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EDUCATION: Ph.D., Indiana University; 1967
M.A., Indiana University; 1965
A.B., Erskine College; 1959

ACADEMIC BACKGROUND:

Professor Emeritus, University of Tennessee; 2009-
Professor, University of Tennessee; 1994-2009
Associate Professor, University of Tennessee; 1972-1994
Assistant Professor, McMaster University; 1967-72
Teacher, Aleppo College, Aleppo, Syria; 1959-62

BOOKS:

Experiencing Service-Learning Knoxville, TN: University of Tennessee Press (2011), with Robert Kronick and Michele Gourley.

Agendas And Decisions: How State Government Executives And Middle Managers Make And Administer Policy Albany, NY: SUNY Press (2008), with Dorothy Olshfski.

Wasta: The Hidden Force in Middle East Society Westport, CT: Praeger (1993), with Yasin Sarayrah.

The Bank and the Bureau: Organizational Development in the Middle East New York: Praeger (1988).

ARTICLES AND BOOK CHAPTERS:

Paradoxes of Collaboration: Managerial Decision Styles, *Review of Public Personnel Administration* 29/1 (2009): 58-75, with Dorothy Olshfski and Reem Abdelrazek

Religion and Public Administration – The Unacknowledged Common (and Competitive) Ground, *International Journal of Public Administration* 28/11-12 (2005): 943-956.

Scholars, Teachers, Practitioners, and Students: Learning by Fishing, Story-telling, and Appreciative Inquiry, *Journal of Public Affairs Education*, 11/1 (2005): 45-52, with Lori Riverstone and Steve Roberts.

Creating and Maintaining an Ethical, Effective Public Organization, in Bishop, Patrick, Carmel Conners, and Charles Sampford, eds., *Management, Organization, and Ethics in the Public Sector* Hants, England: Ashgate, (2003): 219-233.

Pluralist Democracy: Balancing Publicity, Privacy, and Secrecy, *Administrative Theory & Praxis* 25/2 (2003): 299-308.

Theory and the Public Administration Student/Practitioner. *Public Administration Review* 62/1 (2002): 104-111, with Louis Weschler.

Anti-Administration: Redeeming Bureaucracy by Witnessing and Gifting. *Administrative Theory and Praxis* 23/4 (2001): 573-588, with Robert Schneider.

Transforming Danger into Opportunity: Jordan and the Refugee Crisis of 1990, in Ali Farazmand, ed. *Handbook of Crisis and Emergency Management* (2001), New York: Marcel Dekker, 649-657; with Emad Mruwat and Yaser Adwan.

Servant Leadership. *Public Voices* 5:1-2 (2001) Introduction (pp. 1-8) and Conclusion (pp. 73-76).

Challenges to Privatization in Developing Countries: A New Look, in Ali Farazmand, ed. *Privatization or Public Enterprise Reform?* (2001), New York: Marcel Dekker, 239-253; with William Kurtz and Yaser Adwan.

Perspectives on Public-Sector Strategic Management, in Jack Rabin et al. *Handbook of Strategic Management* New York: Marcel Dekker, (2000); 545-560; with Lisa Zanetti.

The Kirton Adaptation-Innovation Inventory: Validity Issues, Practical Questions. *Review of Public Personnel Administration* 19/2 (1999): 18-31, with Michael Bobic and Eric Davis.

The Empowerment Construct in Manager-Executive Relationships. *Administration & Society* 30/4 (1998): 357-373, with Dorothy Olshfski.

"Deinstitutionalization" and "Appropriate Technology" entries in *The International Encyclopedia of Public Policy and Administration*, Jay Shafritz, editor in chief, Henry Holt, 1997.

Action Research in Mental Health: Acute Care Teams. *International Journal of Public Administration* 20/11 (1997): 2023-2041, with Katherine Wallace.

The Politics of At-Risk Youth, in Robert F. Kronick, ed. *At-Risk Youth: Theory, Practice, Reform* New York: Garland Press, 1997; 41-64; with Sungroe Lee.

Experiential Learning in Public Administration. *Journal of Public Administration Education* 3/2 (1997): 219-228.

Meet Dr. Clay and Dr. Glass: A Leadership Exercise. *Journal of Management Education* 21/2 (1997): 262-264.

Administrative Reform in Jordanian Education. *Journal of Developing Societies*, 12/2 (1996): 205-216; with Yasin Sarayrah.

Public Enterprise Management in Jordan: Small Steps Toward Privatization; in Ali Farazmand, ed. *Public Enterprise Management* Westport, CT: Greenwood Press, 1996, 189-207; with Yaser Adwan.

