***Work Address***

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| University of South Dakota  Department of Political Science and the  W.O. Farber Center for Civic Leadership  414 East Clark Street, Dakota Hall 119  Vermillion, SD 57069 | *Contact Information*  O: (605) 658-6762; Fax: (605) 658-6766  **E-mail:** [**Matthew.Fairholm@usd.edu**](mailto:Matthew.Fairholm@usd.edu)  www.[usd.edu/faculty-and-staff/Matthew-Fairholm](http://www.usd.edu/faculty-and-staff/Matthew-Fairholm)  http://sites.usd.edu/matthew-fairholm |

## **Academic Positions**

Current Positions

Professor, Political Science Department, University of South Dakota, 2013 -

Professor, W.O. Farber Center for Civic Leadership, University of South Dakota, 2013 -

Coordinator, Leadership Studies Program, W. O. Farber Center for Civic Leadership, USD, 2003 –

Senior Fellow, Center for Excellence in Public Leadership, The George Washington University, 2002 –

Previous Positions

Coordinator, PhD Program, Political Science Department, University of South Dakota, 2017 - 2024

Coordinator, MPA Program, Political Science Department, University of South Dakota, Interim SP 2024

Coordinator, MPA program, Political Science Department, University of South Dakota, 2013 - 2020

Associate Professor, Political Science Department, University of South Dakota, 2007 - 2013

Associate Professor, W.O. Farber Center for Civic Leadership, University of South Dakota, 2007 - 2013

Director of Graduate Studies, Political Science Department, University of South Dakota, 2009 – 2024

Acting Director, W. O. Farber Center for Civic Leadership, University of South Dakota, 2005 - 2006

Assistant Professor, Department of Political Science, University of South Dakota, 2002 - 2007

Assistant Professor, W. O. Farber Center for Civic Leadership, University of South Dakota, 2002 - 2007

Adjunct Instructor, Department of Public Administration, School of Business and Public Management, The George Washington University, 2000 – 2002

Visiting Instructor, Department of Public Administration, School of Business and Public Management, The George Washington University, 1998 – 2000

#### Adjunct Assistant Professor, Business Division, Northern Virginia Community College, 1998 - 1999

## **Education**

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| Ph.D. in Public Administration, emphasis in Leadership Theory and Practice  The George Washington University, School of Business and Public Management  Dissertation: *Conceiving Leadership: Identifying Five Perspectives of Leadership by Exploring the Conceptions and Experiences of Selected Metropolitan Washington Municipal Managers.*  M.A. in Public Policy, emphasis in Public Administration and Policy (International)  Brigham Young University  B.A. in Public Policy, *Magnum Cum Laude*  Brigham Young University | 2002  1993  1993 |

### Academic Emphases

Public Administration; Leadership Theory and Practice; Constitutional Governance.

Areas of special interest within the profession: Leadership Development; Local Government; Public Administration Theory; Executive Education/Public Management and Leadership Capacity Building.

## **Honors, Awards, and Affiliations**

* 2024, Harrington Lecturer, College of Arts and Sciences
* 2021, Kenneth J. Meier & Diane Meier Jones Faculty Research Award, USD Political Science
* 2020, Kenneth J. Meier & Diane Meier Jones Faculty Research Award, USD Political Science
* 2020, Richard and Sharon Cutler Faculty Award in Liberal Arts, College of Arts and Sciences
* 2018, USD Outstanding Advisor of the Year Award
* 2018, Nominee, USD Mosaic Award for Inclusive Excellence
* 2013, Blair and Linda Tremere Faculty Public Service Award, College of Arts and Sciences
* 2011, Faculty Sabbatical, Fall Semester
* 2009, Kenneth J. Meier & Diane Meier Jones Faculty Research Award, USD Political Science
* 2009, Public Service Faculty Leadership Award, Students of Public Administration
* 2006, Richard and Sharon Cutler Faculty Award in Liberal Arts, College of Arts and Sciences
* 2006, American Political Science Association, Outstanding Teaching in Political Science
* 2005, Kenneth J. Meier & Diane Meier Jones Faculty Research Award, USD Political Science
* 2004, 2005, 2006, 2017 Belbas-Larson Excellence in Teaching Nominee
* 2004, Honorary Inductee, National Residence Hall Honorary
* Presidential Management Intern, U.S. Department of Energy (Superior Performance Awards)
* Ezra T. Benson Scholarship, BYU; Valedictorian, Political Science Department, BYU
* Phi Kappa Phi Honor Society, Pi Alpha Alpha Honor Society, Pi Sigma Alpha Honor Society, Who’s Who in America, American Society for Public Administration, Great Plains Political Science Association, South Dakota City/County Management Association

## **Research and Publications**

### Books

### Fairholm, Matthew R. 2013. *Putting Your Values to Work: Becoming the Leader Others Want to Follow*. Santa Barbara, CA: Praeger/ABC-CLIO.

### Fairholm, Matthew R. and Gilbert W. Fairholm. 2009. *Understanding Leadership Perspectives: Theoretical and Practical Approaches*. New York: Springer Publishers. DOI: 10.1007/978-0-387-84902-7

### Refereed Articles and Book Chapters

Klatt, Tyler and Fairholm, Matthew (2022), "Promote or Deter: How Organizations Influence Public Service Motivation," *Public Personnel Management, 52*(1), p. 48-69 https://doi.org/10.1177/00910260221121101

Malay, Joshua and Fairholm, Matthew (2020), "How Ideological Divides Serve to Limit Bureaucratic Autonomy: A Case Study of the BLM," *American Review of Public Administration, 50*(4-5), p. 375-386.

Malay, Joshua and Fairholm, Matthew. (2020), "Agency Legitimacy: A Reputational Power Analysis of the Bureau of Land Management," *Administration and Society, 52*(3), 343-374*.*

Fairholm, Matthew R., Michael K. Dzordzormenyoh, and Godlove A. Binda (2018). “Trust-Culture Leadership in Local Public Administrators’ Work.” *International Journal of Public Leadership, 14*(4), p. 260-273. doi.org/10.1108/IJPL-06-2018-0031.

Fairholm, Matthew R. (2018). “Refinding Leadership in Refounding Public Administration.” *Administration and Society, 50(5),* p. 699-724.

Fairholm, Matthew R. and Gilbert W. Fairholm (2017). “Fear and Hate in Modern Organizations: Leadership Tactics to Counter Their Effects.” In Agata Stachowicz-Stanusch, Wolfgang Amann, and Gianluigi Mangia, eds*, Corporate Social Irresponsibility: Individual Behaviors and Organizational Practices* (pp. 161-182).Charlotte, NC: Information Age Publishing.

Fairholm, Matthew R. (2016). “Revitalizing the Spirit of Management Training.” *International Journal of Technology and Educational Marketing, 6(1),* 1-18. - invited

Fairholm, Matthew R. and Taylor W. Gronau (2015), “Spiritual Leadership in the Work of Public Administrators,” *Journal of Management, Spirituality & Religion, 12(4), p. 354-373.*

Fairholm, Matthew R. and Gilbert W. Fairholm (2012). “Reinventing Management Training: How Spiritual Values Change the Practice of Modern Management and of Managerial Education.” In Charles Wankel and Agata Stanusch, eds, *Handbook of Research on Teaching Ethics in Business and Management Education*, pp. 16-38.Hershey, PA: IGI Global.

Nordyke, Shane, William Anderson, Daniel Palmer, Richard Braunstein, and Matthew R. Fairholm (2011). “A Non-traditional PhD Program in a Traditional World: A Story of Blended Strategies and Students.” *Journal of Political Science Education, 7(3), p. 275-294*.

Fairholm, Matthew R. 2010. “Why a Rational Move Toward “Governance” May Destroy the Soul of Public Administration: Or Why Governance Isn’t Concerned with Government Anymore.” In T. Brandsen, and M. Holzer, eds, *The Future of Governance: Selected Papers from the Fifth Transatlantic Dialogue on Public Administration*. National Center for Public Performance: Newark, New Jersey.

Fairholm, Matthew R. and Card, Michael. 2009. “Perspectives of Strategic Thinking: From Controlling Chaos to Embracing It.” *Journal of Management & Organization*, 15(1), article 2.

Fairholm, Matthew R. 2009. “Leadership and Organizational Strategy.” *The Innovation Journal: The Public Sector Innovation Journal*, Volume 14(1), article 3.

Fairholm, Matthew R. 2008. “Trans-Leadership: Linking Influential Theory and Contemporary Research.” In Morse, Rick and Terry Buss, eds, *Transforming Public Leadership for the 21st Century, 105-124.* M.E. Sharpe Publishers: Armonk, New York.

Fairholm, Matthew R. 2007 – PAR/ASPA Reprint. “Different Perspectives in the Practice of Leadership.” In Van Wart, Montgomery and Lisa Dicke, eds, *Administrative Leadership in The Public Sector*. M.E. Sharpe Publishers: Armonk, New York.

Fairholm, Matthew R. 2006. “Leadership Theory and Practice in the MPA Curriculum: Reasons and Methods.” *Journal of Public Affairs Education*, 12(3), p. 335-346.

Fairholm, Matthew R., Kari J. Moe, Natalie K. Houghtby-Haddon, and Lisa B. Feldman. 2004. “Lessons Learned: Assessing the District of Columbia’s Certified Public Management Program.” *Public Administration Quarterly*, 28 (3), p. 335-362.

Fairholm, Matthew R. 2004. “Different Perspectives in the Practice of Leadership.” *Public Administration Review,* 64 (5), p. 577-590. (as of March 2008, 33rd most accessed article in past 5 years)

Fairholm, Matthew R. 2004. “A New Sciences Outline for Leadership Development.” *Leadership and Organizational Development Journal,* 25 (4), p. 369-383.

Fairholm, Matthew R. and Gilbert W. Fairholm. 2000. “Leadership Amid the Constraints of Trust.” *Leadership and Organizational Development Journal*, Volume 21(2), p. 102 – 109. https://doi.org/10.1108/01437730010318192.

Fairholm, Matthew R. 1999 “What’s Wrong and What Should Be Done?: Comments on the Case Study.” *Public Productivity and Management Review*, *23*(2) pp. 230-239. Co-authors: Rita Mae Kelly, Alma Joseph, David Rosenbloom, Bruce Mayor, and Steve Roberts. DOI:10.2307/3380781.

