

# Idaho Energy Plan Consulting Services Proposal

*For:*

Idaho Legislative Council Interim Committee on Energy, Environment and Technology  
Request for Information: April 4, 2006

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# Introduction

The Fifty-eighth Legislature of the State of Idaho passed House Concurrent Resolution No. 62 authorizing the Legislative Committee on Energy, Environment, and Technology to develop an integrated state energy plan. To accomplish the task, the committee has submitted for bid, a request for information from consultants to help them in its development. In its request, the committee wants qualified vendors to include:

- An explanation of alternative approaches that the consultant feels could be taken by the committee to frame a state energy plan.
- A description of the steps that the Interim Committee should take during the next (8) months toward developing a state energy plan.
- A detailed statement of the Consultant's approach to the specific project, including a breakdown of specific services the consultant proposes to offer the committee.
- A cost estimate broken down by each discrete segments of proposals of the consultant's proposed services.
- Basic data relative to the consultant's organizational structure, history, personnel, special expertise and general credits.
- A list of the resources expected to accomplish the work including the amount of their involvement and responsibilities, and their qualifications.
- A list of the consultant's clients over the past five (5) years.
- A description of all Idaho projects in which the consultant has been involved and all projects with Idaho-based clients.
- Provide a list of at least five (5) projects, with brief descriptions, including the entity for which the consultant performed the services, demonstrating ability of the consultant to complete projects of similar scope.
- Examples of state energy plans the consultant has prepared or helped to prepare.

The development of a state energy plan has the potential to create significant disagreements between multiple parties whose interests could be affected. Some of these interests include agriculture, industry and commerce, public health, natural resource conservation, and the environment to name a few. The process for developing the plan must address different types of issues. These issues include: allocation of resources; the social and psychological issues of trust, respect, and equity between the different parties; and who is included in the decision-making and who is not. If these issues are not addressed, the plan may suffer in its perceived legitimacy. Conflicts may continue making it difficult to formulate policies for the plan's implementation.

The development of a plan will also require a significant investment in understanding a vast body of complex and technical information. Energy has far reaching implications and consequences to the economy, the environment, and to society in general. It's intrusion into other traditional Idaho policy areas (e.g. water, land use, etc.) can be significant. In addition to the complex information surrounding the issues and

technologies, there may be a lack of information, misinformation, and significant differences in perspectives and interpretation. It is important that the structure, processes and forums used for deliberating on the information are properly constructed and moderated to insure all sides are understood. Even if the views are divergent or not in agreement, then relevance and priority can be determined.

Lastly, there will also be significant organizational or 'turf' issues. Issues dealing with existing laws that may overlap and conflict with one another are to be expected. For example, multiple jurisdictions and governmental agencies involved may have competing missions. Which goal or mission has priority? There may also be multiple opportunities for appeal. And, most importantly, there is the question of who gets to decide what.

## Alternative Approaches

Several alternative approaches could be used to formulate a state energy plan. None can be considered the 'one best way'. The selection of an approach will depend on which criteria decision-makers use to define success.

One model that could be used is command and control. The Interim Committee could solicit input from different agencies, interest groups and stakeholders, and develop the plan from within the committee. This approach, a trustee model of representation, relies on those selected to the committee to use their judgment and wisdom to make decisions. Efficiency is the biggest benefit of this approach although the most influential interest groups may tend to dominate in this model.

A second approach may be to delegate the tasks of developing a plan to scientific experts. This approach places more emphasis on facts and rational discourse. Expert knowledge plays a significant role by helping to define and analyze problems and to understand the connections of a particular issue. However, arguments based on a scientifically credible expert can also be a "Trojan Horse," cloaking and framing a value-laden position without revealing its true intent. This can be especially problematic since the voice of an expert brings it increased power and weight. If facts are competing, the "science" can then become politicized creating a focus on the disputed facts instead of focusing on a meaningful deliberation of the underlying interests. Importantly, a true expert centered approach does not represent the "values" side of the equation. Facts and expert opinion are only one piece of policy decision-making. Mere facts and expert opinion may not represent the diversity of issues required to implement a robust policy that maximizes the "public's interest."

We propose a third approach to develop an Idaho energy plan that heavily involves the citizenry of Idaho. Several events can be conducted throughout the process of developing the plan that allow for public participation and deliberation. Citizen deliberation, collaborative polling citizen juries, and other forms of citizen participation have the benefit of perpetuating the participatory right of citizens in a democratic polity. Second, it provides a measure of accountability and ensures policies are in the spirit of the public's interest. Third, involvement by citizens will ensure a better plan. Public participation provides more robust plans and policies that address the issues affecting a diverse citizenry. Finally, public involvement will increase the likelihood of citizen commitment to elements of the plan that the citizens were involved in developing. In our proposal, citizen involvement is not defined by public hearing and comment gathering processes. While significant potential benefits can be realized from public hearings, these types of activities can be time consuming, expensive, and dominated by extreme positions.

## Recommended Steps

The “Background and Scope of Work” section of the Request for Information (RFI) states that the Idaho Legislative Council Interim Committee on Energy, Environment and Technology should “involve representatives of local government, business, agriculture and industry, the environmental community, the health care community and state agencies in its study and inquiry”. In addition, the RFI asks that the “Energy Consultant” “work with the Interim Committee and the staff of the Legislative Services Office to gather information from the stakeholders and from public and private sources”.

While such requirements are easy for everyone to support, they can be met in a number of ways. To us, the *process* by which the public, and others with a stake in the development of an Idaho State Energy plan, are consulted and listened to will be vital to final acceptance and support of the state’s plan. If the process is viewed with suspicion or is challenged, then the likelihood of successful implementation will diminish greatly. Thus, it is our view at the Energy Policy Institute (EPI) that the process be open, inclusive and statewide. It should encourage thoughtful public deliberation over the choices facing Idahoans. Abraham Lincoln said, “Public sentiment is everything. With public sentiment, nothing can fail. Without it, nothing can succeed. Consequently, he who molds public sentiment goes deeper than he who enacts statutes or pronounces decisions.” Add to this a caution from Theodore Roosevelt, who believed in leading public sentiment. “If I try to drive public sentiment I shall fail, save in exceptional circumstances.”

The task before the Interim Committee is to employ a process that will lead, but not drive, public participation and deliberation to ensure Idaho’s energy future. EPI is proposing that the process include steps that are suited to do the former rather than the latter.

## Scope of Work

The Energy Policy Institute (EPI) is proposing to complete one or more of the following deliverables that it considers within the range of its capabilities. We think of these as “stand alone” modules that may or may not be of interest to the committee. However, due to resource capacity constraints, EPI would only complete a subset of the list. It is expected that if the committee is interested in any of these deliverables, that they will further negotiate to determine a priority of services they wish EPI to perform. EPI is fully prepared to partner with other consultants and the Committee to integrate its services into an overall process leading to the successful development of the plan.

### **Citizen Deliberation**

*Purpose:* Citizen Deliberation is designed to involve the citizens of Idaho in setting the energy policy future. Modeled after the successful local/national partnership event hosted by BSU in October of 2004, citizens at the local level, from across the state, are polled about energy issues. Based on the issues and interests of their locality, participants are informed and educated about energy options, technologies and issues. Through facilitated dialogue, citizens contribute their beliefs and values, perceptions, attitudes, and preferences about energy technologies and issues. The outcomes would inform the committee’s work on policy choices in the context of the state’s diverse needs and desires. Citizen deliberation provides a robust and rich context for policy setting, which leads to a high level of engagement and awareness by citizens of energy policy issues, and contributes to less divisive implementation.

*Description:* A number of regional deliberative events are proposed across the state. We recommend six. Chosen from a random sample of Idahoans, participants would be polled for initial attitudes and perceptions on key energy issues. Carefully balanced background materials, distributed prior to the actual event, would inform and educate participants on the options, technologies and issues. Citizens then come together at a central location for a day of deliberation on those issues. Expert panels inform and answer questions, facilitated discussions provide a forum to delve into the issues and concerns of participants, small group discussions allow citizens to consider alternative points of view, and periodic surveys chart the course of beliefs, attitudes and concerns. These surveys, taken throughout the day are used for comparison with the pre-event benchmark survey to assess the willingness of citizens to understand alternative viewpoints, and potentially to come closer, or to consensus. In this way, legislators would know the preferences and concerns about energy issues of their constituents, by region, to guide policy formation. Additionally, legislators would understand the education required to inform citizens when policy choices are made. The appendix contains reference materials about the citizen deliberative process and links to sites of interest.

EPI staff and BSU faculty would provide all services necessary to implement the desired regional mix of citizen deliberations. This includes: consultation on methodology, questionnaire design, background material development, random sampling process, process and protocol design, facilities and facilitation resources, general project management, management of any subcontractors, quality control, compilation and data analysis, production of a technical report, documentation of each deliberative event, a complete data set, a final report for presentation, and an overall synthesis of citizen priorities for Idaho's energy plan.

*Timeline:* Development and preparation generally requires about four to eight weeks prior to any event. The field period length is determined by the number of events chosen. Preliminary data analysis generally requires two to three weeks after data is compiled.

*Costs:* Cost for services and deliverables is estimated between \$125,000 and \$180,000 for up to six regional events. (Some expenses are variable depending upon the number of events, locations, overall project timeline and complexity desired. Re-estimation is assumed once these elements are known.)

*Resources:* The Public Policy Center at BSU would provide the expertise and implementation for this deliverable. Drs. James Weatherby and Stephanie Witt will provide direction and oversight of this project. Project implementation will involve faculty proficient in the policy process, and in citizen contribution to the democratic deliberation process. Additionally, teams of faculty from across Idaho's university system and other subject matter experts will assist. Graduate researchers and EPI staff will administer the events, analyze the data and prepare the reports.

## **Surveys**

*Purpose:* To understand the beliefs and values of Idaho's citizens, we propose to provide a survey of Idaho adults to assess their perceptions, attitudes, and preferences about proposed alternatives that could be potentially included in the plan. A survey could also be performed to gather information relative to alternatives that could be considered. The survey findings would inform the committee's work on policy choices, and would, at a minimum provide issue specific citizen input to the process of developing a statewide energy plan.

*Description:* A random sample to generate approximately 500 completed surveys would be administered to adults (persons 18 years of age and older) who reside in Idaho. The survey would be conducted by telephone using random digit dialing by a qualified vendor proficient in the use of CATI (define this term). A balance of open and closed-ended questions may be used. A recommendation would be made on the mix and trade-offs as the issues to study become defined. Tradeoffs may be considered to keep survey expense manageable, and a length, on average, of 10– 12 minutes to complete.



Services we supply include: consultation on methodology, questionnaire design, sampling process, protocol design, general project management, management of any subcontractors, quality control, data analysis, production of a technical report, complete data set(s), and a final report for presentation.

*Timeline:* Survey development and preparation generally require about two to three weeks. The field period length (time from test of instrument to completion of adequate interviews) is estimated at about two to four weeks. Re-coding of open-ended response data, data quality assurance and preliminary data analysis may require up to three weeks after data is compiled. Some tasks may run concurrently, but the overall process usually takes from twelve up to fifteen weeks.

*Costs:* Cost for services and deliverables is estimated between \$32,500 and \$45,000, depending upon options chosen, overall survey length and complexity.

*Resources:* The Social Science Research Center (SSRC) at BSU would provide the expertise and implementation for this deliverable. Carole Nemnich, Projects Manager would be the project lead (resume in Appendix A). Dr. Jim Weatherby, acting Director and other faculty may consult on the project as needed. Graduate Researchers from the Masters in Public Administration program may be involved in data analysis and reporting.

## **Energy Conference**

Another tool to insure public deliberation and education, as well as raise the visibility of energy and the development of the energy plan is the public conference. We propose to hold an Andrus Center styled conference at the appropriate point in the plan development process. The cost of the conference is approximately \$80,000 with the goal of raising at least half the cost of the event through sponsorships and grant support.

## **Organizational Structure Assessment**

*Purpose:* An organizational structure assessment will provide the committee with an understanding of gaps and overlaps in roles and responsibilities within and between government agencies and other entities responsible to plan, execute, and regulate Idaho's energy infrastructure. It would also identify issues of mission alignment that can lead to poor organizational and implementation effectiveness. This assessment will help the state consider the best organizational arrangements for implementing its energy policy plan.

*Description:* To perform the assessment, EPI would perform multiple interviews across agencies to understand current organizational missions, roles, and responsibilities. It

would then perform an analysis and summarize its finding for submission to the committee.

*Timeline:* Development of a questionnaire would require 1 week. Interviews could take between 2 and 3 weeks depending on the number of interviews required. An analysis of the data and development of a report would take an additional 2 weeks.

*Costs:* Estimated cost of this deliverable would be between \$10,000 and \$20,000 depending on the number of interviews conducted and complexity.

*Resources:* Mike Louis, Assistant Director of the Energy Policy Institute would serve as project lead for this deliverable with consultation from Dr. John Freemuth. Graduate researchers from the Masters in Public Administration program would perform most of the assessment activities and write-ups.

# Energy Policy Institute Organization and Qualifications

## Mission

The Energy Policy Institute's (EPI) overall goal is to lead a comprehensive national, international, and regional dialogue on energy policy issues. The issues in this dialogue will span the range of those encountered in our consideration of the energy future of the nation, including consequences and impacts to the economy, society, natural resources, and the environment. EPI will assemble a community of interested parties, and by utilizing the latest collaborative problem-solving and decision-making methods and tools, map the values and trade-offs involved in defining and solving the nation's energy-related problems. The output of these discussions along with the research conducted under EPI's guidance will provide policy-makers, citizens, and other interested parties with relevant and timely information to guide the development of energy policy.

EPI will also be involved in educating and preparing tomorrow's leaders in the importance and application of energy policy in determining the nation's future energy mix. Students participating in the Institute's research and seminars will gain a real-life appreciation of the role that political decision-making has in energy-policy as well as the fundamental principles involved.

## Organizational Structure and History

The Energy Policy Institute (EPI), under the direction of Dr. John Freemuth, is organized under the Center of Advanced Energy Studies (CAES). CAES operates as a distributed institute between the state's three universities, and the INL. Although EPI and CAES were both founded less than one year ago, the institutions from which they were both conceived have decades of experience and established expertise.

EPI coordinates its mission between all partners through the Public Policy Center and the Department of Public Policy and Administration at Boise State University. The Public Policy Center houses four centers that provide research and outreach services to the public and nonprofit sectors. The center has expertise in policy research and analysis, public management development, survey and evaluation research for the public sector, technical assistance on public finance issues, government sector information, training and handbook development, and conflict resolution management. Under the Direction of Dr. James Weatherby, the Center has grown since its recognition by the State Board of Education in 1997, addressing key issues of policy and implementation in government. Dr. Stephanie Witt, currently Associate VP for Academic Affairs, will assume the Directorship of the Center in July 2006.

These relationships provide EPI with access to extensive resources and capabilities that are synergistic to guiding the development of sound energy policy. For example, EPI will draw upon the expertise contained within the Social Science Research Center (SSRC) which is also housed within the Public Policy Center. The SSRC has over 20 years of experience conducting public policy research serving governmental entities and the public by fulfilling obligations for public input through the use of surveys and other innovative methods. The SSRC has also conducted numerous program evaluations for the public sector. This experience and expertise will be invaluable to completing the deliverables contained within this proposal.

## **Resources**

### John Freemuth – Consultant and Overall Project Oversight

John C. Freemuth is Interim Associate Director of the Energy Policy Institute, Senior Fellow, Cecil D. Andrus Center for Public Policy, and Professor of Public Policy and Public Administration, Boise State University, where his emphasis has been in environmental, natural resource and public land policy and administration. He is the author of an award-winning book, Islands under Siege: National Parks and the Politics of External Threats (University Of Kansas, 1991) as well numerous articles on environmental policy. He is also the author of six Andrus Center white papers based on Center conferences. He was chair of the Science Advisory Board of the Bureau of Land Management, where he worked on policies to improve the use of scientific information for land managers as well as improve the relationship between science and democratic decision processes. Dr. Freemuth was named the Carnegie/CASE Professor of the Year for Idaho in 2001.

