

ROBERT P. MCGOWAN, PH.D.

Dr. McGowan is a Professor and Chairman of the Department of Management in the University of Denver's Daniels College of Business. He has been with the College since 1983 and, prior to this, taught at The Pennsylvania State University at University Park, Pennsylvania. At the University of Denver, Dr. McGowan has served as Chairman of the Technology Management Committee for the Daniels College of Business, Chairman of Technology Curriculum Issues Committee for the University of Denver, and Technology Coordinator for the Daniels College of Business. Dr. McGowan has been actively involved in international programs as well. He is on the faculty of the Masters of Global Enterprise Planning at the University of Denver. As part of this program, he has taught business planning, American business culture, and global business planning to officials from Taiwan, Republic of China--both in the United States as well as in Taipei, R.O.C. He has also taught entrepreneurship to officials from Russia, Korea, and the People's Republic of China as well as several African delegations and was recently Visiting Professor of Management, National Yunlin University of Science and Technology, Taiwan.

Dr. McGowan received his Ph.D. from Syracuse University. His areas of expertise include the strategic management of technology, issues management, business policy and strategy, and public policy. He has served as a consultant to the Governor's Office of the State of Colorado on strategic planning and the role of economic development policy. He has also served as an advisor to the Governor's High Tech Cabinet Council, Denver Rotary, and the U.S. Forest Service as well as the Colorado Advanced Technology Institute (CATI).

Dr. McGowan is author of over forty articles and is co-author of the book Information Systems and Public Management (Praeger Publishing, 1985) as well as Economic Development, Strategies for State and Local Government (Nelson -Hall, 1993). He has consulted with a wide range of private and public organizations, including US West, Woodward Clyde, URS, Ball Canning, Jeppesen-Sanderson, AT&T, Jones Intercable, Daniels and Associates, United States Office of Personnel Management, State of Colorado, Great West Life.

In 1991, Dr. McGowan was named Methodist Scholar/Teacher of the Year for the University of Denver, and in 1993, he was given the Cecil Puckett Award for excellence in teaching within the Daniels College of Business. In 1994, Dr. McGowan was named Professor of the Year at the Women's College, University of Denver. Dr. McGowan is also an active member of the Society for Competitive Intelligence Professionals (SCIP), and he has engaged in scenario planning with a number of private sector organizations—such as XEL Communications, U S WEST, Inc. and Jeppesen-Sanderson.

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I. Personal Data

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II. Education

Ph.D. Syracuse University, The Maxwell School, Public Administration,
1980
M.P.A. George Washington University, School of Government and Business
Administration, 1975
B.A. West Virginia University, Political Science, 1973, Cum Laude

III. Experience

A. Teaching

Department of Management, Professor of Management and Chair (Fall, 1995-present).

Instructor, Strategic Management of Human Resources Executive and International Programs, Goldman School of Public Policy, University of California, Berkeley, Cancun, March, 2004.

Visiting Professor of Management, National Yunlin University of Science and Technology, Taiwan, R.O.C. (2003) (2004) (2005). Taught classes in managing innovation, promotion strategies and business strategy.

Department of Management, Associate Professor, Graduate School of Business and Public Management, Daniels College of Business, University of Denver (Fall 1985 - present). Focus of teaching on business strategy, public policy, business-government relations, administrative theory and practice, principles of management, and technology management (graduate and undergraduate levels). Tenured Fall 1987.

Department of Management, Assistant Professor, Graduate School of Business and Public Management, Daniels College of Business, University of Denver (Fall 1983 - Summer 1985.)

Center for Management Development, Daniels College of Business, University of Denver (Fall 1983 - present). Management training and development activities associated with basic management skills, organization behavior, and conflict management. Also a faculty participant of the Certificate in Cable Management and Masters in Global Strategic Planning.

The Women's College, University of Denver (Winter 1985-present). Teaching in the areas of principles of management and the environment of business, organizational behavior, and business strategy to undergraduate and graduate business majors.

Institute of Public Administration, Assistant Professor, The Pennsylvania State University (Fall 1980 - Summer 1983) Focus of teaching on areas of public management, information systems, program analysis, public personnel, organization theory.

Department of Public Administration, Adjunct Faculty, Syracuse University, Syracuse, New York (Spring 1979). Course at the graduate level on communication skills for the public manager.

Institute for Local Government, Institute Faculty, Syracuse University, Syracuse, New York (Spring 1979). Seminar on Managing by Objectives (MBO) for in-service local officials.

Civil and Public Service Program, Adjunct Faculty, Onondaga Community College, Syracuse, New York (August 1978 to January 1980). Courses in fundamentals of public administration and executive seminar.

Maxwell Training and Development Program, Instructor, The Maxwell School, Syracuse University, Syracuse, New York (December 1977 to June 1978). Instruction in basic and advanced management to managers of county social services agencies.

Management Program, Adjunct Faculty, Sangamon State University, Springfield, Illinois (January 1976 to April 1977). Courses in generic management (management theory, personnel, production, budgeting, and marketing) to public and private sector practitioners.

B. Business and Government

Management Advisory Services, Senior Consultant, Deloitte, Haskins and Sells, C.P.A., Chicago, Illinois (1977). Consulting for Big Eight accounting firm in public sector area. Responsibilities involved the development and implementation of reporting systems for state and local governments in midwestern region.

Bureau of Organization and Management, Technical Manager, Illinois Department of Transportation (1975 to 1977). Responsibilities consisted of instituting and coordinating Management by Objectives (MBO) Program for entire Department; review and coordination of organizational analyses; and contract administration for management services.

Program Planning Unit, Program Planning Analyst, National Geodetic Survey, U.S. Department of Commerce (1974 to 1975). Monitored agency scientific programs for preparation and submission of budgetary information to non-scientific personnel. Employed in staff position under the Deputy Director.