Fairholm, Matthew R. 1992. “’Blows and the Blues Mixed:’ Jazz and the African-American Identity.” *Insight: Views from the Margin,* (Winter 1992), pp. 7-10.

### Professional Articles

Fairholm, Matt (2021). “Management Training Insights Emerging from Spiritual Concerns.” Reprinted chapter in Research Anthology on Business and Technical Education in the Information Era (3 Volumes), pp 1248-1269. Hershey, PA: Information Resources Management Association, IGI Global – Business Science Reference.

Fairholm, Matthew R. 2018. “Management Training Insights Emerging from Spiritual Concerns.” In Purnendu Tripathi and Siran Mukerji, eds, *Marketing Initiatives for Sustainable Educational Development* (pp. 30-58). Hershey, PA: IGI Global. Invited updated reprint.

Fairholm, Matthew R. 2017. “The Work of Leadership: How to Get People to Choose to Follow.” *Public Management, 99*(1), p. 10–12.

Foreman, A. M., & Fairholm, M. R. 2014. “Perceptions of the Contract-for-Service Relationship: The Impact of Trust.” Retrieved from https://digitalcollections.dordt.edu/faculty\_work/44.

Fairholm, Mathew R. and Taylor Gronau. 2013. “Six Practical Reminders for Leading Policy Implementation.” *Public Management 93*(5), p. 12-15*.*

Skaff, Michelle, Joe Maffit, and Matthew R. Fairholm. 2012. “Mighty Mo Flood” *PA Times*, American Society for Public Administration, April/May/June 2012, Vol 35 (2), p. 1, 2, and 6.

Card, Michael A and Matthew R. Fairholm. 2007. “What MPAs Tell Us They Value After They Leave Us." *PA Times*, American Society for Public Administration, October 2007, Vol 30 (10), p. 6-7. Education Supplement.

Fairholm, Matthew R. 2006. “I Know It When I See It: Leadership in Local Government.” *Public Management*, 88(9), p. 10-15.

Fairholm, Mathew R. 2003. “Leading with Spirit in Public Organizations.” *PA Times*. American Society for Public Administration. November 2003, 26(11), p. 4.

# Fairholm, Matthew R. 2002. Leading from the Middle: The Power and Influence of Middle Leaders. The Public Manager, 30(4), p. 17-22.

# Fairholm, Matthew R. 2002. Defining Leadership: A Review of Past, Present, and Future Ideas. Monograph Series. Center for Excellence in Municipal Management: Washington, DC.

Fairholm, Matthew R. 2002. *Integrated Leadership Development Trajectory: Concept and Practice*. Center for Excellence in Municipal Management: Washington, DC. (Working Paper Series)

Fairholm, Matthew R. 2002. *Sidebars, Squirms, and Subtle Distracters: Leadership in a Volunteer Steering Committee*. Center for Excellence in Municipal Management: Washington, DC. (Working Paper Series)

Fairholm, Matthew R. 2001. *The Four V’s of Leadership*. Center for Excellence in Municipal Management: Washington, DC. (Working Paper Series)

Fairholm, Matthew R*.* 2001*. The Themes and Theory of* Leadership: *James MacGregor Burns and Moral Leadership*. Center for Excellence in Municipal Management: Washington, DC. (Working Paper Series)

Fairholm, Matthew R. 2000. *Leadership Principles and Technologies: The Philosophy of Leadership Informed by the Science of Complexity, Chaos, and Quantum Physics.* Center for Excellence in Municipal Management: Washington, DC. (Working Paper Series)

Fairholm, Matthew R. 2000. “Reclaiming Leadership in Public Administration.” *PA Times*. American Society for Public Administration. July 2000, 23(7), Special Section.

### Technical Reports, Manuals and Training Guides – Examples

*2024 Pillar 1 Faculty Retreat Report,* Sanford School of Medicine, July 2024

*2023 SWOT Analysis Report,* USD Testing Center, Vermillion, SD, December 2023

*2023 Report on Fair Board and 4H Options Meeting,* Fair Board and 4H Vermillion, August 2023

*2023 Innovative Thinking Retreat*, Vermillion Area Chamber and Development Company, July 2023

*2023 Innovative Thinking Retreat: Development of Key Results Areas, Action Targets, an Action Items,* USD-SSOM Basic Biomedical Science Division, June 2023

*2023 Report on Innovative Thinking Session,* City of Elk Point, February 2023

*2022 Key Result Areas, Objectives, and Action Items Report,* Sanford Vermillion Hospital, July 2022

*2021 Report on Innovative Thinking and Strategic Planning, Development of Key Result Areas, Action Targets, and Action Items*, South Dakota Shakespeare Festival, December 2021

*2020 SWOT Analysis Summary Report: The Bluffs Golf Course*, City of Vermillion Parks and Recreation, January 27, 2020

*2019 USD Master of Public Administration Self Study Report,* NASPAA Accreditation, August 7, 2019

*2019 Leadership, Management, Communication and Conflict Resolution,* Human Services Center Training Manual, April 14-15, 2019

*2019 Innovative Thinking Session to Develop Key Result Areas and Action Targets,* Sioux Center Health System*, April 15, 2019*

*2017 Key Results and Action Targets for CSPs of SD and DHS/DDD,* CSPs of SD, July 31, 2017

*2017 Innovative Thinking Session & Strategic Planning Summary Report*, Genoa Medical Facilities, April 7, 2017.

*2016 Safety and Protection: Compilation of Survey Results in the Vermillion Community*. December 2016, Vermillion Police Department: Vermillion, SD, with assistance from Ed Gerrish.

*2016 USD Art Department Innovation Session Action Report, Vermillion, SD, February 2016*

*2016 Vermillion School District Key Results Areas and Action Targets,* Vermillion, SD, January 2016

*2015 SESDAC Board and Staff Approaches to Impending Issues,* Vermillion, SD, November 2015

*2015 Strategic Planning Session Summary Report,* City of Pierre, April 15, 2015

*2014 Innovative Thinking Session and Strategic Planning Summary Report*, City of Pierre, Feb 3, 2014

*2013 DHF Summary of Questions and Solutions,* Dakota Hospital Foundation, Vermillion, SD, Nov. 12, 2013

*2013 Protein Quality Control and Degradation Group Innovation Planning Session Summary Report,* Sanford School of Medicine, Vermillion, SD, May 23, 2013

*2013 Vermillion School District Activities Action Planning Summary,* Vermillion SD, February 20, 2013

*2012 Safety and Protection: Compilation of Survey Results in the Vermillion Community*. November 2012, Vermillion Police Department: Vermillion, SD. co-author Bryan Dettrey.

*2011 Strategic Thinking (and Planning) Session Preliminary Report,* SD Division of Revenue, Pierre, SD, November 15, 2011

*2008 Project Turnabout Board Retreat Final Report,* Project Turnabout*,* Marshall, MN, October 20, 2008

*2005 Leadership and Governance: Getting and GRIP on City Governance Issues,* Vermillion, SD, June 2005

*2004 Facilitation.* 2004*.* Community Capacity Development Training.

*2004 Leadership and Teams: Context, Culture, and Community, Vermillion Chamber and Development Company, Vermillion SD, February 12, 2004*

*2004 Leadership, Values, and Power.* 2004*.* Senior Executive Development Training

*2003 Strategic Community Planning.* 2003. Community Capacity Development Training.

*2002 Values, Teambuilding, and Power*. 2002. Senior Executive Development Training

*2001 Strategic Thinking*. 2001/2004. Inter-American Development Bank. With John Whitlock

*2000 Leading People, Leading Change*. 2000. Senior Executive Development Training, with John L. Whitlock.

*2000 Creating Leadership*. 2000. Advanced Leadership Workshop, with John L. Whitlock.

### Conference Presentations

2024 26th Annual Conference, Yankton Area Mental Wellness Conference, Yankton, SD June 5, 2024, “Overcoming Elements of Toxic leadership: Power & Ethics in Organizational Life,” plenary speaker

2023 Annual Conference of the South Dakota Municipal League, Rapid City, SD, October 5, 2023, “Building Teams and Trust: Coaching Leaders in a Complex World,” invited

2021 National Academy of Public Administration 2021 Annual Meeting, Omaha, NE, November 5, 2021, “National Civic League’s Model City Charter Revision,” invited panel member.

2020 Conference cancelled - Annual Conference of American Society for Public Administration, Anaheim, CA, April 3, 2020, “Seeing Leadership in the Practice, History, and Literature of Public Administration.” Panel Organizer / Moderator.

2020 Conference cancelled - Annual Conference of American Society for Public Administration, Anaheim, CA, April 3, 2020, “A Continuing Exploration of the Origins of Public Leadership in the Public Administration Literature,” author and presenter.

2019 Annual Conference of American Society for Public Administration, Washington, DC, March 9, 2019, “Influence, Subtlety, and Leadership in a Volunteer Organization’s Steering Committee.”

2019 Annual Conference of American Society for Public Administration, Washington, DC, March 9, 2019, moderating panel entitled “The Latest on Leadership.”

2018 Midwest Political Science Association Annual Conference, Chicago, IL, April 7, 2018. “Trust, Goals and Motivation in Contract-for-Services Relationships,” co-authored with Abby Foreman - lead author and presenter

2018 Annual Conference of American Society for Public Administration, Denver, CO, March 11, 2018 “Trust Culture Leadership in the Work of Public Administrators,” presenter, co-author with Michael Dzordzormenyoh and Godlove Binda.

2017 Annual Conference of American Society for Public Administration, Atlanta, GA, March 20, 2017, “The Etiology of a Public Sector Leadership Theory: Are Private and Public Sector Leadership the Same in All Unimportant Aspects,” author and presenter.

2017 Annual Conference of American Society for Public Administration, Atlanta, GA, March 21, 2017, “Reasserting the Refounding,” Panel Discussant / Moderator.

2016 Midwest Political Science Association Annual Conference, Chicago, IL, April 9, 2016, “Perceptions of The Contract-For-Services Relationship: The Impact of Trust,” co-authored with Abby Foreman - lead author and presenter

2016 IdeaFest, University of South Dakota, April 14, 2016, Vermillion, SD, “*The Implementation of a Food Recovery Program at the University of South Dakota*,” co-authored and presenter Eric M. Schlimgen.