### Leslie Alm – Consultant and Project Oversight

Leslie R. Alm is Professor and Chair of the Department of Public Policy & Administration at Boise State University, and is the Director of the Master of Public Administration program. His research interests are in state and local politics in the West, environmental policy making, and U.S.–Canada relations. He has recently published articles in *Journal of Borderlands Studies*, *The American Review of Canadian Studies*, *The Social Science Journal*, and *State and Local Government Review*, and his book *Crossing Borders, Crossing Boundaries: The Role of Scientists in the U.S.–Canadian Acid Rain Debate* was recently published by Praeger Press.

### Stephanie Witt – Consultant and Project Oversight

Stephanie Witt is Associate Vice President for Academic Affairs and a Professor of Public Policy and Administration at Boise State University. Her research interests include issues related to state and local government and public policy. Her most recent

book is *Human Resource Management in the Public Sector* published by Houghton Mifflin publishers. A second book, *Public Administration: Knowledge and Skills for Public Service*, is forthcoming from Houghton Mifflin. Her work has appeared in journals such as *State and Local Government Review*, *Public Administration Review*, *American Politics Quarterly*, and *Review of Public Personnel Administration*. Witt received her Ph.D. from Washington State University in 1989.

#### Gregory Hill – Consultant and Project Oversight

Gregory Hill is Assistant Professor of Public Policy & Administration and Director of the Applied Research Program. He completed his Ph.D. at Texas A&M University in 2006. He earned his MPA from Idaho State University. His interests center on public management, administration, and policy theory. He has written articles for *The Oxford Handbook of Public Management* (2005) and the *Journal of Public Administration Research and Theory* (2005) and has presented papers at several conferences including the annual meetings of the Southwest Political Science Association (2003) and the Midwest Political Science Association (2004). His research centers on the influence of constituents on governance.

#### Michael Louis – Project lead

Michael Louis is currently the Assistant Director of the Energy Policy Institute. He has over 20 years of experience developing and leading major strategic initiatives and has over 12 years of management experience in the electronics manufacturing industry. He has also started and successfully ran his own consulting business giving workshops on *Becoming a High Powered Change Leader through “Mission-Directed Teams”™* and presentations on *Leading High Leverage Change* at the Miami, Institute of Industrial Engineers annual conference. He has also made presentations on work system design at the Work in America, Institute conference in Phoenix, Arizona. His expertise includes: strategic planning, enterprise system development and implementation, organizational design and development, process development and improvement, project management, and engineering economics. He has a Bachelors and Masters degree in Industrial Engineering from Purdue University and his MPA from Boise State University. While getting his degrees, he has completed projects in Demand-side Management for the electric power industry and led the development of the 16<sup>th</sup> Annual Public Policy Survey for Boise State University.

#### Carole Nemnich – Project Lead

Ms. Nemnich is the Projects Manager of the Social Science Research Center at BSU. She has over 20 years of experience in the private, public and nonprofit sectors. In her current capacity, she oversees the day-to-day operations and management of the SSRC, serves as project lead and principle investigator on projects, and supervises

graduate students performing research in the center. Her areas of expertise include strategic planning, research, communications, collaboration, quality management, and nonprofit capacity building. She is an adjunct professor at BSU. Nemnich received her MPA from Boise State University in 2004 and a BBA in Economics, also from BSU in 1986.

## Previous Experience

- Annual Idaho Public Policy Survey (April 2006). The annual policy survey is provided to Idaho's policy makers and interested citizens every legislative session. The survey is sponsored by the College of Social Sciences and Public Affairs. The 17<sup>th</sup> Annual Survey includes a variety of citizen perceptions on energy policy issues. (See Appendix C)
- Awareness and Perception Survey of Idahoans (October 2005). The Idaho National Laboratory (INL) commissioned this study to understand the attitudes and perceptions of Idaho citizens about the new mission of the INL and some of INL's specific programs. Additionally, the study provides detail on the value and uses of various information sources used by citizens.
- Energy Policy Institute Strategic Startup Plan (September 2005). The INL and BEA sponsored a project to develop a plan for the successful startup of the Energy Policy Institute. The plan was used to develop a program plan for the Department of Energy's budget proposal for the Center of Advanced Energy Studies (See Appendix C).
- Assessment of Idahoans with Disabilities (May 2005) The State Independent Living Council and the Idaho Department of Vocational Rehabilitation commissioned a broad study of Idaho adults to determine the incidence of various disabilities across the population. The survey also measured the issues and concerns of the state's adult disabled. This project required coordination of a multitude of agencies, advocacy groups, service providers and other stakeholders.
- Evaluation of Idaho Court Pilot Programs (Phase I: Evaluation of the Third District Guardian Ad Litem Program) (Draft in progress for May 2006 release.) Process and outcome evaluations on a variety of 'problem solving' courts for the Idaho Supreme Court Administration. Deliverables include a 'template' approach to future evaluations for new or expanded programs.
- Survey of Idaho Workforce Development (August 2004) The Idaho Department of Commerce and Labor commissioned a study of the detail of the programs provided by 32 agencies across the state for Workforce Investment Act programs and the flow of WIA funds. State and federal agencies and local workforce development councils were interviewed. Service delivery and the flow of funds were mapped by source and target audience for the client.

- Other projects for the state. The SSRC has worked for many of Idaho's agencies over the past 20 years. These include: Idaho Department of Health and Welfare; the Idaho Department of Education and Division of Professional/Technical Education; the Idaho Department of Transportation; the Idaho Department of Parks and Recreation; the Idaho Department of Fish and Game; the Idaho Department of Environmental Quality; the Idaho National Engineering and Environmental Laboratory; the Idaho State Library System; the Idaho Department of Commerce and Labor; the Idaho State Controller's Office; the State Independent Living Council; the Idaho State Tax Commission; and various other agencies, offices and departments.
- Other projects for regional/local governments include: the City of Boise; Ada County Planning; Meridian Police Department; Valley County; among others.
- Property Tax Summit and Proceedings (October 2005). Nationally recognized property tax experts convened to discuss issues and the future of the property tax in Idaho with interested state, local and regional parties. Co-sponsors were the Idaho Tax commission, Associated Taxpayers of Idaho, and the Idaho Association of counties. A cross-section of policy makers, interested citizens and opinion leaders participated.
- Municipal Clerks and Treasurers Conference (Mountain West Region, March 2006). Annually, the Center hosts city clerks, finance officers and treasurers in training geared specifically to their needs. The Center's Elected County Officials Handbook is available after each election and is used as a text. The Institute is certified by the International Institute of Municipal Clerks and the Association of Public treasurers for accreditation.
- Deliberation Day (October 2004). In a local/national partnership with McNeil/Lehrer Productions, PBS, Idaho Public TV, The Idaho Statesman, The Idaho Press Club, and the Idaho League of Women Voters, BSU hosted a day-long "town meeting" with 117 southern Idaho citizens. This was one of 17 events held across the country. Moderated panels and informed discussion allowed participants to make thoughtful, reasoned conclusions on issues of importance.
- Idaho Candidate Forum (August 2004). County commissioners and legislative candidates across southern Idaho participated in a day-long event to learn about state and local budgeting, financial trends, public opinion, and other topics of interest to potential, newly-elected officials.
- The Center has provided policy analysis and recommendations to Idaho's state and local governments since its inception. Following are a few projects of note prior to 2004. Continuing the Public Dialogue on Idaho's Tax Policy was funded by a Northwest Area Foundation grant to provide opportunities for citizen involvement in tax policy discussions and to include the taxpayer in decisions about taxes.

Project activities included 14 separate group discussions involving diverse groups of citizens from across the state. Other Idaho-specific projects requiring coordination across agencies and the public include: Treasure Valley Infrastructure Project and Infrastructure Inventory Project (for Idaho) funded by the Future Foundation and the Growth Management Institute; Ada County Highway District Fiscal Capacity Study; Idaho Kids Count Data Handbook Project (funded by the Annie E. Casey Foundation); Idaho Municipal Source Book; State Assistance on Capacity Development (funded by US EPA); and many others.

- Other past projects have included a variety of surveys for the Idaho Power Company and other quasi-public entities to gauge public perception of market need, and program service and delivery.



# Appendices

## Appendix A: Resumes and Vitae

## CURRICULUM VITAE

John Carter Freemuth  
Department of Political Science/  
Master of Public Administration Degree Program  
Boise State University  
1910 University Avenue  
Boise, Idaho 83725  
208-426-3931  
jfreemu@boisestate.edu

### I. EDUCATION

- 1972 B.A. Pomona College, Claremont, CA.  
1975 M.A. Claremont Graduate School, Claremont, CA.  
1986 Ph.D. Colorado State University, Fort Collins, CO.

### II. ACADEMIC AND ADMINISTRATIVE EXPERIENCE

#### A. Academic Positions

Visiting Assistant Professor. 1986-1987  
Department of Political Science and Master of Public Administration (MPA)  
Program, Boise State University, Boise, ID.

Assistant Professor. 1987-1991  
Department of Political Science and Master of Public Administration (MPA)  
Program, Boise State University, Boise, ID.

Associate Professor, with tenure. 1991-  
Department of Political Science and Master of Public Administration (MPA)  
Program, Boise State University, Boise, ID. Also appointed affiliate faculty member,  
College of Forestry, Wildlife, and Range Sciences, University of Idaho, in order to  
serve on occasional doctoral committees.

Professor. 1996-  
Department of Political Science and Master of Public Administration (MPA)  
Program, Boise State University, Boise, ID.

Senior Fellow, Cecil D. Andrus Center for Public Policy, Boise State University,  
1997-

#### B. Courses Offered

Undergraduate

- a. American National Government (Interactive-TV in 1995)
- b. Introduction to Public Administration
- c. Legislative Politics
- d. Parties and Interest Groups
- e. Environmental Politics (Radio, 1997)
- f. Public Land Policy (summer, 1995)
- g. Honors Seminar: Yellowstone: Nature and Culture

Graduate

- a. Introductory Seminar in Public Administration
- b. Seminar in Public Organization Theory
- c. Seminar in Natural Resource and Environmental Policy and Administration
- d. Seminar in Public Land Policy and Administration
- e. Seminar in the Theory and Practice of Public Participation
- f. Seminar Public Policy Process

C. Administrative Experience

Acting Chair, Department of Political Science Fall, 1999

Internship Coordinator, MPA Program, Boise State University. 1986-1989

III. PUBLICATIONS

A. Books

Environmental Policy and Politics in the West (edited book with Zachary Smith) under review University of Colorado Press

Islands Under Siege: National Parks and the Politics of External Threats (Lawrence, Kansas: University of Kansas Press, 1991). Named an "Outstanding Academic Book" by Choice magazine, 1992.

B. Articles and Book Chapters

"The Antiquities Act and Alaska" (with Cecil Andrus), University of Arizona Press, (forthcoming, 2006)

"Understanding the Politics of Ecological Regulation: Appropriate Use of the Concept of Ecosystem Health", in Rappaport, et. al. Managing for Healthy Ecosystems (2003, Lewis Publishers)

“Biocentric Public Administration: Just Another Wolf in Sheep’s Clothing?”  
Administrative Theory and Praxis (April, 2001)

“Where Do We Go From Here?” in Under Fire: The West is Burning (Billings: Fenske Press, 2001) (not refereed)

“Policy after Politics: How should the New Administration Approach Public Land Management in the Western States” (with Cecil D. Andrus) Journal of Land, Resources and Environmental Law 21, no. 1 (2001)

“Science Politics and Watersheds: Thoughts on Their Integration”, proceedings of the 7<sup>th</sup> Biannual Watershed Management Conference

“Science Strategy” Bureau of Land Management, 2000, (one of numerous co-authors) (not refereed)

“Roadless Area Policy, Politics and Wilderness Potential” Contribution 890, Idaho Forest, Range and Wildlife Experiment Station, University of Idaho, also published in International Journal of Wilderness, (April, 2000) w/ Jay O’Laughlin.

“Absolutely American and Absolutely Democratic: National Parks and Policy Change”, invited Ms. George Wright Forum (not refereed).

White Papers, Andrus Center Conferences on Public Land Policy, 1998, 1999, Western Governors panel, 1999, “Policy after Politics” Sent to 400 conference attendees and Bush transition planning team, Department of the Interior, “The Fires Next Time”, 2000. (not refereed)

“Ecosystem Management and the National Parks,” Denver University Law Review 74, No.3, (1997) (commissioned article).

“Our National Park Policy: Some Thoughts on Politics and the Role of Science”, George Wright Forum, 14, No. 1. (Invited essay, not refereed)

"Why don't Federal Employees Use Alternative Dispute Resolution more Often?" with John Schumaker and Jay O'Laughlin, Journal of Forestry (feature article, not refereed, Jan. 1997)

"Reinventing the Gospel: The Politics of Ecosystem Management," Society and Natural Resources 9:411-417, 1996.

"Wise Use and the National Parks," in A Wolf in the Garden, (ed.Phil Brick and Gregg Cawley, Rowman and Littlefield, Fall, 1996)

"The Public Land Policy Environment" with R. McGreggor Cawley, in Western Public Lands and Environmental Politics (ed. Charles Davis, Westview Press, Jan. 1997).

"Women Forest Rangers: Revisiting Kaufman's The Forest Ranger," with Les Alm and Frank Carroll, Journal of Forestry Jan. 1996)

"Science and the Public" with Gregg Cawley, Landscape and Urban Planning 40 (March 1998), 211-219.

"National Parks of the United States in Conservation and Environmentalism: An Encyclopedia 1995

"The Public Lands," in Zachary Smith, ed. Environmental Politics and Policy in the West (Kendall/Hunt Press, 1993).

"Tree Farms, Mother Earth and Other Dilemmas," with Greg Cawley, Society and Natural Resources Vol. 6, No.1, Jan-Mar. 1993

"Ecosystem Management: The Relationship Between Science, Land Managers and the Public, "with Greg Cawley, invited manuscript for the George Wright Forum, 1993 (Vol.10, No. 2) (not refereed).

"The National Park Service: Department of Interior or Independent Status?" with Dennis Soden, Environmental Management (Vol. 15 No. 1, January, 1991).

"Emergency Response to Wildland Fires," with Diane Moskow-Mckenzie, in William Waugh and Ronald John Hy, eds. Handbook of Emergency Management Policies and Programs (Westport, CT: Greenwood Press, 1990).

"Visibility Protection and the National Parks of the United States," in Michael Hamilton, ed., Regulatory Federalism and Environmental Management, (Washington: American Society for Public Administration, 1990).

"The National Parks: Political Versus Professional Determinants of Policy," Public Administration Review, No. 3 (May/June, 1989). This article was reprinted, in an edited version, in The George Wright Forum Vol. 6, No. 3 (1989).

"Establishing the Constitution: Federalists, Anti-Federalists, and Neo-Federalists," with Ron Hatzenbuehler, Rendezvous Vol. 23, No. 1 (1987).

"The Formation of Ocean Incineration Policy: Some Predictions from Three Models" with James Lester, Policy Studies Review Vol. 16, No. 2, (November, 1986).

C. In Progress

Ecosystem Management, Science, and the Gospel of Ecology: Public Lands 100 Years after the Conservation Movement (under contract with the University Press of Kansas).

D. Book Reviews

Frome, Michael. Regreening the National Parks, Tucson, University of Arizona Press, 1991), in Society and Natural Resources, (Vol. 6, No. 4).

Lowry, William. The Capacity for Wonder: Preserving National Parks (Brookings, 1994) in Natural Resources and Environmental Administration, newsletter of the ASPA Section on Environmental and Natural Resources Administration Vol. 19, Number 1.