Student Teams Studying Organizations: Connecting the Classroom Through Field Experience. *Journal of Public Administration Education* 2/2 (1996): 131-142; with Mark Druker and Dragan Stefanovic.

Educating for Administrative Polyarchy: A New PA Challenge. *International Journal of Public Administration*, 17/7 (1994): 1351-1368; with Dorothy Olshfski.

Taming Wasta to Achieve Development. *Arab Studies Quarterly* 16/3 (1994): 29-41, with Yasin Sarayrah.

The Human Factor in Technology Transfer. *International Journal of Public Administration* 17 (1994) 101-118, with Yasin Sarayrah. [This is reprinted in an on-line textbook available through Marcel Dekker in 2003.]

Fostering Community: A Significant Role for the Medina Souq. *Arab Studies Quarterly* 14 (Winter 1992) 61-75.

Campfire Decisionmaking and Strategic Management: A Politics and Leadership Approach to Economic Development; *Public Administration and Development* 11 (Sep-Oct 1991) 511-520; with Yaser Adwan.

A Public-Sector Alternative to Privatization in Developing Countries; in Farazmand, A. ed.; *Handbook of Comparative and Development Public Administration* (New York: Marcel Dekker) 1991; 641-649; with Yaser Adwan.

Perspectives on Public-Sector Strategic Management; in Rabin, J.; Miller, G.; and Hildreth, B. eds. *Handbook of Strategic Management* (New York: Marcel Dekker) 1989; 123-139.

Confront and Engage for Organizational Development. *Training and Development Journal* 43 (February 1989) 71-72.

Establishing Assessment Center Validity. *Public Personnel Management* 15 (Spring 1986) 85-98; with Dorothy Olshfski.

Interpreting State Administrator-Legislator Relationships. *Western Political Quarterly* 39 (March 1986) 104-117; with Dorothy Olshfski.

Evaluating Task Leadership: A Problem for Assessment Centers. *Public Personnel Management* 14 (Fall 1985) 293-299; with Dorothy Olshfski.

Improving Management Effectiveness by Training - The Use of Video Techniques to Assist Self Appraisal. *Technovation* 3 (1985) 235-242; with Dorothy Olshfski.

"Objectifying" Assessment Centers. *Review of Public Personnel Administration* 3 (Summer 1985) 42-49; with Dorothy Olshfski.

Ethnic Conflict and Political Action: Political Parties and Voters in Urban Canada. *International Review of Modern Sociology* 5 (Autumn 1975) 143-155; with Henry Jacek.

Comparative Urban Voting Behavior: Canada and the United States. *The American Review of Canadian Studies* 3 (Autumn 1973) 76-100; with Gilbert Winham.

Dimensions of Family Loyalty in the Arab Middle East: The Case of Jordan. *The Journal of Developing Areas* 8 (October 1973) 55- 64.

Perception of Institutions and Individuals: A Look at Alienation in the Middle East. *Comparative Political Studies* 4 (April 1971) 91-99.

The Impact of the Local Candidate in Canadian Federal Elections. *Canadian Journal of Political Science*. 4 (June 1971) 287- 290.

Party Leader Images in the 1968 Federal Election. *Canadian Journal of Political Science* 3 (March 1970) 37-55; with Gilbert Winham. Reprinted in T. Hockin, ed., Apex of Power (Scarborough: Prentice-Hall, 1971), 71-91.

OTHER PUBLICATIONS

Servant Leadership – An Introduction. 2005. *Global Virtue Ethics Review* 5/3. [Editor for the Symposium issue on Servant Leadership.]

Principled People—Yes; Principled Policies—No! 2003. *Administrative Theory and Praxis* 25/1: 109-111.

On the Nature of Graduate Student Research: A Review Essay. *Administrative Theory and Praxis* 23/2 (2001) 260-262 (with Richard Box and Cheryl King).

Principles of Experiential Learning. *SPAЕ Forum* 6/3: 3, March 1996.

Seeking an Effective MPA Curriculum. *PA Times* Educational Supplement. October 1994, pp. 6, 16, 18, 37-38.

The Gatlinburg Tourism Marketing Process: An Evaluation. July, 1986; with Michael Evans and Martin Ehlers.

Management Turnover in Tennessee Government. Knoxville: Bureau of Public Administration; 1985; with Dorothy Olshfski.

The Role of the Development District in Community Development. Knoxville: Bureau of Public Administration; 1974; with Connie Brown and Floydette Lomax.

"Housing Inspection in Tennessee," (Mimeo: Department of Political Science, University of Tennessee, December 1974). A report of research completed through a grant under Title VIII of the Housing Act of 1964; with Connie Brown and Floydette Lomax.