2016 Annual Conference of American Society for Public Administration, Seattle, WA, March 20, 2016, “Implementing the Electronic Document Management System at the Local Law Enforcement Level by Iowa’s Judicial System: An Application of the Unified Theory of Acceptance and Usage of Technology,” coauthored with Michelle K. Skaff -lead author and presenter.

2016 Annual Conference of American Society for Public Administration, Seattle, WA, March 20, 2016, “Tribal **Leadership through Oral Histories**,” coauthored with Jennifer B. Jones -lead author and presenter.

2015 Midwest Political Science Association Annual Conference, Chicago, IL, April 16, 2015. “Implementing the Electronic Document Management System at the Local Law Enforcement Level by Iowa’s Judicial System: An Application of the Unified Theory of Acceptance and Usage of Technology,” Lead author and presenter, Michelle K. Skaff.

2015 Annual Conference of American Society for Public Administration, Chicago, IL, March 7, 2015, presented “Fear and Hate in Modern Organizations” in a panel on Ethics, Transparency, and Leadership and attended PAR Board of Editors Meeting.

2014 Great Plains Political Science Association, South Dakota State University, Brookings, SD, October 4, 2014, “Perceptions of the Contract-for-Services Relationship: The Impact of Trust,” co-authored with Abby M. Foreman who presented.

2014 Annual Conference of American Society for Public Administration, Washington, DC, March 14, 2014, presented “Public Administration Leadership Principles in the Presidential Papers before Woodrow Wilson,” and PAR Board of Editors Meeting.

2013 Annual Conference of American Society for Public Administration, New Orleans, LA, March 15, 2013, presented “Collaborative Leadership as a Personal and Interpersonal Experience.” Founders Forum.

2012 Great Plains Political Science Association, Hastings, NE, September 22, 2012,“Collaborative Leadership as a Personal and Interpersonal Experience.”

2012 Mighty Mo Flood Conference, Vermillion, SD, March 27-28, 2012, moderated panels, “Flood Fight 2011: Sioux City Fire and Incident Command,” and “USGS role during the 2011 Missouri River Flood.”

2012 Annual Conference of American Society for Public Administration, Las Vegas, NV, March 6, 2012, presented “Career Paths of City Managers’ in Conflicting and Collaborative Environments,” co-authored with Patrick Antonen.

2012 Annual Conference of American Society for Public Administration, Las Vegas, NV, March 6, 2012, moderated panel *Tough Tradeoffs in Tough Times: Employment, Homeowner Rights, and Social Equity.*

2011 IdeaFest, University of South Dakota, April 14, 2011, Vermillion, SD, “Leadership Preference and Relationship Type: How Computer Mediated Relationships Impact Leadership,” co-authored with Joya Weir and Matthew Ballard (presenters).

2011 Annual Conference of the American Society for Public Administration, Baltimore, MD, March 12, 2011, “To Be One with Others While Still Being One: Collaborative Leadership and the Role of Individual Choice,” author and presenter.

2010 Annual Conference of the American Society for Public Administration, San Jose, CA, April 9-13, 2010, “Why a Rational Move Towards “Governance” May Destroy the Soul of Public Administration.”

2009 Great Plains Political Science Association, Sioux City, IA, October 17, 2009 “A Regional Analysis of State Government Performance Data” with Tim Vandall.

2009 American Society for Public Administration, District IV Conference, Omaha, NE, October 1-3, 2009, “Governance, Government, and Constitutional Issues.”

2009 American Society for Public Administration, District IV Conference, Omaha, NE, October 1-3, 2009, Is “Professional Government” in South Dakota Worth It?: A Comparative Study of Professional Administration in Selected South Dakota Municipalities.”

2009 Fifth Trans-Atlantic Dialog Conference, Washington, DC, June 11-13, 2009, “Why Governance Isn’t Concerned with Government Anymore.”

2009 Annual Conference of the American Society for Public Administration, Miami, FL, March 20 – 24, 2009, “The Place of Spiritual Perspectives in the Work of Public Administration.”

2009 APSA Teaching and Learning Conference, Baltimore, Maryland, February 6 - 8, 2009, “A Non-traditional PhD Program in a Traditional World: A Story of Blended Strategies and Students,” with Shane Nordyke (presenter), Bill Anderson, and Rich Braunstein.

2008 Iowa Municipal Management Institute Conference 2008, Iowa City, IA, March 27-28, 2008, “What Local Government Managers Teach Us About Leadership,” invited.

2008 Annual Conference of the American Society for Public Administration, Dallas, TX, March 7 – 11, 2008, “The Four Vs and Public Administration Practice: A Framework for Discerning Leadership in a Transformational Age.”

2007 3rd Annual Nebraska City Management Conference, University of Nebraska, Omaha, Omaha, NE, November 16, 2007, “Leadership: I Know It When I See It,” invited.

2007 Annual Conference of the American Society for Public Administration, Washington, DC, March 23 – 27, 2007, “Leadership and Management: The Dichotomy of Collaboration and Control.”

2007 Great Plains Political Science Association, Mankato, MN, March 17, 2007. “Leadership and Management: A New Dichotomy for Public Administration.”

2006 Great Plains Political Science Association, Wayne, NE, April 8, 2006. “The Opt-Out Option: Unraveling a Significant Issue in South Dakota’s Financing,” co-authored with Michael Card and Matt Skaret.

2006 Annual Conference of the American Society for Public Administration, Denver, CO, March 31 – April 4, 2006, “Trans-Leadership: Linking Seminal Theory and Contemporary Research.”

2005 NASPAA Annual Conference, Washington, DC, October 13-15, 2005, “Leadership Theory and Practice in the MPA Curriculum: Reasons and Methods.”

2005 56th City and County Management Conference, University of Kansas, Lawrence, KS, April 28, 2005, “The 4 V’s of Leadership.” invited

2005 Great Plains Political Science Association Conference, Kearney, NE, March 5, 2005. “Perspectives of Strategic Thinking: From Controlling Chaos to Embracing It.”

2004 ASPA District IV Regional Conference, South Sioux City, NE, October 28-30, 2004. “Values, Vision, Vector, and Voice: Connecting Leadership Perspectives and Public Administration Approaches”

2004 UNL Gallup Leadership Institute Inaugural Summit, Omaha, NE, June 10-12, 2004. “Values, Vision, Vector, Voice: Distinguishing Authentic Leadership Perspectives.”

2004 Midwest Political Science Association Annual Conference, Chicago, IL, April 15-18, 2004.“Municipal Services, Citizen Involvement, and the Separation of Powers: Cracking the Chestnut Street Issue,” co-authored with and presented by Drake T. Olson.

2004 Great Plains Political Science Association Conference, Vermillion, SD, March 27, 2004. “Leadership Perspectives of Midwest Municipal Managers,” with Doug Murano.

2004 Great Plains Political Science Association Conference, Vermillion, SD, March 27, 2004. “Municipal Services, Citizen Involvement, and the Separation of Powers: Cracking the Chestnut Street Issue,” with Drake T. Olson.

2003 Great Plains Political Science Association Conference, Marshall, MN, April 26, 2003. “Do South Dakotans Bowl At All? Developing Multidimensional Measures of Democratic Participation,” presented by E. Smith in conjunction with R. Braunstein, M. Card, and J. Zell.

2003 Annual Conference of the American Society of Public Administration, Washington, DC. March 15-18, 2003. Convened and Moderated Panel entitled “The Power of Public Leadership.” Paper presentation entitled “Conceiving Leadership: An Essential Element of Public Administration.”

2002 Annual Conference of the American Society of Public Administration, Phoenix, AZ, March 21-23, 2002. “Public Service Reinvigorated, Public Trust Restored?: A Case Study of the District of Columbia Government and The George Washington University Center for Excellence in Municipal Management.” Coauthored with Natalie K. Houghtby-Haddon, Lisa B. Feldman, and Kari J. Moe

2001 Performance Measurement for State and Local Government, Atlanta, Georgia, October 2-3, 2001. “Leading a Performance Culture: The District of Columbia Case"

2001 School of Business and Public Management Undergraduate Leadership Retreat, Camp Letts, Maryland, February 10, 2001, “The Difference Between Leadership and Management.” Invited.

2000 Public Service in the New Millennium Conference, Washington, DC, September 29, 2000. Workshop entitled “Public Service in the New Millennium: Leadership in Chaotic Times” invited.

2000 Annual Conference of the Public Administration Network, “Multiple Perspectives Multiple Works,” Ft. Lauderdale, FL., January 28-29, 2000. *“*Leadership Principles and Technologies: The Philosophy of Leadership Informed by the Science of Complexity, Chaos, and Quantum Physics.”

1998 Brookings Conference on Leadership, January 25-30, 1998 Charlottesville, VA, Graduate Assistant

1997 Government Technology Leadership Conference, Dec 2 - 3, 1997, Washington, DC, Graduate Assistant

1997 APPAM, Public Management Research Conference, October 30 - November 1, 1997, Atlanta, GA, Graduate Assistant, “Heroes of the Revolution” with Ron Sanders.

### Funded Research and Grants

Research Travel Grant, USD College of Arts and Sciences, February 2020 ($500).

Research Travel Grant, USD College of Arts and Sciences, February 2019 ($500).

Issue Oriented Motivated Reasoning: How Selective Exposure Effects Attitude Schemas, Chiesman Foundation Grant ($2,800), November 2018, co-grantee with Paul Dosch

On Statesmanship: Developing a Statesmanship Model, Chiesman Foundation Grant ($849), April 2017, co-grantee with Bryan Anderson

Research Travel Grant, USD College of Arts and Sciences, March 2016 ($500).

Research Travel Grant, USD College of Arts and Sciences, March 2013 ($800).

Research Travel Grant, USD College of Arts and Sciences, March 2011 ($900).

County Consolidation, Chiesman Foundation Grant ($3,200), December 2009.

Re-codified Ordinances for the City of Platte, SD, Government Research Bureau Project ($2500), Research Associate, completed February 29, 2008

Relationship between School District Budget Cuts and School Outcome Measures, Chiesman Foundation Grant ($3000), September 2005 with Michael Card

School District Opt-Out Elections, Chiesman Foundation Grant ($3000), September 2005

Leadership Perspectives of Mid-West Public Managers, Chiesman Foundation Grant ($3,000), November 2003

South Dakota Democracy Project, Chiesman Foundation Grant ($3,000), co-grantee with E. Smith, R. Braunstein, M. Card, December 2002

Technology Enrichment Grant, University of South Dakota ($500), December 2002.