IV. Professional Activities

A. **Professional Organizations**

American Society for Public Administration
American Association of Public Policy Analysis and Management
Academy of Management
Policy Studies Organization
Western Governmental Research Association

B. **Publications**

1. **Referred Publications**

“Gaining a Competitive Edge: Economic Development Strategies for State and Local Governments,” with Dennis Wittmer Public Administration Quarterly 22, 3, Fall, 1998, 301-314.

“Adventures in Team Teaching,” with William Silver, Journal of Management Education, Vol. 20, No. 4, Nov. 1996, 435-445.

“The Greening of Organizations,” with Jean Mercier, Administration and Society, Vol. 27, No. 4 February 1996, 459-482.

“Total Quality Management: Lessons from Business and Government,” Public Productivity and Management Review, 18, 6 Summer 1995, 321-331.

"The Role of Sector in Determining Organizational Effectiveness: A Comparative Assessment," with Robert Spagnola and Rodger Brannan, Public Productivity and Management Review, Vol. 17, No. 1, Fall 1993, 15-27.

- "U. S. West: The Architecture of Corporate Transformation," with Ed Ottensmeyer, Business Horizons, 34, 1, Jan./Feb. 1991.
- "Symposium on Differing Perspectives on Economic Development," with Ed Ottensmeyer, Policy Studies Journal, 17, 3, Spring 1989, 551-556.
- "The Role of Management Science in Policy Analysis," Public Productivity Review, 44, Winter 1987, 55-64.B.
- "Technology and Economic Development Strategies: A Foreword," with Ed Ottensmeyer, Policy Studies Review, 6, 3, 507-511.
- "Patterns and Predictors of Economic Development Power in Local Government: A Policy Perspective on Issues in One State," with John M. Stevens, Policy Studies Review 6, 3, 554-568.
- "Organizational Resources and Commitments to Productivity Improvement," with Gordon E. Von Stroh, Public Productivity Review, 39, Fall 1986, 35-44.
- "Decision Support Systems in State Government: Promises and Pitfalls," with Gary Lombardo, Public Administration Review 46, November 1986, pp. 579-583.
- "Labor and Training Issues in Advanced Technology Industrial Development" with David Allen, New Technology, Work and Employment, Vol. 1, No. 1, Spring, 1986, 27-36.
- "Public Management Strategies: Patterns and Practices" with John M. Stevens, International Journal of Management, Vol. 3, No. 1, March 1986, pp. 65-73.
- "Effect of Fiscal Stress on Attitudes of Local Executive," with Brian Stipak and John M. Stevens, State and Local Government Review, 17, 1, Winter 1985, 188-192.
- "Coping with Change: Urban Issues and Management Strategies," with John M. Stevens, International Journal of Public Administration, 7, 1, 67-81, 1985.
- "The Impact of Productivity Measurement Systems on Municipal Performance," with Theodore H. Poister, Policy Studies Review, 4, 3, February 1985, 532-540.
- "Convergence Between Mayoral-Managerial Attitudes and Fiscal Indicators in Local Government: An Exploratory Research approach," Administration and Policy Journal, 3, 2, Spring 1984, pp. 217-231.
- "Strategies for Productivity Improvement in Local Government," Public Productivity Review, 8, 4, Winter 1984, 314-331.
- "The Contribution of Local Productivity Efforts In a Period of Fiscal Stress," with Theodore H. Poister, Public Productivity Review, 8, 4, Winter 1984, 386-394.

"Improving Efficiency in Public Management: The Torment of Sisyphus," Public Productivity Review, 8, 2, Summer 1984, 162-178. Reprinted in Strategic Issues in Public Sector Productivity: The Best of Public Productivity Review, 1975-1985; Marc Holzer and Arie Halachmi, eds. (San Francisco Jossey Bass, 1986).

"Constraints on Government Management Strategies: Challenge to Local Government and Human Service Managers," with John M. Stevens, Journal of Health and Human Resources Administration, 6, 4, Spring 1984, 498-517.

"The Use of Management Tools in Municipal Government: A National Survey" with Theodore H. Poister, Public Administration Review, 44, 3, 1984, 215-223.

"An Alternative Approach to Viewing Public and Private Organization," Management Science and Policy Analysis, 1, 3, Winter 1984, 4-8.

"Analytic Reports and Computerized Information Processing in Medium and Large Police Agencies," with David Allen and Stephen Mastrofski, Computers Environment and Urban Systems, 8, 3, 1983, 175-186.

"Personnel-Related Management Tools in Municipal Administration," with Theodore H. Poister, Review of Public Personnel Administration, 4, 1, 1983, 78-96.

"Managerial Strategies in Municipal Government Organizations," with John M. Stevens, Academy of Management Journal, 26, 3, September 1983, 527-534.

"A Financial and Demographic Trend Analysis of Local Governments," with John M. Stevens, Policy Studies Review, 2, 3, 407-416, 1983.

"Local Government Initiatives in a Climate of Uncertainty," with John M. Stevens, Public Administration Review, 43, 2, March/April 1983, 127-136.

"Local Government Management: Reactive or Adaptive?" with John M. Stevens, Public Administration Review, 43, 3, May/June 1983, 260-267.

"The Professional in Public Organizations: Lessons from the Private Sector?" American Review of Public Administration, 16, 4, Winter 1982, 337-349.

"Patterns of Information Communication by Public Managers: A Study of State Agencies," American Review of Public Administration, Vol. 16 No. 2/3, 1982, pp. 151-170.

"Patterns of Managerial Strategies in Governmental Organizations: An Empirical Perspective," with John M. Stevens, Academy of Management Proceedings. New York, 1982, 344-348.