#### IV. RESEARCH PAPER PRESENTATIONS

"Ecosystem Management and the Gospel of Ecology" invited paper for the Radical to Normal conference, Gallatin Writers Group, Bozeman, Montana (May, 2001)

"Understanding the Politics of Ecological Regulation: Appropriate Use of the concept of Ecosystem Health" presented at the International Conference on Ecosystem Health, Sacramento, California, August, 1999

"Absolutely American, Absolutely Democratic: Does National Park Policy need to be Changed," invited paper for the annual Meeting of the Wildlife Society, Snowmass, Colorado, September, 1997

"Science and the Public: the Politics of Ecosystem Management," presented at the 1993 meeting of the Public Administration Theory Network, Hayward Ca. (July, 1993)

"Parks, Planning and People," with Stephanie Witt, presented at the 1991 meeting of the Northwest Political Science Association, Victoria, B.C. (Oct.1991); revised version presented at the 1992 meeting of the American Society for Public Administration, Chicago, Ill. (April, 1992)

"Tree Farms, Mother Earth, and other Dilemmas," with Greg Cawley, presented at the 4th National Symposium on Public Administration Research, Washington, D.C., (April, 1990).

"The National Parks after Reagan," presented at the 1989 meeting of the American Society for Public Administration, Miami, FL (April, 1989).

"A Declaration of Independence for the National Park Service," with Dennis Soden, presented at the 1989 meeting of the Western Political Science Association, Salt Lake City, UT (March, 1989).

"Park Boundaries: Natural or Political," presented at the 1988 triennial meeting of the George Wright Society, Tucson, AZ (November, 1988).

"The Status and Future of the National Parks: Forged in the Crucible of the Political Process or Handed Down by the High Priests of Ecology?" presented at the 1988 meeting of the Western Social Science Association, Denver, CO (April, 1988).

"The Politics of External Threats: Visibility, Mining and the National Parks," presented at the 1987 Conference on Environmental History, Duke University, Durham, NC (May, 1987).

"National Park Administration in the 1980s: Problems and Prospects," presented at the Region VIII meeting of the American Society of Public Administration, Salt Lake City, UT (November, 1986).

"Intergovernmental Relations and Ocean Policy in the 1980s: The Politics of Policy Change" with James Lester and Michael Hamilton, presented at the annual meeting of the Southern Political Science Association, Atlanta, GA (November, 1986). (Nominated for best paper presented in section.)

"Air Pollution and the National Parks" presented at the Western Social Science Association, San Diego, CA (April, 1984).

## V. OTHER PROFESSIONAL ACTIVITIES

### A. Offices Held in Professional Associations

Chair, Section on Natural Resources and Environmental Administration (SENRA) of the American Society for Public Administration (ASPA), 1992-93.

Executive Council, Section on Natural Resources and Environmental Administration (SENRA), 1988-1991

Membership Chair, SENRA, 1987-1990. (Increased membership from 428 to 575.)

Member of National Membership Committee, ASPA, 1989-1990.

Member of program committee, 1990 National Conference on Environmental Management, ASPA.

### B. Manuscript Referee

Policy Studies Review, 1993, 1995

Pacific Historical Review, 1997

University Press of Kansas, 1992.

Public Administration Review, 1988, 1989, 1992, 1993, 1994

Society and Natural Resources, 1990-

State University of New York Press, 1990, 1997

Greenwood Press, 1991.

C. Editorial Responsibilities

Associate Editor, Public Administration Review, 1993-

Associate Editor, Society and Natural Resources, 1992-4

D. Panel Chair

"Alternative Futures for Federal Land Management," annual meeting of the National Recreation and Parks Association, Salt Lake City, October, 1997.

"Wise Use and the Environmental Movement," meeting of the  
American Society for Environmental History, Las Vegas,  
March, 1995.

"Current Directions in Natural Resource Policy," annual meeting of the Western Social Science Association, Albuquerque, April, 1994.

"Land and Ecosystems," annual meeting of the American Society for Public Administration, San Francisco, Ca. (July, 1993)

"Managing the Best Idea We Ever Had: The National Park Service at 75," annual meeting of the American Society for Public Administration Washington, D.C. (April, 1991).

"Considerations for Threats Identification Institutional Barriers and Institutional Needs," 1990 meeting of the George Wright Society, El Paso, Texas, (November, 1990).

"The Impact of Enforcement on Agency Mission and Image," moderator of panel at the 1990 meeting of the Western Association of Fish and Wildlife Agencies, Sun Valley, ID (July, 1990).

"Managing the Environmental Future," annual meeting of the American Society for Public Administration, Los Angeles, CA (April, 1990).

"Natural Resource Policy: Theory and Practice," annual meeting of the Pacific Northwest Political Science Association, Boise, ID (October, 1989).

"Local Planning and Public Lands," annual meeting of the Western Planning Association, Boise, ID (September 1989).

Co-Convener, with Daniel Talhelm, of "Economic Development of Natural Resources: At What Cost" a Special Focus Session of the annual meeting of the American Society for Public Administration, Miami, FL (April, 1989).



"External Threats to Public Lands" annual meeting of the Western Social Science Association, Albuquerque, NM (April, 1989).

D. Panel Discussant

"The Politics of the Public Estate," Western Political Science Association, March, 2001

"Clinton, the West, and the Environment in 1996," annual meeting of the Western Political Science Association, Portland, 1995.

"Ecosystem Management and Politics", Rivers at the Crossroads conference, Boise (March, 1994)

"Air Quality on the Colorado Plateau" First Biennial Conference on Research in Colorado Plateau National Parks, Flagstaff, AZ (July, 1991).

"Incorporating the Public in Future and Wildlife Management Issues in Idaho," talk given as part of panel "The 1990s and Beyond, the Public and Fish and Wildlife Management in Idaho," 1990 meeting of the Idaho chapters of the American Fisheries Society and the Wildlife Society, Boise, (February, 1990).

"Public Land Issues," 1990 Idaho Wildlife Conference, Boise, ID (January, 1990).

"Range Management Futures," 1989 Idaho-Utah sections of the Society for Range Management meeting, Pocatello, ID (December, 1989).

"State Responses to Environmental Problems," 1987 annual meeting of the American Political Science Association, Chicago, IL (September, 1987).

"Public Land Policy," 1986 Colorado State University Reunion Lecture series (April, 1986).

E. Funded and Contract Research

Office of Senator Larry Craig: Environmental Science and Public Policy Institute, co-principal investigator) \$250,000 (2002,4); \$500,000 (2003)

Hewlett Foundation: 2 grants to the Andrus Center for Public Policy, \$250,000.

Faculty Service to Profession Award, 1997, \$231.

Analyst, Upper Columbia River Basin Scoping Process, Forest Service and Bureau of Land Management, 1995, \$1,000.

Outside Reviewer, "Institutional Constraints on Ecosystem Management", Eastside Project, Forest Service, \$350, and Institutional Barriers to Ecosystem Management, \$250.

"Ecosystem Management: Institutional Constraints Facing Public Land Managers," Idaho Higher Education Research Council Grant, 1992, \$23,000.

"A Comparative Analysis of Canadian and U. S. National Parks," Canadian Embassy Faculty Research Grant, 1990-91, \$4,200; Boise State University Summer Faculty Grants, \$3,200.

Hearing Officer and Hearing Report author, 1991 and 1996 Outstanding Resource Water nomination process, Idaho Department of Health and Welfare. \$9,000.

"Institutional Constraints on Demand on the White and Yampa Rivers" with Henry Caulfield, in Variability of Unutilized Surface Water Supplies from the Yampa and White River Basins, (Fort Collins, Colorado: Colorado Water Resources Institute, 1984, summer stipend).

#### G. Honors

CASE Professor of the Year for Idaho, 2001

Foundation Award for Service, Boise State University, 2001

Phi Kappa Phi—student nomination, 2001

Service to the Section award, Chair's award, Section on Environmental and Natural Resources Administration (SENRA), American Society for Public Administration

Nominated for Bricker (Foundation) Service Award, 1994

#### VI. PROFESSIONAL SERVICE

##### A. Board Positions

Member, National Science Advisory Board, Bureau of Land Management 1998-Chair 2000-2004

Member, Science Advisory Board, Greater Yellowstone Coalition, 1993-

Member, Science Advisory Board, American Wildlands, 1993-

Steering Committee, Idaho Environmental Forum 1996- Craters of the Moon Natural History Association, 1993-6

Wolf Education and Research Center, 1994-5

## B. Miscellaneous Presentations and Service

Facilitator, National RAC Member Meeting, Reno, Nevada, 2004, 2005.

Keynote Speaker, Region 4 Integrated Resource Workshop, “Working together for Healthy Forests” Ogden, Utah, April, 2005.

Keynote Address, “The Relationship of the Public Lands to the States” at the joint federal leadership meeting: “Leadership Summit on Collaboration”, Albuquerque, New Mexico, February, 2005.

Panelist, Thomas S. Foley Public Policy Institute Forum, Washington State University, Vancouver, Washington, (May 1, 2001)

Presenter, BLM Foundations for Fire course, June 11, 2001

Speaker, Wild Idaho 2001 Idaho Conservation League, Redfish Lake, Idaho (May)

National Science Foundation Panelist, Graduate Research Fellowship applicant review, Washington, D.C. 2001

Moderator, Idaho Environmental Forecast 2001

Idaho Cattle Association, Executive Board meeting 2001

Boise School District, Equity Task Force member 2001

Moderator, Idaho Environmental Forecast 2000

Society of American Foresters, Legislative Breakfast meeting 2000

Instructor, Introduction to Fire Effects, National Interagency Fire Center 2000, 2001

Instructor, Fire Ecology and Ecosystem Management, National Interagency Fire Center 2000

U.S. Forest Service, Region 4, Lands Workshop (Mesquite, Nevada) 2000

BSU Native American/First Nations Conference, discussant 2000

Luncheon speaker, Montana Logging Association (Missoula) 2000

Natural Resources Focus Group, University of Idaho 2000

Guest column Idaho Statesman 2000

Leadership Boise 2000

“The Fires Next Time,” Cecil Andrus Center for Public policy, conference 2000

National Fire and Aviation conference, BLM 2000

Boise National Forest Leadership team meeting 2000

Idaho Cattle Association, state convention 2000

Idaho Rivers United 2000

Society for Range Management, national meeting 2000

Idaho Press Club fall meeting 2000

Globalization and the Environment conference, Environmental Resource Center, Sun Valley 2000

Invited speaker, USFS region 4 district ranger’s conference, St. George, Utah September, 1999

Invited speaker, Humbolt-Toiyabe NF, all-forest meeting, Winnemucca, Nevada April, 1999

National Fire Center conferences: Fire Management Policy, March, 1999, Introduction to Fire Effects, February, 2000,

BLM Oregon-Washington Management team meeting, Lakeview, Oregon August, 1999

Banquet speaker, National Park Service, Western Region Superintendent’s conference, Spokane, Washington, March, 1999

Keynote, “The Problem of Science and Politics” Sagebrush Steppe Ecosystems conference, Boise, June, 1999. Presentation to be published in proceedings.

Focused Interim Evaluation, graduate programs in Environmental Science and Management, University of Nevada, Las Vegas, 1999

Tenure Reviewer: Pomona College, Montana State University, University of Nevada, Las Vegas, Washington State University, 1993-96

NASPAA program review team, New Mexico State University, February, 1999

Moderator, speaker and report author, Predator-Prey Symposium, Boise, January, 1999.

Keynote address, “Is Environmental Policy getting too Dense?” Idaho Environmental Forum, January, 1997, printed in the June, 1997 issue of The Advocate, the journal of the Idaho Bar Association.

Reviewer, Strategic Plan, Craters of the Moon National Monument, 1997

Invited Presentation, “Cooperative Stewardship,” National Public Affairs meeting, Forest Service, Park City, Utah, May, 1997

Instructor, Fire Ecology and Ecosystem Management Training Course, National Interagency Fire Center, Boise, May, 1997, May, 1998

Invited guest, Idaho Forest Supervisor’s annual meeting, Sawtooth National Recreation Area, July, 1997.

Panelist, KAID-4, Public Television, “Dialogue” February (Fire Policy) and August (Open Space) shows, 1998, (Roadless Policy), 1999

Moderator, Keynote panel, “Idaho’s Public Lands “, Idaho Governor’s Conference on Recreation and Tourism, May, 1997, Pocatello

Moderator, Idaho Association of Counties panel on the Interior Columbia Basin Ecosystem Management Project, November, 1997, Boise

Invited speaker, “Integrated inventory, analysis and assessment of ecosystems: Human and biophysical dimensions,” University of Idaho, October, 1997, Moscow (honorarium)

Invited speaker, Workshop on recreation fee programs, Idaho Department of Parks and Recreation, Boise, Fall, 1997

Invited guest speaker, “Miracle at Work Forest Tour” Idaho opinion leaders tour, Idaho forest Products Commission, September, 1997, Riggins, Idaho

Member, Federal-State Land Management Task Force, State of Idaho, nominated by the Governor's office, 1996-appointed chair of Legal Subcommittee, Feb. 1997. Resigned, April, 1998.

Moderator for two sessions of the Cecil Andrus Center for Public Policy conference on the bull trout, June, 1995.

Guest column on public land transfers, Idaho Statesman, June 25, 1995.

Lecturer and moderator, Wittenburg Summer Writing Project, Albertson's College of Idaho, June, 1995, 1997

Moderator of symposium on timber policy for the Timber Tornado event of the Hemingway western Studies Center, BSU, October, 1994.

Speaker to Golden K Kiwanis, Boise, Jan. 1995.

Speaker, national meeting of the Public Lands Foundation, Boise, September, 1994.

Speaker, Lewis and Clark College seminar for mid-career land management professionals, Boise, March, 1995.

"Ecosystem Management and the Colorado Plateau" talk given at the symposium Grand Canyon: Towards a Geography of Hope, Flagstaff, AZ, October, 1994

Outside consultant to the National Park Service on public land policy, Tucson, Arizona, April 1994. Report submitted, fall, 1994, to the Vail working group.

Testimony to the joint hearings of the Idaho House and Senate Resources Committees, Boise, January, 1994.

Speaker, Regional Chief Rangers Conference, National Park Service, Boise, Idaho, October, 1991.

Speaker, Midwest Chief Rangers Conference, National Park Service, Las Vegas, Nevada, March, 1992.

Participant, Management Effectiveness Study, Idaho Department of Fish and Game, July, 1992.

Speaker, Idaho Environmental Professionals meeting, Boise, Idaho, June, 1992.

Speaker, Idaho Public Affairs Officers meeting of the U.S. Forest Service, Boise National Forest, Boise, Idaho, May, 1992.

Speaker, Public Affairs/Public Administration Conference, Intermountain Region, U.S. Forest Service, Salt Lake City, Utah, Feb. 1992.

Speaker, "Fettucine Forum," downtown lunch forum, Boise, Idaho, Feb. 1992.

Moderator, "The Future of Water Policy Regulation," Idaho Rivers Conference, Boise, Idaho, (Jan. 1992).

Speaker, Boy's State, 1994-6

Moderator, annual convention of the Idaho Wildlife Federation, Boise, Idaho (May, 1991, May 1995).

Panelist and moderator, Len B. Jordan conference, Northwest Nazarene College, Caldwell, Idaho, April, 1991.

"Political Consequences of Ecosystem Management," presentation to the annual meeting of the Northwest Science Association, Boise, Idaho (March, 1991).

"Policy unit's reports show soundness of approach," guest column, Moscow Idahoan, (April 6&7, 1991). Written in support of University of Idaho's Policy Analysis Group.

Speaker at seminar for natural resource managers on law and land management, Shannon Consulting, Boise, Idaho, March, 1991.

Speaker, Intermountain Forest Stand Management Council, Boise, Idaho, January, 1991.

"Idaho Wilderness: What Happens Now?" panelist, Idaho Conservation League Annual Meeting, Boise, ID (September, 1990)

Speaker, Intermountain Forest Industry Association annual meeting, Coeur d'Alene, Idaho, December, 1990.

"The Politics of Visibility Protection," Natural Resource and Environmental Administration, newsletter of the American Society for Public Administration's SENRA section, Vol. 13, no 4.

Commentator, High Plains Radio Network, 1989-

"Political Considerations for Wildlife Managers," talk given to the 2nd International Landowner/ Sportsman Relations Conference, Boise, ID (August, 1989).

Commentator, KBSU feature "Capitol Watch," 1989, and guest commentator on various occasions, on Saylor Creek, the Forest Service, and elections.

"Creating our National Parks," talk given as part of Preserving the Game in the Vanishing West program, Boise State University (March, 1989).