### Dissertation, Thesis, and Directed Research Advising

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| **Name** | **Year** | **Degree** | **Name** | **Year** | **Degree** | **Name** | **School** | **Degree** |
| Siri Mielke | 2005 Chair | Honors Thesis | Amber Edelen | 2006 Chair | MPA | Justin Moen | Univ. of Kansas | PhD |
| Mary Ellen Burns | 2005 | Honors Thesis | Matt Skaret | 2006 | MPA | Yarh Komolo | USD – Chair | PhD 2024 |
| Leslie Simdorn | 2006 Chair | Honors Thesis | Charles Park | 2006 | MPA/JD | Lilia Iokhvidov | USD – Chair | PhD 2023 |
| Michael Schmidt | 2006 | Honors Thesis | Guinevere Banks | 2006 | MPA | Melissa Eagle Bear | USD | PhD 2024 |
| Eric Matt | 2006 | Honors Thesis | Jennifer Feely | 2006 Chair | MPA | Patrick Antonen | USD – Chair | PhD 2024 |
| Beth Peters | 2006 | Honors Thesis | Meg Baston | 2006 | MPA/JD | Paul Brown | USD – Chair | PhD 2024 |
| Todd Wheeler | 2008 Chair | Honors Thesis | Victor Ziegler | 2007 | MPA | Tyler Klatt | USD – Chair | PhD 2021 |
| Mandie Weinandt | 2009 | Honors Thesis | Dan Palmer | 2007 | MPA | Abby Javurek | USD | PhD 2021 |
| Seth Shonewill | 2009 Chair | Honors Thesis | Stephanie Vogel | 2007 | MPA | Rick Galusha | USD | PhD 2021 |
| Sydney Duncan | 2015 | Honors Thesis | Brad Tieszen | 2007 | MPA | Chad Vogel | USD – Chair | PhD 2021 |
| Ashley Gustafson | 2023 | Honors Thesis | Laura Ellsworth | 2007 | MPA | Jen Jones | USD – Chair | PhD 2021 |
| Kyle Liudahl | 2004 | MPA | Michael Welch | 2007 | MPA | Anneta Ganter | Griffith Univ – Australia | PhD 2021 |
| Jeff Munce | 2004 | MPA | Jon Radermacher | 2008 | MPA | Godlove Binda | USD | PhD 2020 |
| Jessica Munce | 2004 Chair | MPA | Heather Cummings | 2008 | MPA | Paul Dosch | USD - Chair | PhD 2019 |
| Jesse Attebery | 2004 | MPA | Patrick Antonen | 2008 Chair | MPA | M. Dzordzormenyoh | USD | PhD 2019 |
| Janet Brown | 2004 | MPA | Wayne Booze | 2008 | MPA | Eddie Lee Felder | USD | EdD 2018 |
| Donald Tranapaugh | 2004 | MPA/JD | Eric Miller | 2009 | MPA | Bryan Anderson | USD – Chair | PhD 2018 |
| Gail Johnson | 2004 | MPA | Andrew Davis | 2009 Chair | MPA | Abby Foreman | USD – Chair | PhD 2018 |
| Amie Williams | 2006 | MPA | Tana Fye | 2009 | MPA | Joshua Malay | USD – Chair | PhD 2018 |
| Lee Owens | 2005 | MPA | Merritt Groh | 2009 | MPA | Tasha Anderson | USD – Chair | PhD 2017 |
| Drake Olson | 2005 Chair | MPA | Jeffrey Mehlhaff | 2010 Chair | MPA | Aaron Matson | USD | PhD 2017 |
| Kate Nielsen | 2005 | MPA | Amber Kummer | 2010 | MPA | Ryan Thornell | USD | PhD 2016 |
| Andrew Colvin | 2005 | MPA | Evie Johnson | 2010 | MPA | Michele Skaff | USD – Chair | PhD 2016 |
| Jill Ireland | 2009 | MPA | Heather Campbell | 2011 | MAIS | Jacob Bobby | USD | PhD 2015 |
| Lindsay Dummer | 2005 | MPA | Amy Beckuis-Johnson | 2006. | MA PolSci. | Katherine Krear | Cappela Univ | PhD 2012 |
| Brooke Steele | 2005 Chair | MPA | Brett Swanson | 2003 | MA Eng | Dan Palmer | USD | PhD 2011 |
| Cory Nelson | 2005 | MPA | Sonja Obermoller | 2006 | MED | John Paul | USD | PhD 2010 |
| Travis Cooke | 2005 | MPA | Doug Murano | 2008 | MA Eng | Genevieve Evans-Taylor | USD | EdD 2008 |
| Justin Weiland | 2005 Chair | MPA | Cheryl Lemley | 2007 | MSAS | Susan House | Cappela Univ | PhD 2008 |
| Heidi Combs | 2005 | MPA | Laura Crossely | 2008 | MSAS | Robert Cameron | Cappela Univ | PhD 2007 |
| Tara Krog | 2005 | MPA | Dean Labor | 2008 | MSAS | Mike Denning | Cappela Univ | PhD 2006 |
| Mark Cullen | 2005 | MPA | Eli Carr | 2013 | MA Ed | Patrice Stewart | Cappela Univ | PhD 2006 |
| Joel Melstad | 2005 Chair | MPA | Ryan Jorgensen | 2017 Chair | MAIS | Greg Sottile | Cappela Univ | PhD 2005 |
| Jen Rice | 2006 | MPA | Brookney Delgado | 2021 | MComm | Paul Ward | Cappela Univ | PhD 2005 |
| Brandon Rowenhorst | 2005 | MPA/JD | Jana Lasovic | 2022 Chair | MAIS |  |  |  |
| Sarah Tompkins | 2005 Chair | MPA | Austin Wallace | 2023 | MAIS |  |  |  |
| Jeff Tanner | 2008 Chair | MPA | Gregory Cushing | 2024 | MAIS |  |  |  |
| Mary Jo Sikkema | 2005 | MPA | Bella Ciarico | 2024 | MComm |  |  |  |
| Shannon Gerhardt | 2006 | MPA |  |  |  |  |  |  |

### Working Papers

Submitted, Fear and Hate in Modern Organizations, with H. Governor

Individual-Focused Collaborative Leadershi*p of Groups: A Model,*

Etymology of Leadership Terms

Principles of Leadership Perspectives

Working in Complexity

## **University and Service Experience**

### Teaching

### Present – Course responsibilities include (have included) the following:

LDR 204: Skills of Leadership – Mount Rushmore Institute

LDR 301: Introduction to Leadership Theory and Practice

LDR 310: Leadership Theory and Practice/Living a Life of Leadership

LDR 401/501: Advanced Leadership Theory and Practice

LDR 404/504: Leadership Communication and Conflict Resolution

LDR 464/564: Leadership and Politics in Literature

LDR 480/580: Service Learning in Civic Leadership

POLS 100: Introduction to American Politics

POLS 210: State and Local Government

POLS 320: Introduction to Public Administration

POLS 404/504: Local Government Administration

POLS 592: Capstone Seminar: Governor’s Leadership Program

POLS 721: Introduction to Public Administration

POLS 724: Organization and Management

POLS 769: Seminar in Administrative Thought and Ethics

POLS 788: Professional Report – MPA Capstone

POLS 792: Organizational Theory

POLS 799: Thesis Sustaining

POLS 801: History of Knowledge/ Philosophy of Social Science

POLS 812: Advanced Readings in Public Administration

POLS 898D: Dissertation Research

UHON 111: Honors Ideas in History

*Past*

PAD 224: Leadership in Complex Organizations (Summer 2000), GWU MPA Program

BUS 201: Introduction to Organizational Behavior (Spring, Fall 1998), No. Virginia Community College

### Service to the Profession

* Board of Editors, *Public Administration Review*, Fall 2013 – Fall 2017
* 2012 Conference Planning Committee Chair, Mighty Mo Flood Fight Conference, March 27-28, 2012
* 2010 ASPA Annual Conference, Program Committee
* Developed curriculum and managed South Dakota Municipal Clerk Training program, 2007 - 2011
* President, Siouxland Chapter, American Society of Public Administration, 2006 - 2010
* Treasurer, Siouxland Chapter, American Society of Public Administration, 2005, 2012

### External Reviewer, reviewed material to contribute to tenure decisions at University of North Carolina – Chapel Hill.

* Manuscript Reviewer for (current and past)

|  |  |
| --- | --- |
| *Academy of Management*  *Administration and Society*  *Administrative Sciences*  *American Review of Public Administration*  *Group and Organization Management*  *International Journal of Organization Theory and Behavior*  *International Journal of Public Administration*  *International Journal of Public Leadership*  *International Journal of Public Sector Management*  *Journal of Management, Spirituality and Religion*  *Journal of Public Affairs Education* | *Journal of Political Science Education*  *Journal of Public and Nonprofit Affairs*  *Leadership & Organizational Development Journal*  *Nonprofit and Voluntary Sector Quarterly*  *Public Administration*  *Public Administration Review*  *Public Integrity*  *Review of Public Personnel Administration*  *Sage Open Journal*  *State and Local Government Review*  *Book:* Management Education for Integrity*, Wankel and Stachowicz-Stanusch* |

### Service to the University, College and Department

*University*

University Support Center Review Council, President’s Faculty Appointment Summer 2019 –

University Senate, Senate-Graduate Council By-Laws Committee Fall 2018 – Spring 2022

University Strategic Planning Task Force Member Spring 2019 – Fall 2020

University Senate, Member Fall 2016 – Spring 2020

University Senate, Nominating Committee Spring 2017 – Fall 2018

University Senate Task Force on Emeritus/Distinguished Faculty Status Fall 2017-Spring 2018

University Support Center Review Council Fall 2011 – Fall 2015

University Graduate Council, Social Science Division Representative Spring 2009 – Sp 2013