"Survey of Local Government Officials: Analysis of Current Issues and Future Trends," with John M. Stevens. The Urban Interest, Vol. 4, No. 1, Spring 1982.

"The Use of Computers in Government: A Look at Municipal Fire Services," Computer, Environment and Urban Systems, Vol. 7, No. 3, 155-162, 1982.

"Boundary-Spanning and Information Transfer: The Influence of External Change," with Barry Bozeman, Social Science Information Studies, Vol. 2, No. 4, 175-186, 1982.

"Strategies for Information Management: The Administrator's Perspective," with Steve Loveless. Public Administration Review. Vol. 41, No. 3, May/June 1981, pp. 331-339.

"Productivity and Performance Indicators in State Human Service Agencies," Public Productivity Review, Vol 5., No. 4, Dec. 1981, 355-379.

"Size and Growth in Federal Executive Agencies," with Richard Higgins, International Journal of Public Administration. Vol. 2, No. 2, 195-224, 1980.

2. Non-Refereed Publications

"Key Success Factors in New Product Development," with Bahman Ebrahimi and T. Chung, International Journal of Management and Decision-making (forthcoming).

Public Policy and Business, with Syl Houston; McGraw-Hill, Irwin: New York, 2004.

"New Centuries Communication Management Case" and "New Centuries Communications Executive Case," with C. Fukami and R. Rizzuto; Women in Cable and Telecommunications: Chantilly, VA. May 2005.

McGowan, R.P., and Wittmer, D.P. (2004). "Five Great Issues in Decision Making." In Jack Rabin, Robert F. Munzendrider, and Sherrie M. Bartell (Eds.), Principles and Practices of Public Administration Part 6: Decision Making, Policy Studies, and Analysis. New York: Marcel Dekker, www.ebooks.dekker.com.

"TransContinental: Management Case" and "TransContinental Executive Case" with R. Rizzuto and C. Fukami, Women in Cable and Telecommunications: Chantilly, VA. June 2003 and March 2004.

"MidContinental and TransContinental Merger" Management Case and Executive Case, with Women in Cable and Telecommunications: Chicago, Illinois, 2002. Cynthia Fukami and Ron Rizzuto.

"XEL Communications, Inc. ©: Forming a Strategic Partnership," with C. Fukami in Organization Theory and Design, Richard Daft, editor, 7th Ed. Southwestern: Cincinnati, Ohio; 2001, pp. 576-582.

“Five Great Issues in Decision-Making” with Dennis Wittmer in Handbook of Public Administration, 2nd Edition; Rabin, Hildreth, and Miller, (eds). New York– Marcel Dekker, 1998.

XEL Communications [C]: “Forming a Strategic Partnership,” with Cindi Fukami; in Strategic Management of Organizations and Stakeholders, Harrison & St. John, eds., 2nd edition, Southwestern Publishing: Cincinnati, Ohio, 1998 L-97 to L-102; in Strategic Management, by Wright, Krell, Parnell, Prentice-Hall, 1998.

“XEL Communications, Inc. (A)” with Cynthia Fukami in Randall S. Schuler and Paul F. Buller, Case Problems in Management and Organizational Behavior, (7th edition 2001, 6th edition, 5th edition), West Publishing: St. Paul, MN, 1996, pp. 130-153. Also in Peter Wright, Mark Kroll, and John Parnell, Strategic Management: Concepts and Cases (4th ed.), Prentice Hall: Englewood Cliffs, NJ, 1998, in Hitt, Ireland, and Hoskisson, Strategic Management, (2nd ed.), West Publishing: St. Paul, MN, 1997, pp. 696-717, and in Jeff Harrison and Carol St. John.

Strategic Management of Organizations and Stakeholders: Concepts and Cases 2nd edition Southwestern Publishing: Cincinnati, 1998, pp. C-80—C-96.

“Joint Venture Strategies for R & D: Measuring Effective Performance,” in Advances in Global High-Technology Management, Gomez Mejia and Lawless, eds. Vol. 5, Part B, JAI Press, pp. 73 - 85, 1995.

“International Gateway Company, Ltd” with C. Thomas Howard in International Business Case Studies for the Multicultural Marketplace; Robert T. Moran, David Braaten, John Walsh, eds. Gulf: Houston, 1994, pp. 89-96.

“WESTEL (A): Start-Up of a Joint Venture” with C. Thomas Howard in International Business Case Studies for the Multicultural Marketplace; Robert T. Moran, David Braaten, John Walsh, eds. Gulf: Houston, 1994, p. 70-80.

Economic Development Strategies for State and Local Governments with Ed Ottensmeyer (Nelson-Hall: Chicago, 1993).

Review of The Work of Nations: Preparing Ourselves for the 21st Century Capitalism by Robert Reich in Human Resource Management, 30, 4, Winter 1991, pp. 535-538.

"International Gateway Ltd." with C. Thomas Howard, October 1992. University of Denver, College of Business: Denver, CO.

"Developing New Technologies" with Robert Spagnola. In Public Productivity Handbook, Marc Holzer, ed. Marcel Dekker: New York, 1992, pp. 627-642.

"The Role of the Governmental Manager and Organizational Effectiveness: A Comparative Assessment" with Robert Spagnola and Rodger Brannan. Proceedings of the National Public Management Research Conference, (Syracuse University: Syracuse, NY) 1991, pp. 17-28.

"WESTEL (A) and (B)" Case study with C. Thomas Howard, October 1991. University of Denver, College of Business: Denver, CO.

"Cyprus Minerals" Case study, August 1991. University of Denver, College of Business: Denver, CO.

"The Life Cycle of Technology-Based Firms: Building Necessary Flexibility," in Strategic Management in High Technology Firms, Lawless and Gomez-Mejia, eds. (Greenwich: JAI Press, 1990).

