MPA program. The MPA program offers a complete array of courses on campus, in Cheyenne, and to mid-career public managers throughout the state with a combination of teleconference sessions, interactive computer technology, and intensive weekend classes.

**Persons Most Familiar with my Academic Work**

R. MacGreggor Cawley, University of Wyoming Political Science Department

J. Steven Ott, University of Utah

Douglas Morgan, Portland State University

Brian J. Cook, Virginia Tech

David Rosenbloom, American University

**Persons Most Familiar with My Consulting Work in Public Administration**

John Schaff, Director, Utah Auditor General's Office

Tim Osterstock, Asst. Director, Utah Auditor General's Office

Leah Blevins, Lead Auditor, Utah Auditor General's Office.

Drew Sanders, Captain, West Jordan Police Department

David Patton, Center for Public Policy & Administration, University of Utah

Les Pozsgi, Administrator, Youth Services Division, Wyoming Department of Family Services

Sabbatical Report, September 30, 2016

Richard T. Green, Professor, Department of Political Science

Sabbatical period: July 2015 - Jun 2016

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The sabbatical was fairly productive despite a significant interruption during the summer and fall of 2015. Shortly after finalizing the sabbatical in late spring 2015, our MPA program lost two faculty, and it became imperative that I lead the recruitment to replace them. Steve Ott and I worked extensively on the search, and with the aid of three other committee members, the department successfully hired two very well qualified candidates in December. During that period (June-December), I also completed two in-progress articles, submitting them for review, and completed research for my book on Alexander Hamilton's administrative theory. The first of the two articles was peer reviewed and accepted for publication as a 10,000-word encyclopedic article. The entry is as follows:

Green, Richard T. "Ethics Exemplar: John A. Rohr (1934-2011), Contributions to the Field of Public administration" in *Global Encyclopedia of Public Administration, Public Policy, and Governance.* Springer, 2016. (peer reviewed and now in print)

The second article is co-authored with a former doctoral student, Shaohua Lei (Peking University), entitled, **Sublimating Contentious Chinese Politics into Local Public Administration: A Polity-Centered Analysis of Authoritarian Governance and Administrative Responsibility.** The article is being revised and resubmitted to *Public Integrity Journal* at the end of October.

A third article, with Douglas Morgan (Portland State Un), entitled , “The Place of Local Government in the Administrative Re-Founding Project” was begun in June in preparation for a special issue of *Administration & Society* Journal. It was submitted to the editors for peer review in early January 2017.

After completing research on the Hamilton book, I completed five of eight chapters during the spring and summer 2016 semesters. I submitted the first two chapters to the University of Alabama Press, and they promptly responded with great interest in the manuscript. UA Press is well known and respected for its long (many decades) series on the history of public administration. I expect to complete and submit the book for peer review sometime during Spring semester 2017.

My ongoing book project on a "common law model of public administration did not receive the attention I hoped to give it during the sabbatical period. I will conduct field research on it beginning late spring 2017.

I want to thank the Political Science Department and the College of Social & Behavioral Sciences for granting me the sabbatical. The reprieve from teaching helped immensely in spurring my research agenda, even while conducting the faculty searches last summer/fall.

Richard Green