"A Sawtooth Wilderness National Park and Recreation Area," Idaho's Economy (Winter, 1989).

"The Yellowstone Fires: A Policy Perspective," Natural Resources and Environmental Administration, newsletter of the American Society for Public Administration's SENRA section, Vol. 12, No. 3 (December, 1988).

"Sawtooth National Park: An Old Idea Returns," Outdoors West, Vol. XI, No. 2 (Winter, 1988).

"The National Park Movement in Idaho," invited lecture to the Parks and Wilderness in the Northwest conference, Seattle, WA (October, 1988).

"Current Issues in Natural Resource Policy," invited lecture to the monthly meeting of the Idaho Foundation, Boise, ID (November, 1987).

Member Of Idaho Humanities Council programs on the Bicentennial of the U.S. Constitution entitled "Creating a More Perfect Union," held throughout state (Fall, 1987).

"Sawtooth Park Proposal Needs Consensus," Idaho Statesman, 18 October 1987.

"A Democratic Parks Policy," Denver Post, 2 August 1986.

Independent reviewer for United States Forest Service, on agency communications study (September, 1990).

Presentation on TISPIRS and other forest management issues, sponsored by Valley and Boise County Clerks (May, 1990).

Presentations at the meetings of the County Clerks of Idaho and the International Institute of Municipal Clerks certification program (1989-95).

Presentation to a training course for public affairs specialists in the Bureau of Land Management, on public land politics (1990).

Presentation to the leadership team, Boise National Forest (1990, 1991).

Independent reviewer for various public opinion surveys for Idaho Department of Fish and Game (1989).

"National Park Service Decision making," invited lecture at the superintendency training course, National Park Service, Delaware Water Gap, NJ (June, 1987).

Invited member of advisory panel to the National Park Service on development of grazing policy for Glen Canyon National Recreation Area, AZ (September, 1987)

Appointed member of advisory panel to Idaho Congressman Larry Craig on the management of the Sawtooth National Recreation Area (November, 1987). Editor of report to Congressman Craig.

## VII. UNIVERSITY SERVICE

### A. Committees

Search Chair Department of Political Science, 1996, 2003

Chair, Dean's Search Committee, College of Social Sciences and Public Affairs, 1993-94.



Coordinator, Frank Church Conference on Public Affairs, "Our Public Lands," October, 1990, and "Earth in the Balance," Feb. 1992.

Faculty Senate 1992-94

Member, environmental studies minor committee, 1991-92.

Chairman, Faculty Evaluation and Salary Committee, School of Social Sciences and Public Affairs, 1989-90.

Department representative, BSU Employee's Campaign, 1989.

Member, Promotion and Tenure Committee, Social Sciences and Public Affairs, 1988-89, 1991-92.

Member, Faculty Research Grant Selection Committee, Boise State University, 1988 and 1989.

B. Advisor

Mentor, Bronco Champs Mentor Program, 1997-

Political Science Association, Boise State University, 1986-90, 1996

MPA Students Association, 1988-90

Advisor, College Democrats, 1988-

C. Miscellaneous

Guest Column, University News, September 25, 1989.

Developed and administered Cooperative Education Agreement between Boise State University and the United States Forest Service, 1989-.

Judge, 1992 Idaho Social Science and Public Affairs Conference, Boise State University

## **CURRICULUM VITAE**

STEPHANIE L. WITT

### **EDUCATION**

B.A. Political Science and Sociology, Washington State University, 1984

M.A. Political Science--emphasis on Public Administration, Washington State University, 1986

Ph.D. Political Science, Washington State University, May 1989.

Dissertation title: Self-Interest, Community Welfare and the Pursuit of Gender and Race Equity in American Academia: The Dynamics of Black/White and Male/Female Perspectives on Affirmative Action.

### **ACADEMIC AND ADMINISTRATIVE POSITIONS**

Associate Vice President for Academic Affairs and Professor of Political Science: Boise State University (Nov. 2000- current)

Interim Associate Dean: College of Social Sciences and Public Affairs, Boise State University (July 2000-May 2001).

Department Chair: Department of Political Science, Boise State University (July 1996-June 2000).

Associate Professor: Department of Political Science (tenure granted 1994). Jointly appointed to the Master's Program in Public Administration and Master's in Health Science, Boise State University.

Assistant Professor: Department of Political Science and Master's Program in Public Affairs, Boise State University (1989-1994).

Adjunct Instructor: Division of Social Sciences, Lewis Clark State College (Spring 1989).

Internship Coordinator. Department of Political Science, Washington State University (1986-1989).

Research Assistant. Department of Political Science, Washington State University (1985-86). Assigned to the Division of Governmental Studies and Services.

Instructor. Office of Continuing Education and Public Service Courses by Correspondence, Washington State University (1985-89).

Residence Hall Director. Department of Residence Living, Washington State University (1984-85). Supervised, trained and selected paraprofessional staff of five. Responsible for administration, educational programming and advising of student government groups and two halls of one hundred women.

Associate Ombudsman. Washington State University (1983-84). Confidential counseling with students, negotiation of university related problems, mediations between students, staff, faculty and administration.

### **HONORS AND AWARDS**

Tribute to Women in Industry Honoree, WCA of Boise, Idaho, 2001.

Idaho Professor of the Year, Carnegie Foundation for the Advancement of Teaching and Council for Advancement and Support of Education, 1998.

Outstanding Faculty Award, Associated Students of Boise State University, March 1998.

Exceptional Disaster Services Volunteer of the Year, Treasure Valley Chapter of the American Red Cross. June, 1997

American Society for Public Administration, Laverne Burchfield Award for best book review/TOPs essay in *Public Administration Review*, 1994

Outstanding Woman in Graduate Studies--Doctoral Level: Association for Women Faculty, Washington State University 1989

Pi Sigma Alpha--National Political Science Honor Society

Mortar Board 1984

## **COURSES TAUGHT**

American National Government

State and Local Government

Gender and Politics

Urban Politics (undergraduate and graduate level)

Introduction to Public Administration (undergraduate and graduate level)

Intergovernmental Relations (graduate level)

Ethics in the Public Sector (undergraduate and graduate level)

Public Personnel Administration (graduate level)

Public Policy Process (undergraduate and graduate level)

Internships (undergraduate and graduate level)

## **PUBLICATIONS**

### **Books:**

Patton, W. David, Stephanie L. Witt, Nicholas P. Lovrich and Patricia Fredericksen. (2002) *Human Resource Management: The Public Service Perspective*. Boston: Houghton Mifflin.

Witt, Stephanie L. and Suzanne McCorkle (eds) (1997) *Anti-Gay Rights: Assessing Voter Initiatives*. Westport, CT: Praeger.

Weatherby, James B. and Stephanie L. Witt (1994) *The Urban West: Managing Growth and Decline*. New York: Praeger.

Witt, Stephanie L. (1990) *The Pursuit of Race and Gender Equity in American Academe*. New York: Praeger.

### **Books under contract:**

Witt, Stephanie L., W. David Patton and Nicholas P. Lovrich. *Public Administration: Knowledge and Skills for Public Service*. Boston: Houghton Mifflin.

### **Book Chapters:**

Witt, Stephanie L. and W. David Patton (1999 and 2004) "Building a High Performance Workforce" in Siegrun Fox Freyss (ed.) *The Local Government Manager's Guide to Personnel Management*. Washington, DC: ICMA.

Witt, Stephanie L. and Leslie R. Alm (1997) "The Correlates of Tolerance: An Analysis of Voting on Anti-Gay Initiatives in Four States." In Witt and McCorkle (eds.) *Anti-Gay Rights: Assessing Voter Initiatives*. Westport, CT: Praeger.

Witt, Stephanie L. and Leslie R. Alm (1997) "County Government and the Public Lands: A Review of the County Supremacy Movement in Four Western States." in Brent S. Steel (ed.) *Public Lands Management in the West: Citizens, Interest Groups and Values*. Westport, CT: Greenwood.

Witt, Stephanie L. (1996) "Idaho" in Andrew Appleton and Daniel Ward (ed.s) *State Party Organization Resource Guide*. Washington, D.C.: Congressional Quarterly Inc.

Witt, Stephanie L. and Gary Moncrief (1993) "Religion and Roll Call Voting on Abortion: The 1990 Abortion Controversy" in Malcolm L. Goggin (ed.) *Abortion: The Shifting Political Landscape*. New York: Sage. [an expanded version of the *American Politics Quarterly* article referenced below]

### **Journal Articles:**

Alm, Leslie R. and Stephanie L. Witt (1997) "The Rural-Urban Linkage to Environmental Policy Making in the American West: A Focus on Idaho." *Social Science Journal* Vol. 34, No.3.

Alm, Leslie R. and Stephanie L. Witt (1996) "The Rural Urban Environmental Conflict in the American West: A Four State Study." *Spectrum: The Journal of State Government*.

Alm, Leslie R. and Stephanie L. Witt. (1995) "Environmental Policy in the Intermountain West: Investigating the Urban Rural Linkage." *State and Local Government Review*, Vol. 27, No.2 (Spring).

Witt, Stephanie L. and Earl Smith. (1995) "The Experience of African American Women in the Professoriate: Doubly Disadvantaged or Meeting the Challenge of Greater Opportunity? A Research Note" *Review of Public Personnel Administration*, Vol. 15, No. 1.

Witt, Stephanie L. (1994) "Gender Differences in Teaching the Public Personnel Course" *Review of Public Personnel Administration*, Vol. 14, No. 4.

Smith, Earl and Stephanie L. Witt (1993) "A Comparative Study of Occupational Stress Among African American and White University Faculty: A Research Note." *Research in Higher Education*, Vol. 34, No. 2.

Beck, Ann C. and Stephanie L. Witt (1993) "State Policy Journals: Hidden Gems." *Public Administration Review*. March/April.

Witt Stephanie L. and Gary F. Moncrief (1993) "Religion, and Roll Call Voting on Abortion: A Research Note." *American Politics Quarterly*. Vol. 21, No. 1 (Jan).

Witt, Stephanie L. (1990) "Affirmative Action and Job Satisfaction: Self-Interest v. Public Spirited Perspectives on Social Equity--Some Sobering Findings from the Academic Workplace." *Review of Public Personnel Administration*. Vol. 10, No. 3, Summer.

Witt, Stephanie L. and Earl Smith. (1990) "Black Faculty and Affirmative Action at Predominately White Institutions." *Western Journal of Black Studies*. Vol. 14, No. 1. Spring.

Steger, Mary Anne E. and Stephanie L. Witt. (1990) "Gender Differences in Environmental Orientations: A Comparison of Publics and Activists in Canada and the U.S." *Western Political Quarterly*. Vol. 14, No. 1, Dec.

Witt, Stephanie L. and Nicholas P. Lovrich. (1988) "Sources of Stress Among Faculty Women: Testing for Gender Differences." *Review of Higher Education*. Vol. 11, No. 5, June.

Witt, Stephanie L., Mary Anne E. Steger, John C. Pierce and Nicholas P. Lovrich. (1987) "Investigating the Potential for Metropolitan Reform: The Relative Weight of Class, Attitudinal, Ideological and Knowledge Factors." *The Western Governmental Researcher*. Vol. 3, No. 2, Winter.

#### **Other Publications:**

Weatherby, James B. and Stephanie L. Witt (2006) "Becoming Urban" *Idaho Issues Online*. Publication of the College of Social Sciences and Public Affairs, Boise State University (Spring). Available at: [http://www.boisestate.edu/history/issuesonline/spring2006\\_issues/index.html](http://www.boisestate.edu/history/issuesonline/spring2006_issues/index.html)

Witt, Stephanie L. and Leslie R. Alm (1997) "The County Supremacy Movement." In Jay Shafritz (ed) *The International Encyclopedia of Policy Studies*. New York: Henry Holt.

Witt, Stephanie L. and Leslie R. Alm (1997) "The Wise Use Movement." In Jay Shafritz (ed) *The International Encyclopedia of Policy Studies*. New York: Henry Holt.

Weatherby, James B. and Stephanie L. Witt (1996) "Changing Land Values, Homes, and Taxes: Another Chapter in Idaho's Property Tax Revolt?" *Idaho Issues*. Publication of the College of Social Sciences and Public Affairs, Boise State University. (Spring).

Weatherby, James B. and Stephanie L. Witt (1994) "The Paradox of Growth." *Idaho Issues*. Publication of the College of Social Sciences and Public Affairs, Boise State University. (Fall).

Witt, Stephanie L. (1993) Review of Margo Murray *Beyond the Myths and Magic of Mentoring* (Jossey Bass 1992) in *Review of Public Personnel Administration*.

Witt, Stephanie L. (1994) Review of Clive Thomas (Ed.) *Politics and Public Policy in the Contemporary American West* (Albuquerque 1991) in *Journal of the West*.

Witt, Stephanie L. (1994) Review of Janine Brodie, Shelley A.M. Gavigan and Jane Jenson *The Politics of Abortion* (Oxford 1992) in *Contemporary Sociology*.

Witt, Stephanie L. (1993) "Intergovernmental Relations," in *Handbook for Idaho City Officials*. Publication of Boise State University and the Association of Idaho Cities.

Weatherby, James B., Stephanie L. Witt and Dianne Moscow-McKenzie. (1991) *Improving and Extending Rural Library Services in Idaho*. Publication of the Public Affairs Program, Boise State University. Jan.

Witt, Stephanie L. and James B. Weatherby. (1990) *Transportation Infrastructure Issues in the Urban West*. Publication of the Public Affairs Program, Boise State University. Sept.

Smith, Earl and Stephanie L. Witt. (1988) "Stress Among WSU's Ethnic Faculty." *Bulletin/Calendar*. Vol. 14, No. 30, Friday, April 15.

Lovrich, Nicholas P., Craig C. Curtis, Stephanie L. Witt and Kelsey Gray. (1988) *Report on Survey of Voters in Clallam County*. Publication of The Division of Governmental Studies and Services, Washington State University. Nov.

Witt, Stephanie L. (1988) "Consolidation: Preferred Reform Option." *Citizen's League Report of Greater Spokane*, Vol. 1, No. 2, March pp.1-2.

#### **FUNDED RESEARCH**

PRINCIPAL INVESTIGATOR: ENVIRONMENTAL POLICY IN THE PACIFIC WEST: THE RURAL-URBAN LINKAGE. (1995) Grant from Boise State University Faculty Research Program. Study of county governments in Washington and Oregon.

PRINCIPAL INVESTIGATOR: ENVIRONMENTAL POLICY IN THE INTERMOUNTAIN WEST: INVESTIGATING THE URBAN-RURAL LINKAGE. (1994) Grant from Boise State University Faculty Research Program. Study of county governments in Idaho.

PRINCIPAL INVESTIGATOR: PARKS, PLANNING AND PEOPLE: MANAGING URBAN DEVELOPMENT IN AND NEAR NATIONAL PARKS IN CANADA AND THE U.S. (1990) Grants from the Canadian Embassy and Boise State University. Comparative Study of Rocky Mountain Parks and Towns in Canada and the U.S.

PRINCIPAL INVESTIGATOR: THE URBAN WEST: MANAGING GROWTH AND DECLINE. Grant from Boise State University and the Boise Future Foundation (1990). Conducted a 10 city comparative study of growth management, fiscal health and infrastructure financing.

PRINCIPAL INVESTIGATOR: TRANSPORTATION INFRASTRUCTURE ISSUES IN THE URBAN WEST. Grant from the Ada County Highway District (1990). Examination of transportation infrastructure issues in 10 western cities.

CO-INVESTIGATOR: WSU INTERDISCIPLINARY RESEARCH UNIT ON FACULTY STRESS AND PRODUCTIVITY. Grant from the Office of Grants and Research Development, Washington State University (1987). Conducted two national studies of university faculty and stress. Received experience with mail survey techniques, data management, computer processing and writing of research papers and reports.

RESEARCH ASSOCIATE: WHITMAN COUNTY WASHINGTON MINOR BOUNDARY PROJECT. Grant from the Commissioners of Whitman County (1987). Reviewed minor taxing district and voting precinct boundaries for revision. Developed familiarity with statutes regarding minor taxing districts and municipal annexations and incorporations. Assisted in the preparation of technical reports.