"The Role of Management Science in Policy Analysis" in Public Administration 90/91, Howard Balanoff, editor (Dushkin Publishing: Gilford, CT) 1990, 145-149.

"Five Great Issues in Decision Making," in Handbook of Public Administration; J. Rabin, W. Hildreth, G. Miller, eds. (Marcel Dekken, Inc.: New York and Basel, 1989) pp. 253-276.

"The Life-Cycle of Technology-Based Firms: Building Necessary Flexibility," in Proceedings of Managing the High Tech Firm (University of Colorado, Boulder, CO. 1988) 336-341.

"High Technology and Regional Economic Development Policy," The Western Governmental Researcher, Vol. II, No. 2, Winter 1986, pp. 10-20.

Information Systems and Public Management, with John M. Stevens (Praeger: New York, 1985).

Review of Nationalized Companies: A Threat to American Business by Monsen and Walters, Academy of Management Review, 10, 1, January 1985, 151-153.

"Municipal Management Capacity: Productivity Improvement and Strategies for Handling Fiscal Stress," with Theodore H. Poister in The Municipal Year Book 1984 (Washington, DC: International City Management Association, 1984) pp. 206-214.

"Organizational Decision Making and Information Systems: A Case Analysis of State Agencies," in Decision Making in the Public Sector, Lloyd Nigro (ed.) (New York: Marcel Dekker, 1984), pp. 261-288.

"Information Acquisition and Political Environments in Technologically-Intensive Government Agencies," with Barry Bozeman in Devendra Sahal (ed.), The Transfer and Utilization of Technical Knowledge (Lexington, Mass.: D.C. Heath, 1982), pp. 147-174.

Review Essay. "Enacting the Environment: Organization Persistence and Change," Public Administration Review. Vol. 40, No. 1, Jan/Feb 1980, pp. 86-91.

Review of Duncan Lindsey's The Scientific Publication System in Social Science in Knowledge: Creation, Diffusion, Utilization. Sage Publications, December 1979, Vol. 2.

"Executive Budgeting: The State Agency Perspective," in The Changing Face of State Finance; Jay Abrams and Robert Dworak (eds.), (Springfield, Ill.: ASPA, 1977).

C. Reports

Englewood Building Division Effectiveness Assessment with Douglas B. Allen, January, 1995.

Performance Audit of the Colorado Oxygenated Fuels Program, December 1992. Report participant.

Total Quality Management: Phase I Assessment, (Denver, CO: Woodward Clyde Federal Services, January 1992).

Economic Development Policy Perspective with Scott Woodard, (Denver, CO: Colorado Concern, February 1992).

High Technology Supplier Study (Denver, CO: State of Colorado, April 1986).

La Alma/Lincoln Park Evaluation Study, with Gordon Von Stroh and Janet Daily (Denver, CO: Graduate School of Business and Public Management, March 1985).

A Strategic Planning Perspective on Colorado Economic Development: An Update and Preliminary Report of Findings with John M. Stevens (Denver, CO: Office of State Planning and Budgeting, January 1985).

Contributor, High Tech in Colorado: Maintaining Our Competitive Edge, Volume II (Denver, CO: Office of State Planning and Budget, State of Colorado, 1984).

Police Management Information Systems in Mid-Atlantic States, with David N. Allen and Stephen D. Mastrofski (University Park, PA: Institute of Public Administration, June 1983).

Perceptions of Local Government Issues in Pennsylvania: The Role of Environmental Uncertainty, with John M. Stevens (University Park, PA: Institute of Public Administration, October 1982).

Pennsylvania Local Government Management Strategies: Elements and Antecedents, with John M. Stevens (University Park, PA: Institute of Public Administration, September 1982).

Local Government Initiatives Within the Commonwealth of Pennsylvania: A Summary Report, with John M. Stevens (University Park, PA: Institute of Public Administration, August 1982).

Local Government Initiatives Within the Commonwealth of Pennsylvania, with John M. Stevens (University Park, PA: Institute of Public Administration, August 1982).

Managerial Strategies in Local Governments in Pennsylvania: An Empirical Research Perspective, with John M. Stevens (University Park, PA: Institute of Public Administration, May 1982).

Convergence Between Fiscal Indicators and Management-Mayoral Attitudes In Pennsylvania, with John M. Stevens (University Park, PA: Institute of Public Administration, 1981).

A Financial and Demographic Trend Analysis of Pennsylvania Local Governments, with John M. Stevens (University Park, PA: Institute of Public Administration, 1981).

Municipalities Within the Commonwealth of Pennsylvania: Current Issues and Future Trends, A Summary Report, with John M. Stevens (University Park, PA: Institute of Public Administration, 1981).

Boundary-Spanning And Perceived Political Environments in Technologically-Intensive Public Agencies, with Barry Bozeman, Office of Naval Research, Technical Paper, July 1980.

Communication, Managerial Style and Success, with Rudi Klauss and Bernard Bass. (Office of Naval Research, Contract No. N0001476-C-0912) September, 1979.

D. Works in Progress

"Maintaining Competitive Advantage Through Strategic Partnerships, An Analysis of Taiwanese Firms," with T. Chung.

E. Research in Progress

"Managing International Joint Ventures," DCB Sabbatical.

F. Conference Papers

"New Centuries Communications: Management Case," and "New Centuries Communications: Executive Case," with C. Fukami and R. Rizzuto, Annual Conference, Women in Cable and Telecommunications, May 11-13, 2005, New York, New York.

“Innovation in Product Development Organizations: A case study of Agilent Technologies.” “Product Development and Management of Technology,” Portland University Conference on Management of Technology, Seoul, South Korea, August, 2004.

“The New Product Development Challenge,” National China Conference on The Management of Technology, Keynote Speaker, Hshinchu, Taiwan; R.O.C. December 2004.