Search Committee – Dean of Libraries Fall 2012

Search Committee – Dean of Students Spring 2012 – Su 2012

Order of Omega Greek Honors Selection Committee Spring 2012, 2013

Chair, Subcommittee on Preparing for the Future, University Reaccreditation Fall 2008 – Spring 2011

University Senate Committee Member, Nominating Committee Fall 2004 – Fall 2005

USD’s Teacher Education Advisory Committee (TEAC) Fall 2003 – Fall 2008

University Student Leadership Award Selection Committee 2003; 2004

*College*

Secretary, Social Science Division, Arts and Sciences Fall 2023 – present

Member, Faculty Travel Grants Committee Fall 2022 – present

Parliamentarian, College of Arts and Sciences Fall 2004 – 2020

College of Arts and Science Student Scholarship Committee Spring 2004 –Fall 2008

College Advisory Committee Fall 2006 – Fall 2008

Vice Chair, Social Science Division, Arts and Sciences Fall 2006 – Fall 2008

*Department*

Faculty Advisor, College Republicans Fall 2017 – present

MPA Working Group Spring 2011 - present

Political Science Department Graduate Committee Spring 2008 – present

Coordinator, Leadership Studies Program Fall 2003 - present

Interim Coordinator, MPA Program Spring 2024

Coordinator, PhD Program Fall 2017 – Su 2024

Department Promotion and Tenure Committee Fall 2020 – Spring 2023

Member, Public Administration, VAP Search Committee Su 2022 – Su 2022

Coordinator, MPA Program Fall 2013 – Fall 2020

Faculty Advisor, Students of Public Administration Fall 2017 – Fall 2020

Department Scholarship and Awards Committee Spring 2016 – Fall 2019

Chair, Department Graduate Committee Spring 2017 – Fall 2019

Chair, Chiesman Grant Review Committee Spring 2016 – SP 2019

Member, Criminal Justice Search Committee Spring 2017 – SP 2018

Chair, Public Administration Search Committee Spring 2017 – Fall 2017

Member, Chair Search Committee Spring 2017- SP 2017

Faculty Advisor, Pi Alpha Alpha Honors Society Fall 2002 – Spring 2016

Chair, Department PA Faculty Search Committee Spring 2014 – Fall 2015

Chair, Department Promotion & Tenure Committee Fall 2014

Director of Graduate Studies Spring 2009 – Su 2011

Faculty Co-Advisor, Students of Public Administration Spring 2005 – Sp 2010

Political Science Student Awards Committee Fall 2007 – Spring 2009

Faculty Advisor, LDSSA Spring 2003 – Fall 2008

Faculty Search Committee, Political Science Department, PA position Fall 2008

Political Science Department Teaching Evaluation and Performance Comm. Fall 2007 – Fall 2008

Faculty Search Committee, Political Science Department, Multiple Positions Fall 2007 – Spring 2008

Chair, Subcommittee on Graduate Recruitment and Retention Fall 2007

Political Science Department Committee on Doctoral Education Fall 2006 – Fall 2007

MPA Program, Awards and Admissions Committee Fall 2005 – Fall 2007

Faculty Search Committee, Political Science Department, Comparative Fall 2005

Faculty Search Committee, Political Science Department, MSAS Fall 2005

Faculty Screening Committee, Political Science Department Fall 2004

Political Science Department, Promotion & Tenure Standards Review Comm. Fall 2004

Political Science Department Scholarship Committee Fall 2003 – Fall 2007

Faculty Search Committee, Political Science Department Fall 2002 – Spring 2003

Faculty Advisor, Students of Leadership Excellence Fall 2005 – Fall 2008

Faculty Advisor, College Republicans Fall 2002 – Spring 2007

Faculty Advisor, National Society of Collegiate Scholars Fall 2002 – Spring 2005

## **Professional Presentations and Community Service**

Community Boards and Service

Vermillion City Planning Commission, Vermillion, SD, 2006-2022; 2023 – present

Chair, 2023 – Present

Vice Chair, 2021 – 2022

Integrated Community Action Planning (ICAP) group, Vermillion, SD, 2014 – present

VCDC, Government Affairs Committee, Vermillion, SD – 2020 - present

Past

Vermillion Home Rule Charter Committee, Vermillion, SD 2020

Vermillion Home Rule Study Committee, Vermillion, SD, 2019-2020

Vermillion Police Community Survey Committee, Vermillion, SD, 2012

Board of Directors, Veterans’ Resource Center, Vermillion, SD, 2008-2011

Board of Directors, Mount Rushmore Institute, Mount Rushmore National Memorial Society, 2007- 2010

Vermillion Complete Count Census Committee, Vermillion, SD, 2009-2010

Board Member, Vermillion Youth Football Association, Vermillion, SD, 2008-09, 2014-15

Chair, City Manager Search Committee, Vermillion, SD, 2005

Member, “Form of Government” Mayor’s Citizen’s Committee, Vermillion, SD, 2003

Board of Directors, Vermillion Conflict Resolution Center, 2003-2005

Member, Growing Vermillion – Economic Development Committee, Vermillion, SD, 2003-2005

Invited Outreach and Presentations

June 2, 2024 City Council Orientation Workshop, Vermillion, SD

February 1, 2024 South Dakota LEND (Leadership Education Excellence in Caring for Children with Neurodevelopmental and Related Disabilities) Program, “Leadership, Management, and Working with Difficult People,” Vermillion, SD

May 23, 2023 Moderator, Vermillion School Board Candidate Forum, VCDC, Vermillion, SD

March 8, 2023 Grand Canyon University Undergraduate Public Administration, “Leadership Perspectives Model,” via Zoom.

February 9, 2023 South Dakota LEND (Leadership Education Excellence in Caring for Children with Neurodevelopmental and Related Disabilities) Program, “Leadership, Management, and Working with Difficult People,” Vermillion, SD

January 11, 2023 USD Dental Hygiene Department, “Professionalism” Vermillion, SD

September 28, 2022 Invited Address, SD State Bar – Public Service Section, “Servant Leadership,” Sioux Falls, SD

September 27, 2022 Moderator, Clay County Commission Candidate Forum, VCDC, Vermillion, SD

June 17, 2022 Invited Address, Yankton Federal Prison Management Session, “Leadership, Listening, and Resiliency,” Yankton, SD

March 29, 2022 USD Dental Hygiene, “Professionalism,” Vermilion, SD

March 15, 2022 Invited Address, National Honor Society Induction Ceremony, “Leadership,” Vermillion High School, Vermillion, SD

February 23, 2022 USD Supervisor Workshop Training, “So You’ve Been Asked to be a Supervisor,” Sioux Falls, SD

February 15, 2022 USD Supervisor Workshop Training, “So You’ve Been Asked to be a Supervisor,” Vermillion, SD

October 14, 2021 South Dakota LEND (Leadership Education Excellence in Caring for Children with Neurodevelopmental and Related Disabilities) Program, “Working with Difficult People and Conflict Management,” Vermillion, SD

October 13, 2021 USD Supervisor Workshop Training, “So You’ve Been Asked to be a Supervisor,” Vermillion, SD

September 21, 2021 Guest Discussant, Sustainability Series, USD, Vermillion, SD

June 10, 2021 Invited Plenary Presentation, Yankton Area Mental Wellness Institute, “Power and Influence – Ethical Considerations of Working Together,” Yankton, SD

June 10, 2021 Plenary Presentation, Yankton Area Mental Wellness Institute, “Recognizing Individual and Organizational Ethical Concerns,” Yankton, SD

April 16, 2021 South Dakota LEND (Leadership Education Excellence in Caring for Children with Neurodevelopmental and Related Disabilities) Program, “Working with Difficult People and Conflict Management, Vermillion, SD

February 27, 2021 Moderator, Legislative District 17 Cracker Barrel, Vermillion, SD

September 13, 2020 Presentation, “Vermillion Home Rule,” Vermillion Right to Life, Vermillion, SD

February 29, 2020 Moderator, Legislative District 17 Cracker Barrel, Vermillion, SD

January 16, 2020 South Dakota LEND (Leadership Education Excellence in Caring for Children with Neurodevelopmental and Related Disabilities) Program, “Working with Difficult People and Conflict Management, Vermillion, SD

April 3, 2019 Osher Life-long Learning Institute (OLLI) “Community Center Feasibility Study,” Vermillion, SD.

March 22, 2019 Enrichment Friday Workshops, “Organizations and Social Style,” Department of Communication Disorders, USD, Vermillion, SD

February 4, 2019 Classroom Presentations, “Management and Leadership,” Vermillion High School, Vermillion, SD

January 28, 2019 Facilitation, “Community Center Feasibility Study Roll-Out,” Vermillion, SD

November 8, 2018 Leadership Training Session, US Army’s 25th Infantry Division, 3rd IBCT located in Schofield Barracks, Wahiawa, Hawaii, via video conferencing.

August 15, 2018 Student Media Retreat, *Volante* Staff, “Leadership and Teams,” Vermillion, SD

June 7, 2018 Featured Speaker, Yankton Area Mental Wellness Institute, “Overcoming the Dark Side of Organizations,” Yankton, SD

May 16, 2018 City of Vermillion, Candidates’ Forum, Municipal Election,” Vermillion, SD

May 2, 2018 USD Foundation, “Leadership - Lunch Seminar,” Vermillion, SD

March 27, 2018 National Honor Society Induction Ceremony, “Scholarship,” Vermillion, SD

November 16, 2017 Facilitation of Integrated Community Action Planning group, Community Center Public Information Session, Vermillion, SD

November 6, 2017 City of Harrisburg, SD, Servant Leadership Workshop, Harrisburg, SD

November 2, 2017 Canton Community Forum on Change of Government Discussion, Canton, SD

October 29, 2017 Enrichment Friday Workshops, “Organizations and Social Style,” Department of Communication Disorders, USD, Vermillion, SD

November 17, 2016 South Dakota LEND (Leadership Education Excellence in Caring for Children with Neurodevelopmental and Related Disabilities) Program, “Working with Difficult People and Conflict Management, Vermillion, SD

July 14, 2016 Vermillion City Council, City Council Orientation, Vermillion, SD

February 19, 2016 Enrichment Friday Workshops, “Organizations and Social Style,” Department of Communication Disorders, USD, Vermillion, SD

November 5, 2015 South Dakota LEND (Leadership Education Excellence in Caring for Children with Neurodevelopmental and Related Disabilities) Program, “Working with Difficult People and Conflict Management, Vermillion, SD