RESEARCH ASSOCIATE: DIVISION OF GOVERNMENTAL STUDIES AND SERVICES STUDY OF COUNTY SERVICES IN CLALLAM COUNTY, WASHINGTON. Grant from the Commissioners of Clallam County (1987). Assisted in preliminary interviews in preparation for mail survey of registered voters. Assisted in preparation of technical reports.

#### **CONFERENCE PRESENTATIONS AND PARTICIPATION**

Discussant, Panel on Politics and Economics, Annual Meeting of the Western Political Science Association, March 2000.

Witt, Stephanie L., W. David Patton and Jacque Amoureux "The Backlash Against Gay Rights Ordinances as Morality Politics." Paper presented at the Annual Meeting of the Western Political Science Association, March 1999.

James B. Weatherby and Stephanie L. Witt "Idaho: Conservatism, Sectionalism, Progressivism." Paper presented at the Annual Meeting of the Pacific Northwest Political Science Association, October, 1998.

Witt, Stephanie L. and W. David Patton "Gay Rights and the Local Personnel Office." Paper presented at the Annual Meeting of the Western Political Science Association, March 1998.

Witt, Stephanie L. and Leslie R. Alm "The Correlates of Tolerance: Analyzing State-Wide Votes on Anti-Gay Initiatives." Paper presented at the Annual Meeting of the Pacific Northwest Political Science Association; November 1996.

Alm, Leslie R. and Stephanie L. Witt "Environmental Conflict in the American West: The Rural-Urban Dimension." Paper presented at the Annual Meeting of the Western Social Science Association; April 1996.

Witt, Stephanie L. and Leslie R. Alm "A Typology of County Supremacy Ordinances: Results of a Four-State Study." Paper presented at the Annual Meeting of the Western Political Science Association, March 1996, San Francisco, CA.

Alm, Leslie R. and Stephanie L. Witt "The Rural-Urban Conflict in the American West: A Four-State Study." Paper presented at the Annual Meeting of the Pacific Northwest Political Science Association, October 1995, Bellingham, Washington.

Alm, Leslie R. and Stephanie L. Witt "The Rural-Urban Linkage to Environmental Policy Making in the American West: A Case Study of Idaho." Paper presented at the Annual Meeting of the Western Social Science Association, Oakland, CA. April, 1995.

Witt, Stephanie L. and Leslie R. Alm "Comparing Urban and Rural Counties and Environmental Conflict: The Importance of the County Supremacy Movement." Paper presented at the Annual Meeting of the Western Political Science Association, Portland, OR. March, 1995.

Alm, Leslie R. and Stephanie L. Witt "The Rural-Urban Linkage to Environmental Policy-Making in Idaho: A Framework." Paper presented at the Annual Meeting of the Pacific Northwest Political Science Association, Portland, OR. October, 1994.

Alm, Leslie R. and Stephanie L. Witt "Environmental Policy in the Intermountain West: Investigating the Urban Rural Linkage." Paper presented at the Annual Meeting of the Western Political Science Association, Albuquerque, NM. March 1994.

Carroll, Franklin O., W. David Patton and Stephanie L. Witt "The Glass Ceiling in the USDA Forest Service: Willing to Conform, Demanding Change." Paper presented at the Annual Meeting of the American Society for Public Administration, San Francisco, CA. July 1993.

Co-Chair of Roundtable: "1992: The Year of the Woman?" Roundtable presentation at the Annual Meeting of the Pacific Northwest Political Science Association. Portland, OR. Nov. 1992.

Freemuth, John C. and Stephanie L. Witt "A Comparison of Canadian and U.S. National Parks and Their Management" Paper Presented at the Annual Meeting of the American Society for Public Administration. Chicago, IL. April 1992.

Witt, Stephanie L. and John C. Freemuth "Parks, Planning and People: Managing Urban Development in and Near National Parks in Canada and the U.S." Paper presented at the Annual Meeting of the Pacific Northwest Political Science Association Meeting, Victoria, B.C. October 1991.

Smith, Earl and Stephanie L. Witt. "Voices in the Margin: A Qualitative Analysis of African American Women Faculty at U.S. Colleges and Universities." Paper presented at the Northwest Women's Studies Association Meeting, Pullman, WA April 1991.

Witt, Stephanie L. and James B. Weatherby. "Growth Management in the Urban West." Paper presented at the Annual Meeting of the Western Political Science Association. Seattle, WA March 1991.

Witt, Stephanie L. and Gary F. Moncrief. "Abortion and the Idaho Legislature: The Vote on H625." Paper presented at the Annual Meeting of the Pacific Northwest Political Science Association. Portland, OR November, 1990.

Witt, Stephanie L. and James B. Weatherby. "The Limited City and Transportation Infrastructure: A Comparison of Funding and Governance Structures in the Urban West." Paper presented at the Annual Meeting of the Pacific Northwest Political Science Association. Portland, OR November, 1990.

Witt, Stephanie L., Earl Smith and Nicholas P. Lovrich. "The Prospects for Women and Blacks in the Professoriate: A Test of the Mertonian Theory of Accumulation of Advantage and Disadvantage." Paper presented at the Annual Meeting of the Western Social Science Association. Portland, OR April, 1990.

Discussant: Public Administration Panel, Annual Meeting of the Pacific Northwest Political Science Meeting, Boise, ID, October 1989.

Witt, Stephanie L. and Earl Smith. "Faculty Attitudes about Affirmative Action: The Academic Ethos in Question." Paper presented at the Annual Meeting of the Pacific Northwest Political Science Association, Portland, Oregon, October 1988.

Steger, Mary Anne E. and Stephanie L. Witt. "Gender Differences in Environmental Orientations: A Comparison of Publics and Activists in Canada and the U.S." Paper presented at the Annual Meeting of the Midwest Political Science Association, Chicago, IL, April 1988.

Witt, Stephanie L., Mary Anne Steger, John C. Pierce and Nicholas P. Lovrich. "Investigating the Potential for Voter Support of Metropolitan Reform: The Relative Weight of Class, Attitudinal, Ideological and Knowledge Factors." Paper presented at the Annual Meeting of the Pacific Northwest Political Science Association, Spokane, WA, October 1987.

Witt, Stephanie L. and Nicholas P. Lovrich. "Sources of Stress Among Faculty Women: Testing for Gender Differences." Paper presented at the Annual Meeting of the American Educational Research Association, Washington, D.C., April 1987.

### **CONSULTING ACTIVITIES**

Meridian City-Meridian Rural Fire Department Cost-Sharing Study. 1997.

Ada County Fire-EMS Consolidation Study: Sponsored by Ada County, Boise City, and area Fire Districts. 1993-1994. [Conducted with Alan Frankle, College of Business, Boise State University]

Grass-Roots Organizing Research: Sponsored by the Idaho Women's Network. 1990.

### **SERVICE ACTIVITIES**

#### **Professional:**

Editorial Board, *Review of Public Personnel Administration*, July 2001-2003.

Executive Committee, Western Political Science Association, March 2000-August 2001.

Book Review Editor, *Review of Public Personnel Administration*, July 1996-July 2001.

*Rural Sociology*, manuscript reviewer, Fall 2001

*Social Science Quarterly*, manuscript reviewer, Fall 1998, Fall 1999, Spring 2000

Co-Section Chair, Section on State and Local Government, Western Political Science Association, 1996 meeting.

*Forest Science* manuscript reviewer Fall 1997

*Policy Studies Journal* manuscript reviewer: Fall 1995.

*American Behavioral Scientist* manuscript reviewer: Fall 1995.

*Review of Public Personnel Administration* manuscript reviewer: Spring 1995-current.

President of Pacific Northwest Political Science Association. (1993-94)

*American Politics Quarterly* manuscript reviewer: Spring 1991.

Executive Committee of Pacific Northwest Political Science Association. Nov. 1990-1995.



National Executive Committee of Section for Public Administration Education: American Society for Public Administration. Spring 1990-1993.

Text Reviewer: Brooks-Cole Publishing Company, November 1990.

**University:**

Program Review Committee, March 2000-current

Invited Speaker on Ethics, Leadership Quest, ASBSU, Feb. 1998; Feb. 1999.

Student Policy Board, Office of Student Affairs, 1997-2000.

Advisor to Pi Sigma Alpha, Political Science Honorary, 1996-2000.

College of Social Science and Public Affairs Dean's Evaluation Committee, 1997, 2000.

College of Social Science and Public Affairs Annual Report Committee, 1996-97.

College of Social Science and Public Affairs Promotion and Tenure Committee, Fall 1995 (served as Chair).

University Internship Advisory Board, Spring 1992-1995.

Office of Research Administration Research Advisory Committee, Spring 1993-1996.

Roundtable on Diversity Participant, College of Social Science and Public Affairs Student Conference. March 1993.

College of Social Science and Public Affairs Promotion and Tenure Committee, Fall 1992.

Advisor to Political Science Student Association: Boise State University, Fall-Spring 1991-1993.

Judge: Idaho Student Conference in the Social Sciences: Boise State University, Spring 1990.

University Curriculum Committee: Spring 1990-1992.

School of Social Science and Public Affairs Curriculum Committee: Spring 1990-1991.

School of Social Science and Public Affairs Fringe Benefit Committee: Fall 1989.

Programming Chair: Association for Women Students. Washington State University. (1986-87).

Presidential Commission on the Status of Women. Washington State University. (1984-87).

Graduate Student Chair. Department of Political Science, Washington State University. (1986-87).

**Community:**

Idaho Certified Public Manager Program Advisory Board, 2002-current. Also Instructor for CPM in Public Administration and Ethics.

Zions National Bank Advisory Board for Southwest Idaho, 2002-2004.

American Red Cross of Greater Idaho Board of Directors, 2000-2004.

American Red Cross, Southwest Idaho Branch, Greater Idaho Chapter. Chair of Disaster Services Volunteers, member of National Disaster Services Human Resource System. Service in the Northern Idaho Floods (DR 85-6) and Idaho Floods 12/96 (DR 2-93). Certified Disaster course instructor. Spring 1995-2004.

Invited Speaker on Knowledge and Skills for Public Service, Idaho Association of Counties Annual Meeting, Boise, September 2000; September 2004.

Invited Speaker on Ethics, Northwest Community Development Institute, Boise, July 1999, June 2000, June 2001, July 2004.

Workshop Facilitator, Idaho Women's Network Annual Conference, Boise, July 1999.

Invited Speaker on Ethics, Institute for Municipal Clerks and Treasurers, Boise, April 1999.

Invited Speaker on Ethics, Idaho Association of Counties, Coeur D'Alene, Idaho. September 1998.

Invited Speaker, 'Fettucine Forum' on Abortion Politics. Boise, February, 1998.

Invited Speaker on Intergovernmental Relations. Annual Meeting of the Idaho Association of Counties. Idaho Falls, ID. September 1997.

Panelist, City Club Presentation on Urban-Rural Conflict. Sponsored by the City Club of Boise and the Ada Planning Association. April 1997.

Moderator, Panel on Ethics and HIV Education. Sponsored by the Idaho Department of Education. October, 1996.

Moderator, Panel on Women in Politics. Sponsored by the Idaho Commission on the Status of Women. March 1996.

Moderator, Meridian Task Force on School Age Child Care. Sponsored by Child Care Connections, March 1996.

Moderator, Debate on Separation of Church and State. Sponsored by Americans United for the Separation of Church and State. Boise State University, December 1995.

Facilitator, Boise Area Chamber of Commerce Leadership Conference. Sun Valley, Idaho, October 1995.

Board Member, Idaho Women's Network. August 1993-1995.

Invited Speaker on Politics and the Religious Right. Southminster Presbyterian Church. October 3, 1993.

Invited Speaker on Intergovernmental Relations. Annual Meeting of the Idaho Association of Governmental Accountants. Sun Valley, ID. May 1993.

Facilitator at "Medicaid Summit" sponsored by the Idaho Health Care Association and the Private Sector Health Care Reform Group. May 1993.

Panel Moderator, ACLU sponsored debate on Religion and Politics. Boise State Univ. April 1993.

Moderator of "City Achievement Showcase" workshop sponsored by the Association of Idaho Cities. June 1992.

Idaho Women's Network "Political Priorities Conference": Panel presentation Jan. 1991, Jan. 1992, Jan 1993.

Trainer: Local Government Institute for Idaho County Officials sponsored by the Idaho Association of Counties: Nov. 1990, Nov. 1991, Nov. 1992.

Trainer: Northwest Institute for Municipal Clerks, Boise State University: Summer 1990, 1991, 1992, 1993.

Volunteer at Lutheran Compass Shelter: Assisted at homeless shelter in Seattle, WA, Summer 1991.

Palouse Eating Disorders Network. Pullman, WA/Moscow, ID. (1985-86).

Trainer. Division of Governmental Studies and Services, Washington State University. (1985-87).

Mortar Board-President. Washington State University. (1983-84).

Coordinator and Facilitator-YMCA Leadership Conference. Washington State University. (1982).

Junior Counselor-Washington's Girl's State. American Legion Auxiliary. (1981-82).

**PROFESSIONAL ASSOCIATIONS**

American Society for Public Administration

Pacific Northwest Political Science Association

Western Political Science Association

*Curriculum Vita for LES ALM*

Department of Political Science and  
Department of Public Policy & Administration  
Boise State University, Boise, Idaho 83725-1935  
lalm@boisestate.edu

Office: (208) 426-4094  
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E-mail:

**EDUCATION**

Ph.D. Political Science; Colorado State University, Spring, 1990.  
Inter-University Consortium for Political Social Research, Training Program in Quantitative Methods,  
University of Michigan, Summer, 1987.  
M.A. Educational Administration; Colorado State University, 1981.  
B.S. Engineering; U.S. Military Academy, West Point, New York, 1973.

**PROFESSIONAL EXPERIENCE**

Chair, Department of Public Policy & Administration	2005-present
Director of Graduate Studies, Department of Public Policy & Administration	2002-present
Chair, Department of Political Science, Boise State University	2000-2002
Professor, Boise State University	2001-present
Associate Professor, Boise State University	1995-2001
Assistant Professor, Boise State University	1991-1995
Assistant Professor, Bowling Green State University	1990-1991
High School Teacher, Ft. Collins, Colorado	1979-1989
Field Artillery Officer, U.S. Army	1973-1978

**ACADEMIC EXPERIENCE**

**Courses Taught**

Graduate

Research Methodology  
Environmental and Regulatory Politics  
Democracy, Science and Environmental Policy  
Energy Policy and Administration  
Government Budgeting and Fiscal Policy  
Financial Management  
Administration in the Public Sector  
Assessment (Capstone Course)  
Learning)  
Democracy, Science, and Environmental Policy (Honors)

Undergraduate

Introduction to Political Inquiry  
Advanced Research Methodology  
United States Regulatory Policy  
Environmental Policy  
State and Local Government  
American Politics  
Canadian Politics  
American Policy Process (Core Online & Service Learning)

**Awards and Recognition**

Associated Students of Boise State University Outstanding Faculty Award for the Graduate College, 2003-2004.  
Boise State University Foundation Scholars Award for Teaching, 2002-2003  
Nominated for Associated Students of Boise State University Outstanding Faculty Award: 2003-2004; 2002-2003; 2001-2002; 1999-2000; 1998-1999; 1996-1997; 1995-1996; 1994-1995; 1991-1992  
Nominated for the Outstanding Honors Faculty Award: 2001-2002

Nominated for Boise State University Foundation Scholars Award for Teaching, 2002-2003; 1999-2000  
*Finalist (1 of 4) for Boise State University Foundation Scholars Award for Teaching, 1998-1999*  
*Recipient of the Dean's Merit Award for Research, 1998-1999*  
Distinguished Faculty Award, Boise State University Alumni Association, 1995  
Nominated for induction into The Honor Society of Phi Kappa Phi, Boise State University Chapter,  
Spring, 1993  
Boise Committee on Foreign Relations Academic Fellow, 1992  
Nominated for Bowling Green State University Master Teacher of the Year, 1990-1991  
Nominated for Outstanding Colorado High School Mathematics Educator, 1982  
Finalist (1 of 3) for Rocky Mountain High School Colorado Teacher of the Year, 1981  
Honor Teacher: Mathematics, Engineering, Science Achievement (minority student excellence award),  
1985  
Outstanding Senior Athlete Award at West Point, 1973

## PUBLICATIONS

### **Refereed Journal Articles, Books, and Book Chapters**

- 2006: Differences That Matter: Canada, the United States and Environmental Policymaking. *Ameriquests* Volume 3, Number 1. Co-author Ross Burkhart.
- 2006: Canada and the United States: Approaches to Global Environmental Policymaking. *International Journal of Canadian Studies* Number 31. [Forthcoming] Co-author Ross Burkhart.
- 2006: The Mormon Question: Political Culture and Influence of Latter-Day Saints in Idaho. *Virginia Social Science Journal* Volume 41, pp. 57-78. Co-author Ross Burkhart, David Patton, James Weatherby.
- 2005: Borderland Patterns of Scientific Identity: Canada, the United States and Acid Rain. *Journal of Borderlands Studies* Volume 19, Number 2, Fall, pp. 121-134 (2004). Co-author Whitney Parker.
- 2004: Science and Policy: The View From the World of Scientists. *Journal of Environmental Systems*. Volume 29, Number 4, pp. 299-310 (2002-2003).
- 2004: Political Culture and Ideology in the Mountain West: Regionalism in the State of Idaho. *The Social Science Journal*. Volume 41, Number 2, pp. 163-178. Co-authors Ross Burkhart, David Patton, and James Weatherby.
- 2003: Alberta and Idaho: An Implicit Bond. *The American Review of Canadian Studies*, Volume 33, Number 2, pp. 197-218. Co-author Leah Taylor.
- 2001: Intrastate Regional Differences in Political Culture: A Case Study of Idaho. *State and Local Government Review*, Volume 33, no. 2, pp. 109-119. Co-authors Ross Burkhart, David Patton, and James Weatherby.