“Transcontinental Communications” with C. Fukami and R. Rizzuto. Annual conference, Women in Cable and Telecommunications, Orlando, FLA. June, 2003 and March, 2004.

“MidContinent and TransContinental Merger,” with Cynthia Fukami and Ron Rizzuto, Annual Conference, Women in Cable and Telecommunications, Denver, Colorado, July 2002.

“Training Managers for the 21st Century: A Comparative Perspective from China, Japan, Czech Republic, Saudi Arabia, and the Carribean,” with Winn, Allen, Hopkins, and Shay.” Western Academy of Management, Sun Valley, Idaho, April 6, 2001.

“Heatwatch” with Don McCubbrey. Scheduled for presentation at Western Association for Case Research, Annual Meeting, Portland, Oregon; March, 1998.

“The Role of Strategic Alliances in Technology Development,” Annual Conference, INFORMS, New Orleans, Fall 1995.

“XEL Communications, Inc.” with Cynthia Fukami, Annual Conference, North American Case Research Association, Orlando, November 7-9, 1995.

"Total Quality Management: Lessons from Business and Government," Western Governmental Research Association, San Francisco, CA, May 1994.

"U.S. Competitiveness in the Global Arena: Gaining and Sustaining an Advantage," National Conference, American Society for Public Administration, San Francisco, CA, July 1993.

"East European Ventures and Shareholder Value" with C. Thomas Howard, Second World Business Congress, Turku, Finland, June 1993.

"Technology-Based Entrepreneurship and Government Action: The Business Strategy/Public Policy Connection," Third Biennial High Technology Management Conference, Boulder, CO, June 1993.

"WESTEL (A)" with C. Thomas Howard. Presented at the Annual Conference, American Society for Competitiveness, Phoenix, AZ, November 1992. (Funded by a grant from the Center for Internationalization, University of Denver.)

"The Role of the Governmental Manager and Organizational Effectiveness: A Comparative Assessment" with Rodger Brannan and Robert Spagnola. Presented at the National Public Management Research Conference, Syracuse, NY: September 1991.

"Using Strategic Alliances for Competitive Advantage: A Case Study of WESTEL," International Strategic Management Conference, Toronto, October 1991.

"An International View of Telecommunications: A Strategic Resource for the 1990s" with Robert Spagnola, Administrative Sciences Association of Canada, June 1990.

"Joint Venture Strategies for R & D: Ensuring U.S. Competitiveness," American Society for Public Administration, Los Angeles, April 9-11, 1990.

"Joint Ventures: A Growing Option for High Technology Companies" with Ed Howard. Second Conference on Management of Technology, Miami, Feb. 1990.

"Joint Venture Strategies for R & D: Measuring Effective Performance" Second International Conference on Managing the High Tech Firm, January 1990, Boulder, CO.

"Joint Venture Strategies for R & D" with Ed Howard. Annual Conference, Strategic Management Society, San Francisco, October 1989.

"Telecommunications in the International Environment," National Conference, American Society for Public Administration, Miami, April 1989.

"Strategic Issues in Economic Development: Emerging Perspectives," National Conference, ORSA/TIMS, Denver, 1988.

"The Role of Regional Economic Diversification and National Resources: Conflicting Demands or Similar Values?" National Conference, American Society for Public Administration, Portland, OR., 1988.

Strategic Management Leadership and Economic Development: The Case of Colorado," with Scott Woodard, National Conference, American Society for Public Administration, Portland, OR., 1988.

"The Life Cycle of Technology-Based Firms: Building Necessary Flexibility," Conference on Managing the High Tech Firm, Boulder, CO. , January, 1988.

"Research Issues in Public Sector Management Information Systems," Annual Conference, NASPAA, Seattle, October 1987.

Session Chair, "Critical Management Issues in Public Sector Organizations," Annual Conference, Academy of Management, New Orleans, 1987.

"Managing Technological Innovation and Economic Development: The Competitive Strategy/Public Policy Connection," with Ed Ottensmeyer 1987, Strategic Management Society Conference, Boston.

"Promoting University-Industry Collaboration: An Examination of the Microelectronics Industry," Association of Public Policy Analysis and Management; Austin, Texas; October 1986.

"Issues Management in Colorado," with L. Griffin, S. Woodard, R. Harrison; Annual Conference, American Society for Public Administration, Anaheim, CA., 1986.

"A Strategic Planning Perspective on State Economic Development," Colorado-Wyoming Academy of Science; Denver, Colorado; April 26-27, 1985.

"Patterns of Public Managerial Power and Strategic Contingencies," with John M. Stevens, Annual Conference, Academy of Management, San Diego, 1985.

"Management Science: Help or Hindrance?" Annual Meeting of American Society for Public Administration, Indianapolis, Indiana, 1985.

"A Strategic Planning Perspective on State Economic Development," Annual Conference, Academy of Management, San Diego, 1985.

"Defining Public Policy and Business," Mountain Plains Conference, Durango, Colorado, 1984.

"Feedback From The Class As A Whole," Mountain Plains Conference, Durango, Colorado, 1984.

"Top Level Managerial Power, Strategies, and Effectiveness in Public Sector Organizations," with John M. Stevens, Academy of Management Annual Conference, Boston, Massachusetts, 1984.

"Public-Private Sector Interactions: Implications for Public Policy," Annual Meeting of the Southwestern Political Science Association, Fort Worth, Texas, 1984.

"Opportunities for Training the Advanced Technology Workforce," with David N. Allen, Annual Association for Public Policy Analysis and Management Research Conference, Philadelphia, Pennsylvania, 1983.

"The Political Context of Agency Performance: An Examination of Information Systems in Police Agencies," with David N. Allen and Stephen D. Mastrofski, Annual Meeting of the American Political Science Association, Chicago, Illinois, 1983.