October 13, 2015 Osher Life-long Learning Institute (OLLI) “Forms of Government in South Dakota,” Vermillion, SD

June 23, 2015 Moderator, Ballot Issue Forum, Day Care Regulations, Vermillion, SD

June 4, 2015 Breakout Session, “Ethics” Yankton Area Mental Wellness Institute Annual Conference, Yankton, SD

February 13, 2015 Innovation Session, Integrated Community Advancement Plan, Vermillion Economic and Development Corporation, Vermillion, SD

January 22, 2015 We the People Showcase Judge, The Citizen and the Constitution, Chiesman Foundation, Vermillion, SD

November 14, 2014 Enrichment Friday Workshops, “Organizations and Social Style,” Department of Communication Disorders, USD, Vermillion, SD

October 8, 2014 South Dakota LEND (Leadership Education Excellence in Caring for Children with Neurodevelopmental and Related Disabilities) Program, “Working with Difficult People and Conflict Management, Vermillion, SD

September 19, 2014 **Invited Address**, Sioux City Young Professionals Conference, “Leadership Tactics,” Sioux City, IA

July 8, 2014 Council Orientation, City Council of Vermillion, Vermillion, SD

May 22, 2014 **Invited Address,** Book talk and signing, “Putting your Values to Work,” Center for Excellence in Public Leadership Alumni Reception, Washington, DC, <http://www.youtube.com/watch?v=yS7OlAVjQSs>

April 30, 2014 Ability Building Services, “Leadership, Communication, and Motivation,” Yankton Residential Services, Yankton, SD

March 27, 2014 Citizen Forum, “Forms of Government,” Canton, SD

March19, 2014 **Keynote Address**, ICMA Midwest Regional Summit and Iowa Municipal Management Institute, “Becoming the City Manager Others Want to Follow,” Iowa City, IA

March 5, 2014 **Keynote Address**, Yankton Volunteer Leaders, “Becoming the Leader Others Want To Follow,” co-sponsored by United Way & Volunteer Services and the Yankton Chamber of Commerce, Yankton, SD

March 3, 2014 USD Occupational Therapy Program, “Working with Difficult People,” Vermillion, SD

November 18, 2013 Presentation to Mitchell, SD City Council, “Differences Between a City Manager and a City Administrator,” Mitchell, SD

November 8, 2013 Graduate Research Roundtable, Political Science Department, “Putting Your Values to Work,” Vermillion, SD

October 24, 2013 South Dakota Planners Association Annual Conference, “Six Reminders for Policy Leadership at the Local Level,” Yankton, SD

October 16, 2013 Osher Life-long Learning Institute (OLLI) “Municipal Home Rule,” Vermillion, SD

October 10, 2013 South Dakota LEND (Leadership Education Excellence in Caring for Children with Neurodevelopmental and Related Disabilities) Program, “Working with Difficult People and Conflict Management, Vermillion, SD

October 9, 2013 SD City Management Association, “Public Participation” SD Municipal League Meeting, Aberdeen, SD

February 15, 2013 USD Occupational Therapy Program, “Working with Difficult People,” Vermillion, SD

November 14, 2012 South Dakota LEND (Leadership Education Excellence in Caring for Children with Neurodevelopmental and Related Disabilities) Program, “Working with Difficult People and Conflict Management, Vermillion, SD

November 13, 2012 SESDAC Board Development, “Innovative Thinking Session,” Vermillion, SD

October 19, 2012 Enrichment Friday Workshops, “Organizations and Social Style,” Department of Communication Disorders, USD, Vermillion, SD

October 3, 2012 SD City Management Association, “Collaborative Leadership,” SD Municipal League Meeting, Pierre, SD

May 1, 2012 South Dakota LEND (Leadership Education Excellence in Caring for Children with Neurodevelopmental and Related Disabilities) Program, “Working with Difficult People and Conflict Management, Vermillion, SD

February 7, 2012 Students of Public Administration Roundtable, “Public Administration and Governance,” Vermillion, SD

February 1, 2012 Student Leadership Development Program, “Leadership and Management,” Student Affairs, USD, Vermillion, SD

Jan – Feb 2012 Osher Life-long Learning Institute (OLLI) “Series on Basic Mormon Tenets – 6 Sessions,” Vermillion, SD

October 19, 2011 Student Leadership Development Program, “Five Perspectives of Leadership,” Student Life, USD, Vermillion, SD

October 5, 2011 Development Workshop, “Leadership Perspectives,” South Dakota City Management Association, Sioux Falls, SD

June 9, 2011 **Closing Plenary Address**, “The Chemistry of Organizational Life: Or How Leadership Matters Too,” Yankton Area Mental Wellness Institute Annual Conference, Yankton, SD

June 9, 2011 **Plenary Address**, “Personal and Organizational Ethics*,”* Yankton Area Mental Wellness Institute Annual Conference, Yankton, SD

April 5, 2011 South Dakota LEND (Leadership Education Excellence in Caring for Children with Neurodevelopmental and Related Disabilities) Program, “Working with Difficult People and Conflict Management, Vermillion, SD

March 4, 2011 Workshop Facilitation, “Strategic Planning,” USD Alumni Office, Vermillion, SD

February 15, 2011 Leadership You, “Values and Vision,” Student Life, USD, Vermillion, SD

February 11, 2011 Enrichment Friday Workshops, “Leadership, Management, and Social Style,” Department of Communication Disorders, USD, Vermillion, SD

December 17, 2010 Student Life, Facilitation - USD Student Engagement Committee, Vermillion, SD

August 18, 2010 Greek Life Graduate Assistantship Training, University of South Dakota, “Leadership,” Vermillion, SD

June 28, 2010 City of Vermillion, “City Council Orientation,” Vermillion, SD

April 7, 2010 South Dakota LEND (Leadership Education Excellence in Caring for Children with Neurodevelopmental and Related Disabilities) Program, “Working with Difficult People and Conflict Management, Vermillion, Sioux Falls, SD (DDN)

February 10, 2010 USD Occupational Therapy Department Student Development Program, “Working with Difficult People/Conflict Management,” Vermillion, SD

December 3, 2009 **Invited Lecture** at the Humanities Research Forum, “To Be One with Others While Still Being One: The Humanities, Leadership, and Collaboration,” University of South Dakota, Vermillion, SD.

September 12, 2009 Western Psychological State Hospital Association Annual Meeting, “Leadership Training and Development,” Yankton, SD

September 2, 2009 Yankton Verve, Lunch Speaker, “Leadership: What It Is and What It Isn’t,” Yankton, SD

August 20, 2009 Leadership Vermillion, Strategic Visioning Session, Vermillion, SD

August 19, 2009 Greek Life Graduate Assistantship Training, University of South Dakota, “Leadership,” Vermillion, SD

May 7, 2009 Clay County Elephant Club Presentation, “The Constitution and Politics Today,” Vermillion, SD

April 6, 2009 South Dakota LEND (Leadership Education Excellence in Caring for Children with Neurodevelopmental and Related Disabilities) Program, “Working with Difficult People and Conflict Management, Vermillion, Sioux Falls, Rapid City, SD (DDN)

March 25, 2009 **Keynote Address,** Iowa Municipal Management Institute Conference 2009, “Leadership, Ambiguity, and Uncertainty,” Iowa City, IA.

February 25, 2009 Guest Speaker, “Economic Stimulus,” Vermillion High School Current Events Program, Vermillion, SD

January 24, 2009 Guest Speaker, “Leadership,” Kappa Alpha Theta Chapter Development Day, Vermillion, SD

August 26, 2008 **Keynote Address**, South Dakota Cabinet Retreat, “Leadership and Management,” Chamberlain, SD.

July 2, 2008 Council Orientation, City Council of Vermillion, Work Session, Vermillion, SD

April 18, 2008 South Dakota Chapter, American Society of Laboratory Scientists, *Four V’s of Leadership and Trust*, Yankton, SD

April 7, 2008 City Commission Presentation/Consultation on City Manager Search, Canton, SD

April 7, 2008 South Dakota LEND (Leadership Education Excellence in Caring for Children with Neurodevelopmental and Related Disabilities) Program, “Working with Difficult People and Conflict Management, Vermillion, Sioux Falls, Rapid City, SD (DDN)

December 20, 2007 Veterans Resource Center, Planning Session, Vermillion, SD

October 18, 2007 South Dakota Library Association Annual Meeting, Seminar, “*The Four Vs of Leadership*,” Watertown, SD

September 22, 2007 Workshops, “Citizenship in the Community,” Northwest Iowa Community College, Sheldon, IA

August 3, 2007 **Keynote Address**, “The Choices to Lead,” Convocation for the Occupational Therapy Program, University of South Dakota, Vermillion, SD

May 16, 2007 Panel, “Leaders in Granite,” Mount Rushmore Institute of Mount Rushmore National Memorial society, Mt. Rushmore, SD

April 26, 2007 Facilitation, Veteran’s Resource Center Planning Session, Vermillion, SD

April 16, 2007 **Guest Speaker**, “The Leadership Choice,” Seventeenth Annual Leadership Recognition Reception, University of South Dakota, Vermillion, SD

April 2, 2007 South Dakota LEND (Leadership Education Excellence in Caring for Children with Neurodevelopmental and Related Disabilities) Program, “Working with Difficult People and Conflict Management, Vermillion and Sioux Falls, SD (DDN)

January 26, 2007 Student Services Administration/Dean of Students, University of South Dakota, “Social Styles Workshop,” Vermillion, SD

October 19, 2006 Panel on Citizenship, Character Counts Program, Vermillion School District, Vermillion, SD

October 2, 2006 Citizen Meeting on Forms of Government, Canton, SD

August 30, 2006 Moderator, Vermillion City Public Meeting on City Hall Functionality and Style, Vermillion, SD

April 20, 2006 South Dakota City Management Association, “Getting a GRIP on Teambuilding,” Vermillion, SD

March 17, 2006 Student Action Office (SAO) Community Brown Bag Series, “The NPO Context: From Good to Great,” Vermillion, SD

March 2, 2006 Leadership Vermillion, “Leadership and Teams,” Vermillion, SD

January 9, 2006 Leadership Alcester, “Community Leadership and Strategic Planning,” Alcester, SD

October 26, 2005 “Leadership and Ethics” presentation, Emerging Leaders Program, Student Action Office, USD, Vermillion, SD.