- 2000: *Crossing Borders, Crossing Boundaries: The Role of Scientists in the U.S.-Canadian Acid Rain Debate*. Westport, CT: Praeger.
- 2000: Natural Scientists, Social Scientists, and the Environment: A Cross-Border Analysis. *Journal of Borderlands Studies*, Vol. 15, no. 2, pp. 57-74. Co-author Marc Simon.
- 1999: Scientists and Environmental Policy: A Canadian-U.S. Perspective. *Canadian-American Public Policy*, No.37, pp. 1-39, February.
- 1999: Linear Correlation and Regression. In *The Handbook of Research Methods in Public Administration*, pp. 249-281, edited by Gerald J. Miller and Marcia L. Whicker. New York: Marcel Dekker.
- 1999: Scientists, Politics, and Environmental Policy Making: The United States-Canadian Acid Rain Debate. In *Handbook of Global Environmental Policy and Administration*, pp. 579-595, edited by Brent Steel and Dennis Soden. New York: Marcel Dekker.
- 1998: Lost Credibility?: Scientists, Advocacy, and Acid Rain. *Journal of Environmental Systems*, Vol. 26, no. 3, pp. 249-263.
- 1997: Scientists and Acid Rain Policy in Canada and the United States. *Science, Technology, and Human Values*, Vol. 22, no.3, pp. 349-368, Summer.
- 1997: The Rural-Urban Linkage to Environmental Policy Making in the American West: A Focus On Idaho. *The Social Science Journal*, Volume 34, No. 3, pp. 271-284. Co-author Stephanie L. Witt.
- 1997: The Correlates of Tolerance: Analyzing the State-Wide Votes On Anti-Gay Initiatives, pp.127-132 in Stephanie L.Witt and Suzanne McCorkle, eds, *Anti-Gay Rights: Assessing Voter Initiatives*, Westport, CT: Praeger. Co-author Stephanie L. Witt.
- 1997: County Government and the Public Lands: A Review of the County Supremacy Movement in Four Western States. In *Public Lands Management in the West: Citizens, Interest Groups and Values*, pp. 95-110, Brent S. Steel, Editor. Westport, Connecticut: Praeger. Co-author Stephanie L. Witt.
- 1996: The Rural-Urban Environmental Conflict in the American West: A Four-State Study. *Spectrum: The Journal of State Governments*, Vol. 64, No.4 (Fall): 26-36. Co-author Stephanie L. Witt.
1996. Women Forest Rangers: Revisiting Kaufman's *The Forest Ranger*. *Journal of Forestry*, V94 (1/January): 38-41. Co-author with Frank Carroll and John Freemuth.
- 1995: Environmental Policy in the Intermountain West: The Rural-Urban Linkage. *State and Local Government Review*, Vol. 27, No. 2 (Spring): 127-136. Co-author Stephanie L. Witt.

- 1995: Policy Windows and Two Level Games: Explaining the Passage of Acid Rain Legislation in the Clean Air Act of 1990. *Government and Policy*, Vol. 13: 459-478. Co-author Marc Simon.
- 1995: The Glass Ceiling in the USDA Forest Service: Willing to Conform, Demanding Change. *Public Administration Quarterly*, V18(4): 457-477. Co-author Frank Carroll and W. David Patton.
- 1995: Policy Elite Perceptions: Canada, the United States and Acid Rain. *The Journal of Environmental Systems*, V23(1): 97-108.
- 1994: Acid Rain and the Key Factors of Issue Maintenance. *The Environmental Professional*, V16(3): 254-261.
- 1993: Regional Influences and Environmental Policymaking: A Study of Acid Rain. *Policy Studies Journal*, V21: 638-650.
- 1993: The Policy Process and the American West: An Environmental Perspective, pp.7-25 in Zachary Smith, ed., *Environmental Politics and Public Policy in the West*, Kendall/Hunt Publishing Company.
- 1993: The Long Road Toward Influence: Canada As An American Interest Group. *Journal of Borderlands Studies*, V8: 13-32.
- 1993: Agenda Setting and Acid Precipitation in the United States. *Environmental Management*, V17 (6):807-816. Co-author Charles Davis.
- 1991: *Hazardous Wastes and Materials Guidebook*, Ohio Public Health Association. Co-author Gary Silverman.
- 1990: Across Borders: International Influences On Domestic Agenda Setting. *Journal of Borderlands Studies*, V5 (Fall): 21-38.
- 1990: The United States-Canadian Acid Rain Debate: The Science-Politics Linkage. *American Review of Canadian Studies*, Spring: 59-79.
- 1989: Scientists, Researchers, and Acid Rain. *Journal of Environmental Systems*, V18(3): 265-278.

### **Other Publications**

- 2006: Book review of *Environmental Impact Assessment: Practice and Participation* [anticipated date of publication is fall 2006].
- 2006: Book review of *The Greening of Pentagon Brownfields for Perspectives On Politics* [anticipated date of publication is spring 2006].
- 2005: Comments on 2004 Progress Report, Canada-U.S. Air Quality Accord, International Joint Commission.
- 2005: Testimonial for Walter Rosenbaum book (Environmental Politics and Policy, 6<sup>th</sup> edition, CQ Press).

- 2005: Notes For Research Methods: MPA. A handbook delineating computer applications and commands for use in completing statistical analyses. For use in PUBADM 500 and PUBADM 503. Boise State University. Updated from 2003.
- 2004: Book review of *Tobacco Control: Comparative Politics in the United States and Canada* for *The American Review of Canadian Studies* Volume 34, Number 1, pp. 169-171, Spring 2004.
- 2002: Notes For Research Methods: Political Science. A handbook delineating computer applications and commands for use in completing statistical analyses. For use in undergraduate methods classes. Boise State University. Updated from 1999 publication. With Ross Burkhart.
- 2001: Environmental Scientists' Perceptions of the Science-Policy Linkage. Research Summary. *Journal of Environmental Education*, Volume 22, Number 4:30-31.
- 2001: Book Review of *Democratic Commitments* (Princeton University Press) for *Journal of Political Ecology* Spring 2001, Vol. 7.
- 2001: Book Review of *The Local Politics of Global Sustainability* (Island Press) for *The Social Science Journal*. Spring, 2001, Volume 38, Number 2: 337-339.
- 2000: Table titled Number of Acid Rain Bills Introduced in Congress, 1979-mid-1989. Published in *Public Policy: An Evolutionary Approach*, 2<sup>nd</sup> ed., eds. James P. Lester and Joseph Stewart, Jr., West Publishing Company.
- 1997: The Wise Use Movement and The County Supremacy Movement. Jay Shafritz and Bev Cigler, editors, *International Encyclopedia of Public Policy and Administration*, Boulder, CO: Westview Press. Co-author with Stephanie L. Witt.
- 1995: Resource Conservation and Recovery Act. In *Encyclopedia of Conservation and Environmentalism*, pp.559-560, Robert Paehlke, Editor, New York: Garland Publishing.
- 1995: The Clean Air Act Is Revised, pp.1451-1456; United States And Canada Issue Joint Report On Acid Rain, pp.1809-1813; Congress Approves The 1990 Clean Air Act Amendments, pp.2007-2012. *Great Events from History II: Ecology and the Environment*, Pasadena: Salem Press.
- 1994: Primacy Revisited: Goals and Problems. *Idaho Issues*, Fall. Reprinted as More About Water: Primacy Revisited in *The Eagle Express*, November 4, 1994.
- 1992: Book review of *The Environmental Protection Agency: Asking the Wrong Questions* for the Section on Natural Resources and the Environment, American Society for Public Administration. V15, No.1, June.
- 1991: Life in Washington. *Natural Resources and Environmental Administration*, V14 (February): 5-8.
- 1990: Scientists and the Press. *The Messenger*, 10: 1-2, November. A publication of the Northwest Ohio Chapter of the American Society for Public Administration.

## CONFERENCE PAPERS AND PRESENTATIONS

- 2006: Canadian-U.S. Divergence: A Case Study of the Commission for Environmental Cooperation. Paper delivered at the Western Social Science Association Annual Meeting, Phoenix, AZ, April 19-22. Co-author with Ross Burkhart.
- 2005: Canada, the U.S., and the Commission for Environmental Cooperation. Paper presented at the biennial meeting of The Association for Canadian Studies in the United States. St. Louis, MO, November 16-20. Co-author with Ross Burkhart.
- 2005: Canada and the United States: Approaches to Global Environmental Policymaking. Paper delivered at the Western Social Science Association Annual Meeting, Albuquerque, NM, April 13-17. Co-author with Ross Burkhart.



- 2004: Science and Policy: The View From the World of Scientists. Paper delivered at the Western Social Science Association Annual Meeting, Salt Lake City, Utah, April 21-25.
- 2003: A Matter of Science: Canada, the United States and Acid Rain. Paper presented at the biennial meeting of The Association for Canadian Studies in the United States. Portland, Oregon, November 19-23.
- 2002: Delivering Public Services through Sub-State Administrative Regions: Redistricting to Serve Communities of Interest. Paper presented at the biennial meeting of American Society for Public Administration. Phoenix, AZ, March 23-26. Co-author with Ross Burkhart, David Patton, and James Weatherby.
- 2001: Alberta and Idaho: Western Political Ideals. Paper presented at the biennial meeting of The Association for Canadian Studies in the United States. San Antonio, Texas, November 14-18.
- 2001: Political Culture in the American West: Regionalism in Idaho. Paper delivered at the Western Social Science Association Annual Meeting, Reno, Nevada, April 18-21.
- 2000: Scientists and Environmental Policy Making: Searching For Relevance Across Disciplines. Paper delivered at the Pacific Northwest Political Science Association Annual Meeting, Portland, November 9-10.
- 2000: Intrastate Regional Differences in Political Culture: A Case Study of Idaho. Paper presented at the Western Social Science Association Annual Meeting, San Diego, April 19-22. Co-author with Ross Burkhart, David Patton, and James Weatherby.
- 1999: Canadian and United States Scientists: Perceptions of Science and the Environment. Paper presented at the biennial meeting of The Association for Canadian Studies in the United States. Pittsburgh, November 17-21. Co-author with Marc Simon.
- 1999: Scientists, Advocacy, and Environmental Policy Making: The Case of Acid Rain. Paper presented at the annual meeting of the Southwestern Political Science Association, San Antonio, March 31-April 3.
- 1998: The Role of Science in Environmental Policy Making: A North American Perspective. Paper presented at the Western Social Science Association Annual Meeting, Denver, April 15-18.
1997. Different Views of Science: Canada, the United States, and Acid Rain. Paper delivered at the biennial meeting of The Association for Canadian Studies in the United States. Minneapolis, November 19-23.
- 1997: Scientists, Researchers, and Acid Rain: A Bilateral Perspective. Paper presented at the Western Social Science Association Annual Meeting, Albuquerque, April 23-27.
- 1996: The Correlates of Tolerance: Analyzing the State-Wide Votes on Anti-Gay Initiatives. Paper delivered at the Pacific Northwest Political Science Association Annual Meeting, Portland, November 7-9. Co-author with Stephanie L. Witt.
- 1996: Environmental Conflict in the American West: The Rural-Urban Dimension. Paper delivered at the Western Social Science Association Annual Meeting, Reno, April 17-20. Co-author with Stephanie L. Witt.
- 1996: Takings and the Agendas of State-Based Environmental Interest Groups. Paper delivered at the Western Social Science Association Annual Meeting, Reno, April 17-20. Co-author with David Bobzien and Kris Ely.
- 1996: A Typology of County Supremacy Ordinances: Results of a Four State Study. Paper presented at the Annual Meeting of the Western Political Science Association, San Francisco, March 14-16. Co-author with Stephanie L. Witt.

- 1995: Conflict and Cooperation: The Canada-United States Scientific Debate on Acid Rain. Paper delivered at the biennial meeting of The Association for Canadian Studies in the United States. Seattle, November 15-19.
- 1995: The Rural-Urban Environmental Conflict in the American West: A Four- State Study. Paper delivered at the Pacific Northwest Political Science Association Annual Meeting, Bellingham, Washington, October 19-21. Co-author with Stephanie L. Witt.
- 1995: The Rural-Urban Linkage to Environmental Policy Making in the American West: A Case Study of Idaho. Paper delivered at the Western Social Science Association Annual Meeting, Oakland, April 26-29. Co-author with Stephanie L. Witt.
- 1995: A Comparison of Rural and Urban Counties and Conflict Over Environmental Policy: The Importance of the County Supremacy Movement. Paper presented at the Annual Meeting of the Western Political Science Association, Portland, March 16-18. Co-author with Stephanie L. Witt.
- 1994: The Rural-Urban Linkage to Environmental Policy Making in Idaho: A Framework. Paper delivered at the Pacific Northwest Political Science Association Annual Meeting, Portland, October 13-15. Co-author with Stephanie L. Witt.
- 1994: Two Level Games and Policy Windows: Explaining Passage of the Clean Air Act of 1990. Paper delivered at the Western Social Science Association Annual Meeting, Albuquerque, New Mexico, April 20-23. Co-author with Marc Simon.
- 1994: Environmental Policy in the Intermountain West: The Rural-Urban Linkage. Paper presented at the Annual Meeting of the Western Political Science Association, Albuquerque, March 10-11. Co-author with Stephanie L. Witt.
- 1993: Imbalances in Transboundary Pollution: United States and Canadian Perceptions. Paper delivered at the biennial meeting of The Association for Canadian Studies in the United States. New Orleans, November 17-21.
- 1993: The Long Road Toward Influence: Canada As An American Interest Group. Paper delivered at the Western Social Science Association Annual Meeting. Corpus Christi, April 23.
- 1992: Information and Public Policy: A Canadian Twist. Paper delivered at the Pacific Northwest Political Science Association Annual Meeting, Portland, November 5-7.
- 1992: Regional Influences and Environmental Policymaking: The American West and Acid Rain. Paper delivered at the Annual Meeting of the Western Political Science Association, San Francisco, March 19-21.
- 1991: Agenda Setting and Acid Precipitation. Paper delivered at the Annual Meeting of the Western Political Science Association, Seattle, Washington, March 21-24. Co-author with Charles Davis.
- 1990: Entrepreneurs, Solutions, and Windows of Opportunity: Evaluating the Key Factors of Issue Maintenance. Paper delivered at the 1990 Annual Meeting of the Southern Political Science Association, Atlanta, November 8-10.
- 1990: Canada's Glossy Campaign: An Effort To Influence American Environmental Policy. Paper delivered at the Biennial Conference of the Midwest Association For Canadian Studies, Lexington, Kentucky, October 11-13.
- 1989: The United States-Canadian Acid Rain Debate. Paper delivered at the Biennial Meeting of The Association For Canadian Studies in the United States, San Francisco, November 17-20.
- 1988: Acid Rain, Agenda Setting, and the Hidden Participants. Paper delivered at the Annual Meeting of the Western Social Science Association, Denver, April 27-30.