"Constraints on Government Management Strategies: A Challenge to the Traditional Model of Public Management?" with John M. Stevens, Annual Meeting of The Academy of Management, Dallas, Texas, 1983.

"Urban Issues and Management Strategies: The Role of the New Federalism," with John M. Stevens, Annual Conference of the American Society for Public Administration, New York, 1983.

"Analytic Reports and Computerized Information Processing in Medium and Large Police Jurisdictions," with David N. Allen and Stephen D. Mastrofski, Annual Conference of The American Society for Public Administration, New York, 1983.

"Improving Efficiency in Public Management: The Torment of Sisyphus," Annual Conference of the American Society for Public Administration, New York, 1983.

"Personnel-Related Management Tools in Municipal Administration," with Theodore H. Poister, Annual Meeting of Urban Affairs Association, Flint, Michigan, 1983.

"Dimensions of Managerial Strategies in Governmental Organizations," with John M. Stevens, Annual Meeting of the Academy of Management, New York, 1982.

"Financial Indicators and Trends for Local Governments: A State-Based Policy Perspective," with John M. Stevens, Annual Conference of the Urban Affairs Association, Philadelphia, 1982.

"Considerations of Public and Private Organizations: Convergence or Divergence?" at the Conference of the New York Political Science Association, Albany, New York, 1982.

"Financial Indicators and Trends for Local Governments: A State-Based Policy Perspective," with John Stevens, Annual Meeting of the Urban Affairs Association, Philadelphia, Pennsylvania, 1982.

"Boundary-Spanning and Perceived Environments in Information - Intensive Public Agencies," with Barry Bozeman, National Conference of the Academy of Management, San Diego, California, 1981.

"Applications of Computerized Information Systems in State Agencies," with Lori Fehr, Annual Conference of The American Society for Public Administration, Detroit, Michigan, 1981.

"The Administrator and Information Source Selection," with Stephen Loveless, Annual Conference of the American Society for Public Administration, San Francisco, 1980.

"Size and Growth in Federal Executive Agencies," with Richard Higgins, Annual Meeting of The American Society for Public Administration, Baltimore, Maryland, 1979.

"Size, Growth and the Structural Dynamics of Federal Bureaucracy," with Barry Bozeman and Richard Higgins, Annual Meeting of the Midwest Political Science Association, Chicago, Illinois, 1979.

"Executive Budgeting: The State Agency Perspective," Annual Conference of The American Society for Public Administration, Atlanta, Georgia, 1977.

G. Honors

Moderator, "Dialogue on Water Development After Referendum A—Now What?" Annual Conference, Colorado Water Congress, Denver, January, 2004.

Keynote Speaker, China Management of Technology National Conference, Hshinchu, Taiwan, R.O.C., December, 2003.

Nominated, Daniels Award for Excellence, Daniels College of Business, April, 1999.

Aaron Wildavsky Book Award, Policy Studies Organization, Dec. 1997.

Outstanding Professor, Graduate Student Association Council, 1995.

Recipient, Researcher of the Year Award, Daniels College of Business, September, 1994.

Recipient, Professor of the Year, The Women's College, 1994.

Recipient, Cecil Puckett Award for Teaching Excellence, College of Business, May 1993.

Nominated for Professor of the Year, Council for Advancement and Support of Education, April 1992.

Recipient, U S West Willemsen Professorship, 1992-1993.

Recipient, Methodist Teacher/Scholar, University of Denver, 1990-91.

Nominated for University Teacher/Scholar, May 1990.

Nominated for John D. Hershner Free Enterprise Award, May 1990.

Advisory Board, Macmillan Press Services on Policy Issues, 1990.

Nominated to Colorado Academy of Public Administration, January 1987.

College of Business Administration, Faculty Research Award, 1986.

Nominated for Public Sector Division Program Chair, Academy of Management, May 1985, March 1986.

College of Business Administration, Faculty Research and Scholarship Grant, 1984-1985, 1985-1986, 1989-1990, 1990-1991.

Academy of Management, Public Sector, Division Best Conference Paper Award, with John M. Stevens (nominated) March 1984 and March 1985.

James E. Webb National Conference Best Paper, ASPA, (nominated) April, 1983.

Roscoe Martin Fund, Syracuse University, 1980.

National Association of Schools of Public Affairs and Administration (NASPAA), National Association of Counties (NACO) Dissertation Research Fellowship 1979-1980.

Scottish Rite Fellowship, George Washington University, 1974.

Pi Sigma Alpha (Political Science Honorary), 1973.

Junior and Senior Men's Honoraries, West Virginia University, 1972-1973.

Mary Graydon Scholarship, American University, 1970.

H. University Service

Faculty Advisor, Business Group, The Women's College, University of Denver, 2003-present.

Member, Strategic Planning Committee, Daniels College of Business 2001—present.

Member, MBA Re-Design, Daniels College of Business, 2001—present.

Member, Daniels College of Business Task Force on Distance Learning, 1996.

Member, Task Force on Faculty Profiles, Daniels College of Business, 1996.

Chair, Department of Management 1995 - present.

Coordinator, Positioning in the Competitive Environment, 1993-1995.

Daniels College of Business Representative, Graduate Council, 1994-1995.

Member, Faculty Resources Task Force, Daniels College of Business, 1994.

Chair, Graduate Programs Committee, Daniels College of Business, 1994- present.

Member, Committee on Design of Masters of Public Policy Program, University of Denver, 1994.

Chair, Graduate Programs Adaptation Task Force, 1993-1994.

Faculty Advisor, Summit County MBA Bootcamp, August 1993.

Coordinator, Faculty Development and Research, International ROW, College of Business, 1992-present.