October 17, 2005 Home Rule Information Session, Vermillion City Council, Vermillion, SD

August 6, 2005 NCAA North Central Conference Student Athlete Advisory Council, “Leadership and Teambuilding, Vermillion, SD

July 14, 2005 City Council Orientation and Workshop, Vermillion City Council, Vermillion, SD

March 16, 2005 USD Spring 2005 Dialogue Distinguished Faculty Panel Member, “What is Good Teaching and How Do You Know It,” Vermillion, SD

March 3, 2005 Leadership Vermillion, Leadership and Teambuilding Workshop, Vermillion, SD

January 11, 2005 Leadership Alcester, Community Strategic Planning, Alcester, SD

December 3, 2004 University of Kansas, Public Administration Department, “Reclaiming Leadership Theory in Public Administration Practice,” Lawrence KS

November 8, 2004 Leadership Alcester, Introduction to Community Leadership, Alcester, SD.

October 28, 2004 City of Sioux Falls Managers Forum, *The ‘Being Taken for Granted’ Profession: Public Service and Leadership,* Sioux Falls, SD

October 11, 2004 City Council of Vermillion, Council Orientation Session, Vermillion, SD

September 27, 2004 Leadership Alcester and Leadership Vermillion, Facilitation Workshop, Vermillion, SD

March 22, 2004 City Council of Vermillion, Performance/Outcome Based Budgeting Work Session, Vermillion, SD

March 4, 2004 Leadership Vermillion, Seminar on “Leadership in a Volunteer Setting,” Vermillion, SD.

February 5, 2004 Testified before SD House Committee on Local Government concerning a bill on altering the council/manger form of government in the state.

October 20, 2003 City of Alcester, SD, *Strategic Community Planning Workshop*

August 25, 2003 USD Residence Association Training, *Leadership and Relationships Seminar*

August 18, 2003 City of Alcester, SD, *4 Vs of Leadership Workshop*

June 20, 2003 South Dakota City Manager’s Association, “Leadership and Strategic Planning,” Vermillion, SD

June 9, 2003 City Council of Vermillion, SD, Presentation and Workshop entitled “Leadership and Governance,” Vermillion, SD

June 4-5, 2003 South Dakota Girls State, Faculty Advisor, session on Party Conventions

April 3, 2003 Leadership Vermillion, Seminar on “Leadership in a Volunteer Setting,” Vermillion, SD.

March 24, 2003 **Keynote address**, Leadership and Management: One in the Same or Two of a Kind, Delta Sigma Pi Business Fraternity Leadership Forum.

February 18, 2003 Presentation before Vermillion, SD, City Council on home rule and city governance issues

January 11, 2003 USD Residence Hall Association’s Leadership Retreat, Leadership and Management, Vermillion, SD

November 19, 2002 Leadership Vermillion Alumni Group, Seminar on Leadership and Facilitation, Vermillion, SD

September 11, 2002 “9/11 A Year Later: Remembering When Everything Changed,” University of South Dakota Faculty Forum, Vermillion, SD (convener and moderator)

June 18, 2002 City Council of Vermillion, SD, Leadership and Teambuilding Seminar, Vermillion, SD

April 2002 Leadership and Complexity Science, MPA Program, The George Washington University, Washington, DC.

March 14, 2002 Capitol City Fellows Program Selection Committee, Washington, DC

March 5 and 19, 2002 Department of Parks and Recreation Wards 7 and 8 Recreation Centers Staff Workshop, Leadership, Empowerment, and Team Building, Washington, DC

October 2001 Qualitative Research, MPA Program, The George Washington University, Washington, DC.

September 2001 Human Resource Management, Leadership, Decision-making, The George Washington University, Washington, DC

April 2001 Leadership and Complexity Science, MPA Program, The George Washington University, Washington, DC.

December 1-2, 2000 St. Leo University, Leadership Perspectives Seminars, St. Leo, FL

November 28, 2000 District of Columbia Department of Employment Services, Leadership and Empowerment Workshop, Washington, DC

November 15, 2000 Robert S. McNamara Fellowship Program, World Bank, Washington, DC. Roundtable discussion on practical experiences in implementing institutional change.

September 29, 2000 Public Service in the New Millennium Conference, Washington, DC, presentation entitled “Reinventing Government.“

May 15, 2000 DC Public Libraries, Organizational & Personal Stress Seminar, Washington, DC

April 2000 Leadership and Complexity Science, MPA Program, The George Washington University, Washington, DC.

March 2000 Human Resource Management, Leadership, Decision-making, The George Washington University, Washington, DC

November 1999 Leadership and Complexity Science, MPA Program, The George Washington University, Washington, DC.

May 21, 1999 District of Columbia's Corporation Council Leadership Training Program, Washington, DC

February 12, 1999 Fannie Mae Leadership Preparatory Program, *Five Perspectives of Leadership,* Washington, DC

June 12, 1998 District of Columbia Department of Employment Services, Strategic Planning Retreat Session on Leadership, Washington, DC

1997 - 2002 Presentations through the Center for Excellence in Municipal Management, Washington, DC

Topics include Leadership Values and Ethics; Human Side of Change; Organizational Change; Leadership Readings and Review; Capstone Simulation; Basic Leadership Course; *SimCity 2000™* Urban Design and Team Building Program

1992 – 1993 Presentations on political science and interest group politics, BYU political science program, Provo, Utah

Ongoing Numerous and consistent presentations and service rendered in eleemosynary, religious, welfare, and social governance contexts.

Sample of Media and Interviews

Capitol Journal, Governor’s Leadership Development Program, October 2, 2016

Plain Talk, City Council Hears ICAP Welcome Sign Plans, January 8, 2016

Sioux Valley News and Greater Siouxland Phoenix, Forms of Government interview, March 21, 2014

KYNT Radio Segment, Becoming the Leader Others Want To Follow, March 5, 2014

South Dakota Magazine (p 102), January 2014

Mitchell Daily Republic, USD prof: City administrator would be good fit for Mitchell, November 19, 2013

KELO.com, Yankton Press and Dakotan, USD Professor Writes Book on Leadership, October 31, 2013

Elder Law Forum, Leadership and Aging, December 25, 2011

KYNT Radio Segment, Leadership and Management Differences, September 2, 2009

KYNT, Radio Interview, City Manager Search Process, January 30, 2008

Sioux City Journal, Cutler Award Recipients Named, May 21, 2006

SDPB, Radio Broadcast, 2006

Capital Eye, Center for Responsive Politics, 2004

Plain Talk, March 7, 2003, Committee Recommends Home Rule in Vermillion

Sioux City Journal, Front page article, City Management Form, 2003

Editorial, Daily Universe, Taking a Look at the Electoral College: Electoral College Fulfills its Purpose, With H.E. Scruggs,1992

## **Professional Outreach**

Center for Excellence in Public Leadership

* Monumental Leadership, June 7, 2008, Washington, DC
* Leadership Capstone Simulation, August 6-8, 2008, Potomac, MD
* Webinar: Politics of Organizational Leadership, 2014- present, US NRCS, Washington, DC
* Webinar: Strategic Leadership, 2014 – US NRCS, Washington, DC
* Webinar: Working in Complexity, 2022 – present, US APHIS

Center for Sports Psychology

* Leadership Simulation, multiple dates (2002 – 2020), Aurora, CO.
* Senior Management Course, multiple dates (2021 – present)
* Team Development Training, 2021 –
* Values and Leadership without Authority, 2022
* Coaching Skills for Leaders, 2022 –
* Leadership Assessment Program, 2023 -

City and County of Denver, CO.

* *Capstone Simulation*, LEAD management development program, Nov. 4-5, 2004, Denver, CO.

City of Elk Point, SD

* Teambuilding Session, May 16, 2012, Elk Point, SD.
* Innovative Thinking Session, February 7, 2023, Elk Point, SD

City of Kalispell, MT

* *Kalispell 2020*, City Council Visioning Workshop, February 25, 2006, Kalispell, MT
* *The Tipping Point: Getting a Grip on Leading Together,* City Leadership Team Training Session, February 24, 2006, Kalispell, MT

City of Pierre, SD

* Strategic Planning and Innovation, 2014
* Management Team Training, February 2016, Pierre, SD

City of Vermillion, SD

* Performance Evaluation Analysis, 2007, 2008, 2009

City of Vermillion, SD Parks and Recreation Department

* SWOT Analysis for The Bluffs Golf Course, 2019

City of Vermillion, SD Police Department

* Community Safety and Protection Survey, 2012
* Community Safety and Protection Survey, 2016

City of Yankton, SD

* City Manager Search Process Facilitation, 2008

Clay County, SD, Fair Board / 4H Organization

* Options Meeting Facilitation, August 2023

Community Service Providers of South Dakota

* Innovative Thinking Session, July 13, 2017, Sioux Falls, SD

Contemporary Executive Development Program (various federal agencies), The George Washington University

* *Senior Executive Development Program*, “Leading People, Leading Change,” Warrenton, VA, Washington, DC, and/or Queenstown, MD, multiple dates of delivery
* *Senior Executive Development Program,* “Values, Teambuilding and Power,” Washington, DC. June 2003, June 2002
* *Advanced Leadership Workshop*, Warrenton, VA, multiple dates of delivery
* *Leadership Development Seminar*, Warrenton, VA., March 1999

Dakota Hospital Foundation

* *Board Visioning Workshop*, Vermillion, SD, November 12, 2013

District of Columbia Government

* *Program for Excellence in Municipal Management*, Capstone Simulation design and/or delivery*,* Potomac, MD, multiple dates of delivery, Redesign May 2005, Delivery July 2005
* *Program for Excellence in Municipal Management,* Basic Leadership Course, Leadership Concepts presentation, Potomac, MD, multiple dates of delivery
* Management Supervisory Service Training, Project Management, Washington, DC, Winter/Spring Sessions 2002
* Management Supervisory Service Training, Leadership Principles and Practices, Washington, DC, Spring/Summer Sessions 2001