## **CONFERENCE PANELS AND CHAIRS**

- 2005: Discussant for panel on Canada and Medicare. Western Social Science Association Annual Meeting, Phoenix, AZ, April 19-22.
- 2005: Chair for panel on Canada, the United States and the Environment. Western Social Science Association Annual Meeting, Albuquerque, NM, April 13-17.
- 2004: Discussant for Environmental Policy & Natural Resource Management panel at the Western Social Science Association Annual Meeting, Salt Lake City, Utah, April 21-25.
- 2001: Discussant for panel on Fish, Water, and Sewage: Cross Border Issues and Environmental Lobbying at the biennial meeting of The Association for Canadian Studies in the United States. San Antonio, Texas, November 14-18.
- 2001: Chair and discussant for panel on American Government. Western Social Science Association Annual Meeting, Reno, Nevada, April 18-21.
- 2000: Discussant and panel member for panel on social issues concerning the Pacific Northwest. Annual meeting of the Pacific Northwest Political Science Association, Portland, Oregon, November 9-12.
- 1998: Chair and moderator of the panel titled The Science and Politics of Environmental Policy Decisions at the Western Social Science Association Annual Meeting, Denver, April 15-18.
- 1997: Chair and discussant for panel titled Sustainable Development and Regulation in Canada and the United States at the biennial meeting of The Association for Canadian Studies in the United States. Minneapolis, November 19-23.
- 1997: Chair and moderator for panel titled Environmental Issues Along the United States-Canada Border at the Annual Meeting of the Western Social Science Association, Albuquerque, April 23-27.
- 1996: Chair and moderator for panel titled Environmental and Natural Resource Policy in the West at the Annual Meeting of the Western Social Science Association, Reno, April 17-20.
- 1994: Chair and discussant for panel titled Environmental Politics in North America at the Annual Meeting of the Western Social Science Association, Albuquerque, April 20-23.
- 1992: Panel member for Roundtable Discussion on U.S.-Mexico Free Trade at the Annual Meeting of the Western Social Science Association, Denver, April 23-25.
- 1992: Chair and discussant for panel titled Transboundary Environmental Politics in North America at the Annual Meeting of the Western Social Science Association, Denver, April 23-25.
- 1991: Discussant for panel on issues concerning state and local government. Annual meeting of the Pacific Northwest Political Science Association, Victoria, Canada, October 17-19.
- 1991: Discussant for panel on state and local government. Meeting of The Marshall Memorial Fellowship Program, Boise, July 31.
- 1990: Discussant for the panel on Environmental Policy: Substantive Issues. Western Political Science Association Annual Meeting, Newport Beach, California, March 22-24.

## PROFESSIONAL ACTIVITIES

### Grants

- 2006: Canadian Embassy Faculty Research Grant. Canada, the U.S., and the Commission for Environmental Cooperation. \$7500. [With Ross Burkhart]
- 2001: Canadian Government Faculty Enrichment Grant. Canadian Politics. \$1200.
- 2000: Boise State University Faculty Research Grant. Regionalism, Political Culture, and Administrative Effectiveness in Idaho Planning Districts. \$3686. [With Ross Burkhart, David Patton, and James Weatherby]
- 1998: Higher Education Research Council (HERC) Grant Linking Science to Environmental Policy Making: Scientists, Researchers, and Acid Rain. \$27,500.
- 1998: Recipient of College of Social Science and Public Affairs Research and Teaching Grant, \$455. Also received grants in 1996 (\$750); 1997 (\$500).
- 1997: Canadian Embassy Faculty Research Grant. Scientists, Politics, and Environmental Policy Making: The Canadian-United States Acid Rain Debate. \$4300.
- 1996: Boise State University Faculty Research Grant. Environmental Policy in the Pacific West: The Rural-Urban Linkage. \$3632. [With Stephanie Witt]
- 1995: Boise State University Faculty Research Grant. Environmental Policy in the Intermountain West: The Rural-Urban Linkage. \$3851. [With Stephanie Witt]
- 1993: Boise State University Faculty Research Grant. A Question of Influence: The Canadian Influence On United States Acid Rain Policy. \$4440.
- 1992: Canadian Embassy Faculty Research Grant. A Question of Influence: The Canadian Influence On United States Acid Rain Policy. \$4000.

### Book and Grant Referee

- 2005: Environmental Politics and Policy in the West, Zachary Smith and John Freemuth, eds. Westview Press.
- 2004: National Science Foundation grant referee for environmental policy grant application.
- 2003: Environmental Politics and Policy. 5<sup>th</sup> Edition. Walter Rosenbaum. Washington, DC: CQ Press.
- 2001: *The State and Nature: Voices Heard, Voices Unheard in America's Environmental Dialogue*. Dubuque: McGraw Hill.
- 2001: *The Political Economy of U.S. Environmental Policy*. George A. Gonzalez. Albany: State University of New York Press.
- 1999: *Environmental Politics and Policy: A Comparative Perspective*. Boston: McGraw-Hill.
- 1998: *The National Environmental Policy Act: Promise Unfilled*. Matthew Lindstrom and Zachary Smith. Tucson: University of Arizona Press.
- 1998: *Groundwater in the West*. Zachary Smith and Jeff Ashley. Lincoln: University of Nebraska Press.
- 1996: *The Dynamics of American Environmental Politics*. Graham Ramsden and Patrick Donnay. White Plains, NY: Longman Publishers.
- 1995: *NSF National Center for Environmental Decision-Making Research*. Reviewed nine National Science Grant proposals submitted for competition to establish a \$5 million environmental

research center. C. Neal Tate, Program Officer, Division of Social, Behavioral, and Economic Research.

- 1995: *Studying Public Policy: An Evolutionary Approach*. James Lester and Joseph Stewart. Thousand Oaks, CA: West Educational Publishing. Final Draft.
- 1995: *Testing an Expanded Version of the Advocacy Coalition Framework*. National Science Foundation Grant proposal by Paul Sabatier, University of California, Davis.
- 1994: *The Evolution of Public Policy Studies*. James Lester and Joseph Stewart. Thousand Oaks, CA: West Educational Publishing. First Reading (Spring); Second Reading (Fall).
- 1994: *American Public Policy: The Contemporary Agenda*. Authored by Swanson, Koven, and Shelley.
- 1993: *The Waters of Zion: The Law, Policy, and Politics of Water in Utah*. Edited by Dan McCool, University of Utah Press.
- 1992: *Environmental Politics and Public Policy in the West*. Edited by Zachary Smith. Texas A&M Press.

### **Manuscript Referee**

- 2004: *The American Review of Canadian Studies*, book review of *Tobacco Control* by D.T. Studlar; *Journal of Borderlands Studies*, *State and Local Government Review*.
- 2003: *International Politics*; *American Review of Canadian Studies*; *Environmental Management*; *State and Local Government Review*.
- 2002: *Journal of Canadian Studies*; *Politics and Policy*.
- 2001: *Canadian-American Public Policy*; *Science, Technology & Human Values*.
- 1999: *American Behavioral Scientist* (3 manuscripts).
- 1998: *Canadian-American Public Policy*.
- 1997: *Policy Studies Journal*.
- 1995: *Political Research Quarterly*; *The Environmental Professional* (2 manuscripts); *West Educational Publishing*; *Journal of Borderlands Studies* (2 manuscripts).
- 1994: *Policy Studies Journal*; *West Educational Publishing*.
- 1993: *West Educational Publishing*.
- 1992: *The American Review of Canadian Studies*; *West Educational Publishing*; *Journal of Borderlands Studies*.
- 1991: *The American Review of Canadian Studies*.
- 1990: *Western Political Quarterly*.

### **SERVICE**

#### **University Committees**

- Member of "User Team" for construction of Environmental Science & Policy Building, Spring 2006-present.
- Student Conduct Board, 2003-present.
- Master of Health Science Advisory Board, 2003-present.
- Volunteer Advisory and Service Learning Board, 2002-present.
- Mentor, Service Learning, 2003-present.
- Canadian Studies Advisory Board, 1999-present.
- Military Science Advisory Committee, 1995-2005.

Outstanding Student Organization awards selection committee, 2004.  
Student Conduct Appeals Board, 2003.  
Graduate Council, 2000-2002.  
Teacher Education Coordinating Committee, 2000-2002.  
Strategic Planning Advisory Committee for the College of Education, 2001-2002  
BSU Energy Savings Task Force, 2001  
RIF and Program Phase Out Committee, 1995-2000.  
Teacher Education Subcommittee on Standards and Program Evaluation, 1998-1999.  
Technology Focus Group, 1997.  
Advising Implementation Team, 1996-1997.  
Core Curriculum Review Committee, 1996.  
Teacher Education Council Program Review Committee, 1996-1997.  
Faculty Senate representing the Graduate College, 1995-1997.  
International Programs and Exchange Committee, 1995-1997.  
Foundation Award Committee, 1995.  
Mexican American Studies Conference, 1995.  
Academic Standards Committee, 1992-1995.

### **College Committees**

Frank Church Distinguished Professor Selection Committee, 2002-2004  
Undergraduate Research Initiative Review Committee, 2003.  
Frank Church Academic Fellow Selection Committee, 2001  
Teacher Education Renewal Committee, 1999  
Dean's Evaluation Committee, 1999.  
Faculty Research Awards Committee, 1995-1996; 1998-1999.  
Frank Church Symposium Planning Group, 1996.  
Faculty Teaching Awards Committee, 1996-1997.  
Technology Committee, 1992-1994.

### **Department Committees**

Chair, Search Committee for tenured track position, Department of Public Policy & Administration, 2004-2005.  
Chair, Search Committee for Administrative Assistant I, Department of Public Policy & Administration, 2004.  
Chair, writing of proposal for Ph.D. in Public Administration, 2001-present.  
Chair, rewriting of curriculum change (refocus PA introductory course and initiate assessment course), 2001-2002.  
Chair, rewriting of teacher education standards for prospective Social Studies teachers, 2001-2002.  
Chair, Search Committee for tenured track position in Department of Political Science, 1999-2000.  
Search Committee for tenure track position in Department of Public Policy and Administration, 1995, 1999.  
Revised and developed teacher education requirements for Political Science majors according to state and university standards, 1992-1993.

### **Graduate, Honors, and Other Student Committees and Mentoring**

Mentor, McNair Scholars Program: 2004 (1).

Independent Studies: 2004 (2).

Director, MPA graduate student research projects: 1994(1); 1995(4); 1996(3); 1997(2); 1998 (1); 1999 (3); 2000 (2).

Chair, MPA graduate student committee: 1995 (2);1996 (4); 1997 (5); 1998 (1); 1999 (2); 2000 (3); 2001 (2); 2004 (1).

MPA (and other) graduate student committee: 1993 (2); 1994 (2); 1995 (5); 1996 (6); 1997 (7); 1998 (3); 1999 (10);2000 (12); 2001 (8); 2002 (3); 2003 (3); 2004 (2); 2005 (1).

Member, Honor Student Committee: 2000 (1); 2001 (1); 2002 (1); 2003 (4); 2004 (1).

Director, Honor Student (Boise Cascade) research project: 2000-2001 (1).

### **Professional Service**

Serve as the Liason to the University of Arkansas Clinton School of Public Service, 2004-present.

Serve as Presidential Management Fellows Nomination Official, 2004-present.

Served as Conduct Hearing Officer for Boise State University Student Conduct Board, Fall, 2005.

Served on accreditation site-visit team for University of Utah MPA program, Spring 2005.

Served as outside reviewer for advancement to full professor (Idaho State University), Fall 2005.

Served as outside reviewer for Political Science Department, Idaho State University, Spring 2004.

Testimonial for Walter Rosenbaum's Environmental Politics and Policy, 5<sup>th</sup> edition, CQ Press, 2004.

Member of the PR Newswire's "ProfNet" service for providing information to media outlets of U.S.-Canada environmental relations, 2003-present.

Attended Annual Conference of MPA Accrediting Institution: National Association of Schools of Public Affairs and Administration, 2003, 2004, 2005.

Served as outside reviewer for advancement to full professor (Idaho State University), 2003.

Leader of Core Online Cohort for incorporation of online classes into the Political Science curriculum, 2001-2003.

Testified to the effectiveness of Core Online (Blackboard) to student learning for "Digital Government" exhibition at the Idaho State Capitol, 2003.

Participated in the American Council on Education workshop on "Chairing the Academic Department," San Diego, CA, February, 2001.

Participated in the National Council for Accreditation of Teacher Education workshop on "Continuing Accreditation & Beyond," Washington, DC, January, 2001.

Listed on the *News*—a national environmental wire service for college journalists—expert list for their first Issue Campaign on climate change, 2000-2001.

Member, Editorial Board for reader in American Government, edited by Denise Scherberle, *Coursewise Publishing, Inc.* 1998-2000.

Outside Reviewer for William Mangun's nomination for East Carolina University's prestigious University Research Award, 1998.

Outside Reviewer for tenure and promotion. Bowling Green State University, 1998.

Vice President Nominating Committee, Association of Borderlands Scholars, 1995-1996.

Board of Directors of the Association of Borderlands Scholars, 1993-1996.

### **Community and University Presentations/Service**

Conducted training seminar for State of Idaho Certified Public Managers on research methods: April, 2006; September, 2005; March 2004; April 2003; November, 2002; September, 2002; November 2001.

Conducted training seminar for Municipal Clerks & Treasurers Institute on public/private organizations: March, 2006.

Idaho State Supreme Court Fairness and Equality Committee, 1994-present (Chair of the Data Collection and Analysis Sub-committee), 1994-present.

Advisor, Idaho State Supreme Court Grant and Special Project Committee, 2003-2006.

Conducted seminar for Canada Week dealing with Canada–United States environmental relations, Spring 2006, Spring 2005, Spring 2004; Spring, 2003.

Consultant for Annual Public Policy Survey conducted by Social Science Research Center, Department of Public Policy & Administration, College of Social Sciences and Public Affairs, 2002, 2003, 2004.

Conducted training seminar for State of Idaho Certified Public Managers on research methods: September, 2005; March 2004; April 2003; November, 2002; September, 2002; November 2001.

Officer, River Run Waterside Condominiums Board of Directors, 2004-2006.

Faculty representative for Political Science at Boise State University recruiting breakfast, 2003, 2004.

Presentation on service learning to university faculty, BSU, 2003, 2004. 2005

Conducted seminar on science-policy linkage to environmental policymaking, BSU, March, 2003.

Conducted training for Department of Health Public Managers on research methods: December, 2002.

Conducted training for the State of Idaho public health districts’ Council on Health Promotion & Surveillance on research methods: December 2002.

Research presentation (Acid Rain, Science, and Democracy) for Boise State Political Science Association, November 2002.

Presentation at The Community Planning Association March Dinner. “The Statistics of Planning: Citizen Surveys.” March 20, 2002.

Conducted a graduate seminar on ethics and the science-policy linkage, November 2001.

Conducted an undergraduate seminar on Canadian politics, October 2001.

Conducted a seminar (Expectations for Students Entering BSU) for Boise State University’s Student Special Services Program, November 2000.

Conducted a seminar (Does Anyone Listen to Scientists and Does It Matter?) for Boise State University Honors Program, September, 2000.

Conducted a seminar on U.S. and Canadian environmental policy making across borders for the Boise State International Institute on Canada, June 19-23, 2000.

Conducted seminar for graduate students on preparing for the written and oral comprehensive exams, 2000.

Member of seminar for undergraduate students on preparing for graduate school, 2000.