Faculty Member, International Institute for Corporate Social Responsibility, College of Business, University of Denver, 1992-present.

Member, Faculty Advisory Board, Management of Technology Program, University College, 1992-present.

Faculty Member, Education's Institute, University of Denver, June 1992.

Search Committee on Director of Weekend College, College of Business, 1992.

Member, Integrated MBA Task Force, College of Business, May 1992.

Member, Search Committee on Director of Technology Management, University College, 1992.

Member, Faculty Development Committee, College of Business, 1991-present.

Member, CBA Promotion and Tenure Committee, College of Business, 1991-present.

Coordinator, Faculty Research and Development, Department of Management, 1991-present.

Chairman, Task Force on Center for Management Development, 1990-present.

Member, Special Advisory Group on Faculty Development, College of Business Administration, 1990-present.

Member, Strategic Planning Task Force, College of Business Administration, 1989-1990.

Member, Advisory Board, Weekend College, 1989.

Coordinator, Cooperative Education Program, University of Denver (1988 - present).

Member, Advisory Board, Center for Management Development, 1989.

Member, Curriculum Review Committee, College of Systems Science and Management (1987 - Present).

Coordinator of Technology Programs, College of Business, University of Denver, (1987-present).

Chair, University-wide Committee on Technology, University of Denver, 1987.

Chairman, Department of Management, College of Business Administration, University of Denver (1985-1987)

Member, Committee on Redesign of MBA Program (1985).

Chair, Committee on Technology Management, College of Business, University of Denver (1984-1985, 1986-1987).

Member, Graduate Program Committee, College Business, University of Denver (1983-1985).

Chair, Subcommittee on MBA Goals and Objectives, Graduate Program Committee, College of Business, University of Denver (1983-1984).

I. Public Service

Speaker, "International Strategic Alliances," Renmin University, Beijing, PRC. and National Yunnan University, Yunnan, PRC. December 2005.

External Examiner Mona School of Business, Ltd., University of the West Indies, Mona Campus, Kingston, Jamaica (2005--present).

Expert Witness, Ford Motor vs. Front Range Auto, Denver, April, 2004.

Reviewer, International Western Academy of Management, Shanghai, June, 2005.

Moderator, "A Dialogue on the Drought and Other Water Issues, Annual Convention, Colorado Water Congress, Denver, January 24, 2003.

Reviewer, Western Academy of Management, 2002.

Editorial Board, Policy Studies Review, 2001.

Reviewer, Accreditation Team, American Council on Education, 1999.

President-Elect, Denver Athletic Club, 1998-1999.

Accreditation Team, Masters of Human Services Management, Franklin University, Columbus, Ohio, January 1998.

Panel Convenor, "Global Competitive Issues" 1997 Western Communications Forum, Colorado Springs, March, 1997.

Reviewer, Jossey-Bass Publishing, 1997.

Member, Executive Committee of the Denver Athletic Club Board of Directors, 1997.

Discussant, NACRA Annual Conference, Colorado Springs, Oct. 1996.

Nominating Board, Denver Business Journal, "Who's Who in Telecommunications and High Tech" June, 1996.

Reviewer, Academy of Management Journal, 1996.

Member, Board of Directors, Denver Athletic Club, 1996--1998.
Reviewer, Academy of Management Case Critique Colloquium, 1996, 1997.

Reviewer, The Information Society, 1996.

Reviewer, Public Administration Review, 1996.

Speaker, "Developing Business Plans" for Business for Russia Program, Institute of International Education, October 13, 1995, Denver, CO.

Speaker, "Reengineering in the Public Sector." Colorado Municipal League, June, 1995.

Speaker, Senior Managers' Conference, Time-Warner on "Change in an Evolving Industry" May 1995.

Panel Facilitator, "Why Isn't Organizational Science More Useful to Practice?" Western Academy of Management, San Diego, April 1995.

Speaker, "Post TQM Management Trends" Annual Conference, Colorado Counties Inc., November 29, 1994.

Reviewer for North American Case Research Association, June 1994, 1995.

Reviewer for Austen Press, Revision of Certo and Peter strategy and text.

Reviewer, Journal of Management Inquiry, June 1993.

Reviewer, Journal of Urban Affairs, 1993.

Chair, House Committee, Denver Athletic Club, 1993-1994.

Speaker, "Economic Development in Colorado," Mile High Rotary Club, June 16, 1993.

Facilitator, Search Committee for President of Greater Denver Chamber of Commerce, April 1993.

Expert Witness, Trans-Rim Enterprises (USA), Ltd. vs. Adolph Coors Company, et al., March 1993.

Speaker, The Planning Forum on "Strategic Management: What's Hot in the MBA Programs," Denver, January 14, 1993.

Reviewer 1993, 1994, 1995, 1996, and 1997 Western Academy of Management Conference.

Consultant on Strategic Planning, Denver Rotary, 1992-present.

Speaker, Internal Revenue Service, on Total Quality Management, April, 1992.

Evaluator of U.S. Office of Personnel Management for American Council on Education, Denver, October 1991.

Vice Chair, Denver Cable T.V. Board, 1991-present

External Reviewer, The City University of New York, Research Award Program, 1992.

Division Chair, Public Sector Division, Academy of Management, 1991-1992.

Reviewer, Administration and Society, 1991.

Nominated for Volunteer of the Year, Denver Athletic Club, 1991.

Chair, Strategic Planning Committee, Denver Athletic Club, 1991.

Volunteer of the Month, Denver Athletic Club, August, 1991.

Speaker on Competitive Strategy, Harvard Business School Club of Colorado, April 21, 1991.

Member-at-Large, Strategic Planning Committee, Denver Athletic Club (1990-present).

Speaker on Business Entrepreneurship to delegations from 17 African nations, Hungary. Sponsored by Institute for International Education (1990).