Eagle Hill Consulting

* *Teambuilding Workshop*, All-Employee Conference, Arlington, VA, October 2015

Equal Employment Opportunity Commission, Washington, DC

* *Leadership and Management Seminar*, June 1999

Fannie Mae Corporation, Washington, DC

* *Leadership Values and Ethics*, December 1999
* *Leadership and Human Side of Change*, April 1999
* *Leadership Discussion Sections*, March 1999 – December 1999

Genoa Medical Facilities

* Innovative Thinking and Strategic Planning Session, Genoa, NE, April 7, 2017

Head Start, South Dakota

* *Performance Measurement* Workshop, Vermillion, SD, September 2013

Inter-American Development Bank

* *Strategic Thinking*, Washington, DC, multiple dates of delivery

International City/County Management Association (ICMA)

* ICMA Annual Conference 2006, “Leadership and Governance” day-long workshop for ICMA University, San Antonio, TX, September 9, 2006
* ICMA Annual Conference 2005, “Leadership and Governance” day-long workshop for ICMA University, Minneapolis, MN, September 24, 2005

Metropolitan Washington Council of Government

* *Capstone Leadership Simulation*, Washington, DC, July 2006

Project Turnabout

* Board of Directors Retreat, Marshall, MN, October 2008

Sanford School of Medicine, USD - Basic Biomedical Science Division

* Facilitation of Innovative Thinking Workshop for Protein Control Quality and Degradation (PQCD) Group, May 23, 2013
* “Innovativeness Session,” Executive Team, Sioux Falls, SD, September 24, 2014
* Innovative Thinking Facilitation, Vermillion, SD, May 2023

Sanford School of Medicine, USD – Medical Education Pillar 1

* Facilitation of Faculty Retreat, Sioux City, IA, July 18, 2024

Sanford Vermillion Hospital

* Management Development Session, Vermillion, SD, October 3, 2013
* Innovative Thinking Session, Vermillion, SD, June 14, 2022

SESDAC, Inc.

* Strategic Thinking Session, Vermillion, SD, November 18, 2015
* Senior Management Workshop, “Leadership, Management, and Change,” February 19, 2013
* Leadership Seminar, May 22, 2013
* Management Seminar, June 5, 2013
* Communication and Conflict Resolution, July 31, 2013
* Personal and Organizational Ethics, August 14, 2013

Sioux Center Health System

* Innovation Thinking and Planning Session, Okoboji, IA, April 1-2, 2019

Skrel Consulting

* Department of Energy Budget Analyses, Alexandria, VA, August-October 1997, 1998

South Dakota City Manager’s Association

* Performance Measurement, May 15, 2014, Pierre, SD
* Workforce Staffing Planning, May 16, 2014, Pierre, SD
* Teams, Trust, Coaching and Complexity, October 5, 2023, Rapid City, SD
* Management and Leadership: Coaching in Complex Times, February 7, 2024, Pierre, SD

South Dakota Department of Corrections

* DOC Staff Training Session, Pierre, SD, April 25, 2017
* DOC Administration Training Session, Pierre, SD, April 25, 2017

South Dakota Department of Revenue

* Strategic Planning Session, Executive Team, November 9-10, 2011, Pierre, SD
* Leadership Training Retreat, “The Four Vs of Leadership and Strategic Thinking,” Pierre, SD, May 15, 2012

South Dakota Division of Criminal Investigation

* Police Leadership Training, “Leadership in the 21st Century,” October 2006, Rapid City, SD

South Dakota Division of Parks and Recreation, Department of Game, Fish, and Parks

* Leadership Development Program, February 4-6, 2015, Chamberlain, SD
* Leadership Development Program, February 3-5, 2016, Chamberlain, SD

South Dakota Division of Wildlife, Department of Games, Fish, and Parks

* Leadership Development Program, Leadership & Management Seminar, April 21, 2015, Pierre, SD
* Leadership Development Program, Interpersonal Relationships and Team Building, May 28, 2015, Pierre, SD

South Dakota Girls State, American Legion Auxiliary

* Citizens Forum (2004 - 2010)

South Dakota Human Services Center

* Leadership, Management, Communication and Conflict Resolution, 2019, Yankton, SD
* Leadership Seminar, Yankton SD (several years, 2007-09)
* Personal and Organizational Ethics, Yankton, SD (several years, 2007-09)

TASC, Inc.

* Senior Management Retreat, “Collaborative Leadership,” teleconference, June 5, 2012
* Leadership Conference, “BSC Rollout,” Bloomington, IL, September 14, 2006
* Balanced Scorecard Rollout Executive Session, Chicago, IL, January 11-12, 2006
* Leadership Retreat, “The Tipping Point: From Management Routine to Leadership Success,” St. Charles, IL, October 10, 2005

U.S. Defense Information Systems Agency

* *Capstone Simulation*, Executive Leadership Development Program, Annual Conference, August 2011
* Mid-year Conference, Executive Leadership Development Program, *Leadership Capstone Simulation*, Washington, DC, March 2011
* *Leadership Principles and Practices*, Emerging Leaders Program, Washington DC, August 2009, 2010, 2011
* *Management as a Leadership Competency*, Emerging Leaders Program, Washington, DC, August 2009
* *Leading People, Leading Change*, Executive Leadership Development Program, Washington, DC, multiple dates of delivery
* *Leadership, Values, and Power*, Emerging Leaders Program, Washington, DC, August 2005

U.S. Farm Production and Conservation Agency, USDA

* “Being a Strategic Leader,” webinar, originated in Vermillion, SD, multi-year
* “Politics of Organizational Leadership,” webinar, originated in Vermillion, SD, multi-year

U.S. Federal Aviation Administration

* *Leadership Simulation*, September 29-30, 2005, Baltimore, MD

U.S. Food and Drug Administration

* *Leadership, Values, and Power*, CEPL Senior Executive Development Program, Warrenton, VA, July 11-12, 2005

U.S. Food Safety Inspection Service, USDA

* *Leadership Simulation*, Leadership Development Program, Shepherdstown, WV, May 8-9, 2007
* *Executive Coaching,* Fall 2007

U.S. Health and Human Services, Emerging Leaders Program

* Leadership Past, Present, and Future, Washington, DC, multiple dates of delivery

U.S. Internal Revenue Service, Commissioner’s Complaint Processing and Analysis Group

* *Organizational Tensions and Technologies: How a Balcony View Can Help Fill Potholes,* Washington, DC,July 2001

U.S. Internal Revenue Service, Criminal Investigations – Refund Crimes Division

* *Getting a Grip on Leadership, Management, Change, and Trust,* Dallas, TX,May 15, 2006

U.S. Internal Revenue Service, Criminal Investigation, Detroit Field Office

* Leadership Seminar for Continuing Professional Education (CPE) Conference, “Leadership and Management: One and the Same or Two of A Kind,” East Lansing, MI, May 18, 2010

U.S. Internal Revenue Service, Criminal Investigation, San Diego Field Office

* Leadership Seminar for Assistant Special Agents In Charge, San Diego, CA, December 16, 2010

U.S. Internal Revenue Service, Leadership Development Program

* Senior Management Development Simulation Program – Design and Development, Washington, DC,April – May 2002
* Executive Readiness Program Capstone Simulation – Delivery, Washington, DC,July 2002
* Senior Management Development Program Capstone Simulation w/ FEI – Delivery, Charlottesville, VA, Federal Executive Institute,multiple dates of delivery
* Senior Management and Senior Management Readiness Program Capstone Simulation w/ OPM, WMDC – Delivery, Denver, CO, multiple dates

U.S. Internal Revenue Service, Ogden Submission Processing Center

* Leadership Seminar for Continuing Professional Education (CPE) Conference, “One and the Same or Two of A Kind,” Layton, UT., May 5

U.S. Natural Resources Conservation Service, USDA

* “Being a Strategic Leader,” webinar, originated in Sioux Falls, SD, 2014, originated in Vermillion, SD, multi-year
* “Politics of Organizational Leadership,” webinar, originated in Sioux Falls, SD, November 18, 2014, originated in Vermillion, SD, multi-year

U.S. Veterans Affairs Department

* “Dealing with Change in the Work Place,” Sioux Falls, SD, September 20, 2012
* “Leading Work Place Change,” Sioux Falls, SD, September 25, 2012

USDA Graduate School

* *Organizational Leadership*, Leadership Development Academy, Program for SES Candidates, Rosslyn, VA, February 2000.
* Certified Public Manager Program, *21st Century Public Manager*, Washington, DC, multiple dates of delivery

University of South Dakota, Art Department

* Innovative Thinking Session, Vermillion, SD, January 15, 2016

University of South Dakota International Studies Committee

* Strategic Priorities Facilitation, Vermillion, SD, November 15, 2007

University of South Dakota, Housing Department

* Leadership, Trust, Listening and Self-Deception, Employee Training, July 27, 2022

Vermillion, SD, School District

* School District Innovative Thinking and Planning Session, Vermillion, SD, November 17, 2015
* *School Activities Innovative Thinking Session*, Vermillion, SD, January 23, 2013.
* Action Planning Workshop, Vermillion, SD February 20, 2013.

Vermillion Chamber and Development Corporation

* Innovative Thinking Facilitation, July 2023
* Executive Director Search Committee, Fall 2013
* Integrated Community Action Planning 2014

Vermillion Shakespeare Festival

* SWOT Analysis (in partnership with Graduate Students), Fall 2021

Virginia Department of Correctional Education

* *Leadership and Communications Workshop*, Farmville, VA, May 2000.

## **Professional Experience**

The George Washington University Center for Excellence in Municipal Management (renamed Center for Excellence and Public Leadership), Department of Public Administration, School of Business and Public Management, Washington, DC

**Senior Fellow** 2002-present

Director of Leadership Studies and Development 2000–2002

Center Fellow for Leadership Studies 1997–2000

U.S. Department of Energy, Washington, DC

Special Assistant for Communications, Director of Energy Research 1997

Special Assistant to the Assistant Secretary of Energy for Congressional,

Public and Intergovernmental Affairs (**Presidential Management Intern: 1993-95**) 1993-1996

Public Policy Intern 1993

Brigham Young University 1992-1993

Graduate Assistant, Prof. H.E. Scruggs, Political Science Department

University Relations Assistant

System Dynamics, Inc., Arlington, VA 1992-1993

Analyst

City of Richmond, VA 1991

Public Administration Intern, Department of Public Utilities