Community Development in Tennessee. Knoxville: Department of Political Science (University of Tennessee-Knoxville, 1973); with Andy Allen, Marshall Peterson, and Carol Taylor).

BOOK REVIEWS

Non-system as the Ideal System? Book review essay of Farmer, David John. 2005. *To Kill the King: Post Traditional Governance and Bureaucracy* Armonk, NY: M.E. Sharpe; Kikoski, Catherine Kano and John F. Kikoski. 2004. *The Inquiring Organization: Tacit Knowledge, Conversation, and Knowledge Creation: Skills for 21st-Century Organizations* Westport, CT: Praeger; King, Cheryl Simrell and Lisa A. Zanetti. 2005. *Transformational Public Service: Portraits of Theory in Practice* Armonk, NY: M.E. Sharpe; *Public Performance and Management Review* 29/3 (2006): 372-377.

Martha Stephens, *The Treatment, Administrative Theory & Praxis* 26/4 (2004) 650-653.

Mary Parker Follett, *The New State, Journal of Organizational Change Management* 13/1 (2000) 89-91.

Ali Farazmand, ed. *Handbook of Bureaucracy, International Review of Administrative Sciences*, 62 (1996) 610-612

Linda Layne, *Home and Homeland: The Dialogics of Tribal and National Identities in Jordan*, *International Journal of Islamic and Arabic Studies* 10/1: 103-104.

Rodney Wilson, ed., *Politics and the Economy in Jordan*, *Middle East Journal*, 45 (Autumn, 1991): 680-681.

Book review essay: Bozeman, B. and Straussman, J. 1990. *Public Management Strategies* San Francisco: Jossey-Bass; Quinn, R. 1988. *Beyond Rational Management* San Francisco: Jossey-Bass; and Vaill, P. 1989. *Managing as a Performing Art* San Francisco: Jossey-Bass. *Public Productivity Review* 14/3 (Spring 1991): 321-325.

Samir al-Khalil, *Republic of Fear: The Politics of Modern Iraq*; *Middle East Journal*, 44 (Summer 1990): 503-504.

OTHER PROFESSIONAL ACTIVITIES:

Currently serving on the Senior Advisory Board or Editorial Board of the following journals or book series: *Administrative Theory and Praxis*, *Review of Public Personnel Administration*, *Journal of Public Affairs Education*; *International Journal of Organizational Theory and Behavior*, *Research in Management Education and Development*, *Public Administration Quarterly*.

National Teaching Public Administration Conference, Conference chair 2002, 1991; Program Chair 2006.

Managing Editor, *Public Performance and Management Review*, 2001-2005, Book review editor 1996-2001.

Invited Speaker, Ethics and Organization Conference, Griffith University, Brisbane, Australia, July, 2001.

Program Chair, SECoPA Annual Meeting, 1997.

Fulbright Exchange Scholar-Teacher, Yarmouk University, Irbid, Jordan, Spring, 1992.

Archivist, Southeast Conference for Public Administration (SECoPA), 1991- 2003

Director--Tennessee Government Executive Institute. Tennessee Department of Personnel, 1983 - 1990, Project Director, 1991.

Consultant, Organizational Development, City of Kingsport, TN; Nov., 1987 - June, 1988.

Faculty exchange, Department of Public Administration, Yarmouk University, Irbid, Jordan; Sept. 1986 - Jan. 1987.

Consultant, Tourism Marketing for the City of Gatlinburg, TN; Jan.-Mar., 1986.

Director--Fast Track Management Training Program. Tennessee Department of Correction, 1983.

Acting Coordinator, Master of Public Administration Program, University of Tennessee. 1981 - 1983.

Participant, A.I.D. Development Administration Workshop, Washington, June, 1982.

Subcontractor, Community Development Evaluation, HUD grants, Spring 1973 and Summer 1974.

Consultant, Water Pollution and Local Government Study, grant received by Gil Winham from Government of Ontario, 1971.

Frequent appearances on local television as commentator on the Middle East, Fall and Winter 1990-1991. Occasional appearances since then.

GRANTS & AWARDS:

Faculty Public Service Award, University of Tennessee, 2003.

Pugliese Award: Given by the Southeast Conference for Public Administration for dedicated contributions, 1999.

Fulbright award for teaching and research at Yarmouk University, Irbid, Jordan; January 1992-June 1992.

Tennessee Government Executive Institute; a \$25,000 contract yearly between the Department of Political Science and the Tennessee Department of Personnel, 1983-1990.

University of Tennessee -- Yarmouk University faculty exchange, 1986-87.

Fast Track Management Training Program; a \$15,000 contract with the Tennessee Department of Correction, 1983.