Advisory Committee, Rocky Mountain News, 1989-present.

Advisor, Small Business Incubator, University of Colorado Health Sciences Center, 1989-present.

Discussant, Annual Conference, Academy of Management, Washington, D.C. 1989.

Program Chair, Public Sector Division, Academy of Management, 1989-1990.

Panelist, MIT Enterprise Forum, June 14, 1989, Denver, CO.

Participant in U S WEST Academic Seminar, August, 1988.

Speaker at Mid-Atlantic Cable Management Association (October 1987) and Colorado Cable Association (July 1987)

Reviewer for Best Academy of Management Paper, Public Sector, New Orleans Conference, (1987).

Board of Directors, Denver Council, Campfire, (1987-present).

President, Denver Chapter, American Society for Public Administration (1986-1987).

Chair, Section on Management Science and Policy Analysis, American Society for Public Administration, (1986-1987).

Member of Editorial Board, Public Productivity Review, (1985-present).

Member of Editorial Board, Journal of Management Science and Policy Analysis (1987 - present).

Executive Council, Denver Chapter of the American Society for Public Administration (1985-present).

Program Chair, Section on Management Science, National Conference of American Society for Public Administration, Anaheim, 1986.

Reviewer for Academy of Management Journal (1984).

Reviewer for Southwest Academy of Management (1984).

Reviewer for Public Sector Division Annual Conference, Academy of Management (1982, 1983, 1984, 1985, 1986, 1987, 1988, 1989).

Reviewer for Policy Studies Review (1984-present).

Reviewer for State and Local Government Review (1984-present).

Reviewer for Public Administration Review (1983-present).

Co-Editor, Management Science and Policy Analysis (1983-present).

Reviewer for Journal of Urban Affairs (1983-present).

Executive Council, Section on Business and Government, American Society for Public Administration (1984-present).

Executive Council, Section on Management Science and Policy Analysis, American Society for Public Administration (1983-present).

Member, Working Group on Professionalism in Public Administration (1982-present).

Reviewer for Harper and Row Publishing (1986).

Reviewer for Jossey-Bass Publishing (1985).

Reviewer for Brooks-Cole Publishing (Wadsworth) (1981).

J. Field of Interest: Management and Public Policy.

Areas of Concentration:

Business-Government Relations
Public Policy and Business Strategy
Organization Theory and Behavior
Information Systems
Technology Policy and Administration
Issues Management

V. Consulting and Related Practices

A. Management Development and Training

Faculty member, Certificate in Cable Management Program, University of Denver, (1987-present).

U S WEST Direct, Denver, Colorado, 1987,. Training and development on organizational analysis and design.

Denver Junior League, 1986-1987. Training and development on basic managerial skills.

Technical Assistance Center; Denver, 1987. Management development training to executive directors on leadership issues.

Rio Grande Industries, Inc.; Denver, Colorado, 1986. Management training and development of mid-level managers in supervisory practices.

Executive Seminar Center; Oak Ridge, Tenn., 1986. Management training and development of upper-level federal managers in organizational accountability.

Western Executive Seminar Center; Denver, Colorado, 1985-1986. Management training and development of upper-level managers in organizational accountability.

Western Area Power Administration; Golden, Colorado, 1984. Management training and development of senior-level managers in areas of program design and strategic planning.

B. Research and Policy Development

Consultant, Total Quality Management Project, Woodward-Clyde (1991-present).

Consultant, Economic Development Policy Project, Colorado Concern (1991-present).

Consultant, Colorado's Oxyphilous Program, P.R.C. Environmental, Denver (1991-present)

Office of State Planning and Budgeting, Fall 1987. Participant in State Issues Roundtable on Quality of Work Force.

Office of State Planning and Budgeting, July 1987 - January 1988. Consultant on fiscal impact for Colorado Superconductor Super Collider Project.

Colorado Advanced Technology Institute, 1985. Consultant to Institute on the feasibility of symposium to examine emerging technologies for the region. Set up Microelectronics Information Network.

Governor's High Tech Cabinet Council, State of Colorado, 1985. Member of Policy and Technical Group for Secondary Supplier Study.

Governor's Office of Planning and Budgeting, State of Colorado, 1985. Member of Colorado State Scanning Group.

Division of Local Government, State of Colorado, 1984. Member of the OBERS Projections Review Committee to review and comment on population projection data from the U.S. Bureau of Economic Analysis.

Governor's Office of Planning, State of Colorado, 1984. Participation in mapping a long-term economic policy and research agenda for advanced technology industries.

Colorado Advanced Technology Institute, 1984. Assisted in the preparation of FY 85/86 program budget request of approximately \$7.6 million for state appropriations and policy advice to Program Planning Committee of the Institute.

Office of Policy Analysis, City and County of Denver, 1983-1984. Data preparation and analysis of Lincoln Park neighborhood survey.

American Society of Travel Agents, 1984. Data preparation and analysis of nationwide survey for member chapters.

C. Strategic Planning

Consultant to Community Assets Management, Keystone Resort, U.S. Forest Service, Emily Griffith Opportunity School, Jeppesen-Sanderson.

Faculty in Residence, Strategic Planning Division, U S WEST, Incorporated, Summer 1987. Developed a mapping system containing economic and demographic forecast data to assist executive level strategy decisions. Participant in environmental assessment team.

Office of State Planning and Budget, 1986-1987. Facilitator in issues management forum consisting of senior level public and private sector participants.

U S WEST, Denver, Colorado, 1985-1986. Participation in developing a graduate level course on the strategic management of technology.

Luff Exploration, Denver, Colorado, 1984. Strategic planning process for a privately-held oil and gas exploration company.

VI. References

Furnished upon request.

January 10, 2006