Channel 6 News interview that appeared on the 6pm and 10pm evening news on September 27, 1999. Topic of discussion: U.S. environmental policies.

Conducted seminars for students interested in becoming secondary education teachers with an emphasis in political science. 1998, 1999.

Presentation to BSU Department Chairs’ Workshop titled Facilitating Success: Supplemental Instruction, Tutoring, and the Write Program. April 30, 1997.

Discussant and moderator for a panel discussion titled Public Opinion Surveys: How to Develop, Use and Interpret Them as part of the 1995 Local Government Training Institute (over 100 elected county officials from the state of Idaho). Boise, Idaho, November 29, 1995.

Idaho Division of Environmental Quality panel discussion of how to finance environmental clean-ups of federal property. May 5, 1994, Boise, Idaho. Featured guest speaker for Canadian Studies Group at Boise State University, April 14, 1994. Title of presentation was U.S.-Canadian Clean Air Diplomacy.

Featured guest speaker at the monthly meeting of the Idaho Conservation League, March 16, 1994. Title of presentation was Air Quality: Boise and the Nation.



Featured guest on KFXD radio talk show in Boise, Idaho. Topic of discussion: Research Methods and Gun Control. February 17, 1994.

Featured guest on The Public Agenda, a BSU-produced cable television show, November 2-9, 1993.

Featured guest on KFXD radio talk show in Boise, Idaho. Topic of discussion: Nuclear Waste. August 16, 1993.

Facilitator for the State of Idaho Medicaid Summit, May 11, 1993.

Featured presenter at the New Faculty Lecture Series hosted by the College of Social Sciences and Public Affairs, September 10, 1992.

Taught a training session (Public Policy and Public Participation) at the 1992 Institute For Municipal Clerks, Boise State University, May, 1992.

Featured speaker at the Annual Initiation Meeting of Sigma XI, The Scientific Research Society, Boise State University Club, Department of Chemistry, April 29, 1992.

Panelist (Social Science and Human Values) at the 4th Annual Student Social Science and Public Affairs Conference at Boise State University, March 13, 1992.

### **Organizations**

Boise Committee on Foreign Relations, 1992-present; Member of Executive Committee, 2001-2005

Advisor for the Xi-Chi Chapter of Pi Sigma Alpha, The National Political Science Honor Society, 2000-2002.

Advisor for students earning teacher certification in Political Science, 1991-2002.

Advisor for the Boise State University Political Science Association, 1994-1995.

Advisor for REACH OUT, a student organization at Bowling Green State University dedicated to helping the homeless and less fortunate of Wood County, Ohio.

### **Consulting**

Idaho Department of Health (statistics and methods), 2004.

Idaho Office of Performance Evaluation (statistics and methods), 2004, 2005.

Public Policy Survey; BSU policy Center; Department of Public Policy and Administration; 2004, 2003.

Idaho Supreme Court. Measuring perceptions of the Idaho Supreme Court, May, 1997.

Idaho Judicial Council on Judicial Review Evaluation, 1995-1996.

Idaho Department of Financial Management. Conducted seminar with Dr. Jane Ollenburger and Dr. David Patton on Performance Measurement: Concepts & Tools For State Government. October 10-11, 1995.

Idaho Supreme Court. Measuring perceptions of the Idaho Supreme Court, September, 1995.

Idaho Supreme Court. Bias in application questionnaires for judges. Summer and Fall, 1994.

Idaho Trial Lawyers Association. Bias in application forms for judges. Fall, 1991.

### **Professional Affiliations** (past and present)

American Society for Public Administration

American Political Science Association

Policy Studies Organization

Western Political Science Association

Western Social Science Association

The Association For Canadian Studies in The United States

International Council for Canadian Studies

The Association of Borderlands Scholars

The Pacific Northwest Political Science Association  
Environmental Professionals of Idaho  
Committee on Foreign Relations, Boise Chapter

## REFERENCES

Charles Davis  
Professor  
Dept. of Political Science  
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303-491-6803  
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Dept. of Political Science  
Colorado State University  
Fort Collins, CO 80523  
303-491-7428  
[smumme@vines.colostate.edu](mailto:smumme@vines.colostate.edu)

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Associate Vice President for  
Academic Affairs  
Boise State University  
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James Weatherby  
Professor and Chair  
Dept. of Public Policy & Administration  
Boise State University  
Boise, ID 83725-1935  
208-426-4018  
[jweathe@boisestate.edu](mailto:jweathe@boisestate.edu)

Greg Raymond  
Director, Honors College  
Boise State University  
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208-426-3607  
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208-426-3686  
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Shelton Woods  
Professor and Associate Dean, SSPA  
Boise State University  
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**Gregory C. Hill  
Curriculum Vita**

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***Home Address***

*16416 Coral Dr  
Nampa, ID 83687  
Phone: (208) 461-7463*

***Academic History***

Ph.D. Texas A&M University, May 2006 (Political Science)  
Dissertation: "On Managerial Succession"  
Major Field: Public Administration/Public Policy  
Minor Field: American Politics  
M.P.A. Idaho State University, May 2002  
Portfolio Project: Minor League Baseball and Local Economic  
Development  
B.S. Idaho State University, May 2000 (Zoology)  
A.A.S. Ricks College, May 1996 (Natural Sciences)

***Research Interests***

Public Administration  
Public Management  
Public Policy  
Representation  
Constituency Influence on Governance  
Local Economic Development  
Federalism

***Teaching Interests***

Public Management  
Public Administration Theory  
Public Policy Theory  
Economic Development  
Research Methods  
American Government  
Political Behavior

***Publications***

"Bureaucracy in the 21<sup>st</sup> Century," with Kenneth J. Meier. Prepared for Ewan Ferlie, Laurence E. Lynn, Jr., and Christopher Pollitt, *The Oxford Handbook of Public Management*, October 2005.

"The Effects of Managerial Succession on Organizational Performance." *Journal of Public Administration Research and Theory*, 15: 585-597, October 2005.

### ***Working Papers***

- “Let’s Shake Things Up a Bit: Factors That Lead to Managerial Succession.”
- “The Consequences of Democratization on the Bureaucratic State,” with Rene R. Rocha, Texas A&M University. Prepared for submission for publication to *State Policy and Politics Quarterly*, Summer 2006.
- “Executive Succession Under the ‘Union Jack:’ A Comparative Look at Organizational Change,” with George Boyne, Cardiff University.
- “The Succession Effect and its Affect on Success: How Managerial Succession Influences Networking.”

### ***Conference Papers***

- “Baseball’s Gift to America: If You Fund It, We Will Come...” with Rachel Wheatley. To be presented at the 18<sup>th</sup> Cooperstown Symposium on Baseball and American Culture, June 2006.
- “Hitting the Slopes: What Factors Affect the Efficiency of Networking?” Presented at the 27<sup>th</sup> annual research conference of the Association for Public Policy Analysis and Management, Washington, D.C., November 2005.
- “Executive Succession and the Influence of Hierarchy: A Cross-National Approach.” Presented at the 8<sup>th</sup> Bi-Annual Public Management Research Conference, School of Policy, Planning, and Development of the University of Southern California, September 2005.
- “How Low Can You Go? A Game Theoretic Approach to Managerial Succession.” Presented as a poster at the annual meeting of the Midwest Political Science Association, Chicago, Ill, April 2005.
- “Managers’ Impact on Organizational Performance: A Study of Professional Baseball Managers.” Presented at the Sixteenth Cooperstown Symposium on Baseball and American Culture, Cooperstown, NY, June 2004.
- “Short and Long Term Effects of Managerial Succession: An Application of the Boyne/Dahya Model of Executive Succession.” Presented at the Determinants of Performance in Public Organizations Conference, Cardiff, Wales, May 2004.
- “Short and Long Term Effects of Managerial Succession.” Presented at the annual meeting of the Midwest Political Science Association, Chicago, Illinois, April 2004. “You’re Out! Managers’ Impact on Organizational Performance” presented at the annual meeting of the Southwest Political Science Association, April 2003 in San Antonio, Texas.

### ***Teaching Experience***

Spring 2006: PubAdm 550-The Executive and the Administrative Process- Boise State University

Fall 2005: PubAdm 501-Public Policy Process-Boise State University

Summer 2005: POLS 342-Politics and the Bureaucracy-Texas A&M University.

Spring 2004: BUSH 689-Public Management in the George Bush School of Government and Public Service, Professor Anthony Bertelli. Guest Lecturer-empirical models of public management- Texas A&M University.

Fall 2003: POLS 346-Honors American Government, Professor James E. Anderson. Guest Lecturer-how media affects political perceptions-Texas A&M University.

### ***Research and Technical Experience***

Fall 2005-Present: Director, Applied Research Center, Boise State University.

Fall 2005-Present-Principle Investigator, Treasure Valley State of the Region Project.

Fall 2005-Collaborator-17<sup>th</sup> Annual Idaho Public Policy Survey

October 2005-February 2006: Consultant (with Ross Burkhart) on survey and analysis of the Idaho Department of Health and Welfare related to management. Report to be released to the Idaho State Legislature February 27, 2006.

### ***Assistantships***

Graduate Assistant Lecturer Summer 2005-Solo instructor for the Politics and the Bureaucracy undergraduate class.

Editorial Associate Summer 2003-Summer 2004, for the *American Journal of Political Science*

Duties: Receive and prepare manuscripts for review, process and update reviewer information

Research Assistant Summer 2004-Fall 2004, for Professor Norman Luttbeg

Duties: Collect data and run statistical analyses, interpretation of data, and content analysis

Research Assistant Spring 2003-Fall 2004, for Professor James E. Anderson.

Duties: Collect data, content analysis, and guest lecture

Research Assistant Fall 2002, George Bush School of Government and Public Service, Institute for Science, Technology and Public Policy.

Duties: Collect data and perform stakeholder analyses along the Texas Gulf Coast

***Service***

Department Library Representative-Spring 2006-present-Boise State University.  
Reviewer: *American Journal of Political Science*

***Computing Resources Committee, Texas A&M University 2003-2004***

Idaho Department of Environmental Quality: Pollution Prevention Intern 2001-2002  
Volunteer for the Boy Scouts of America, Troop 913, College Station, Texas

***Professional Memberships***

Public Management Research Association  
Midwest Political Science Association  
American Society for Public Administration  
Association for Public Policy Analysis and Management Association

***Academic Awards and Honors***

Phi Kappa Phi

***References***

Kenneth J. Meier (chair)  
Charles Puryear Professor of Liberal Arts  
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[kmeier@polisci.tamu.edu](mailto:kmeier@polisci.tamu.edu)

M. Jae Moon  
George Bush School of Government and Public Service  
Texas A&M University  
2143 Academic-West  
College Station, TX 77843-4220  
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Mark McBeth

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Idaho State University  
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George Boyne  
Centre for Local and Regional Government  
Cardiff Business School  
Cardiff University  
Cardiff, Wales  
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**Michael C. Louis**

1652 Canova Drive  
Boise, Idaho 83706

MichealLouis@boisestate.edu

208.384.5960 tel  
208.841.8358 cell

**Career Objective** To utilize my past experience in business and the knowledge I have gained through my Masters in Public Administration degree in order to work in the public policy arena.

**Work Experience**

**Boise State University, Boise, ID. (9/04 to present)**

Assistant Director – Energy Policy Institute (EPI) -- Responsible for the successful startup and administration of a newly formed policy research institute within the Department of Public Policy.

- Planned and coordinated the delivery of an energy policy class to employees at the Idaho National Laboratories. Assists in research and instruction.
- Developed relevant energy policy questions included in the 17<sup>th</sup> Annual Idaho Public Policy Survey. Published and presented results to state lawmakers.
- Wrote and won grant proposals required to fund EPI for fiscal year 2006.
- Currently providing adjunct instruction in Organizational Theory for the Department of Public Policy and Administration.

Graduate Assistant – Social Science Research Center -- Led and managed various projects for the SSRC.

- Managed and completed the 16<sup>th</sup> Annual Idaho Public Policy Survey to aid state lawmakers in understanding public opinion on relevant policy issues.
- Developed a strategic plan for the startup of the Energy Policy Institute.

**Albertsons, Inc., Boise, ID. (10/03 to 11/04)**

Senior Business Process Designer -- Facilitated, designed, and documented strategically significant business processes.

- Facilitated a team of directors to design and implement a process for developing and introducing corporate brand products.
- Lead a team of consultants, vice presidents, and high level business associates in the design of 16 core business processes that integrated marketing, category management, and supply chain functions.
- Led the development and design of a global sourcing process that created an ocean network supply chain, product assortment selection process, and purchasing processes.
- Led the development of training, standards, and methodology for documenting and improving business processes. Personally trained over 100 business analysts, program managers, and system analysts.

**Jabil Circuit, Inc., Boise, ID. (6/98 to 7/02)**

Materials Process Development Manager -- Managed team of 7 Subject Matter Experts responsible for first line escalation support of decision support tools and systems (SAP, Webplan, etc.), process development and improvement, and developing and administering training for over 150 employees.



- Led SAP system implementation for Jabil Idaho. Included Materials Management, Production Planning, Finance, Controlling, Quality, and Sales & Distribution. Implementation completed within five months.
- Fully developed curriculum and technical training for Planning, Inventory Control, and Purchasing departments. Administered training and registration using Web based tools.
- Successfully managed SAP upgrade from 3.0 to 4.0

Planning and Inventory Control Manager -- Managed Inventory Control Department developing over 100 employees responsible for shipping, receiving, and storing over \$40 million in inventory. Simultaneously managed planning department with over 15 employees responsible for determining customer demand and build schedules for 10 production lines.

- Managed a ½ million dollar monthly budget to within +/- 10% plan-to-actual.
- Developed positive working relationships with four new customers in order to design, customize and manage their supply chains. Achieved 98% On-time Delivery.
- Developed processes in inventory control to achieve 99.9% inventory accuracy.
- Managed startup of Production and Inventory Control departments including hiring and training of personnel and transition from HP inventory and planning systems to Jabil legacy system.

**Value Delivery System Improvement, Inc., Boise, ID. (5/97 to 6/98)**

Enterprise Engineer/President -- Provided facilitation, project management, and training to organizations requiring improvement in their ability to deliver value to customers and business.

- Facilitated a team of 20 employees in the redesign of an order generation and fulfillment process for a graphic arts and printing facility. Lead times reduced from 30 to 2 days.
- Significantly improved order fulfillment process for a custom order precision casting foundry. Capacity and lead times improved by 40% in less than five months.
- Provided workshops and facilitation for implementing “Lean and Agile Manufacturing.”
- Facilitated numerous strategic planning sessions for various clients.

**Hewlett-Packard Co., Boise Printer Div., Boise, ID. (7/92 to 5/97)**

Production / Transition Manager -- Managed Production Business Unit and Inventory Control with 60+ employees while integrating them into a new team based system.

Process Development Engineer -- Developed and managed capacity/demand management and shop floor control processes and systems to improve capacity utilization and on-time delivery.

**Deltronics de Matamoros, Mexico, S.A. DE C.V. (5/91 to 8/91)**

Project Manager / Trainer -- Facilitated development of a transition plan and managed implementation to attain synchronous manufacturing flow of a car audio manufacturing facility.

**Purdue University, West Lafayette, IN. (8/90 to 5/92)**

Technical Assistance Program Consultant -- Provided consultation to Indiana businesses to improve their competitiveness.

Teaching Assistant -- Assisted in the instruction of a master's level production control class.

Research Assistant -- Performed a comparative analysis of deterministic and stochastic queuing theory models.

**Delco Electronics, Div. of Hughes Elec., Kokomo, IN (5/85 to 8/90)**

Production/Project Manager -- Had overall responsibility to meet cost, quality, and delivery objectives for a Production Department with 40 plus employees.

Facilitated a Union-Management team to determine work rule changes and wage restructuring to improve competitiveness.

**Education**

**Purdue University, West Lafayette, IN** -- B.S. (5/85) and M.S. (5/92) in Industrial Engineering. Concentration in manufacturing systems and engineering economics. Masters project completed to develop econometric models for evaluating demand-side management programs for the electric power industry.

**Boise State University, Boise, ID** -- Masters in Public Policy and Administration (12/05). GPA = 4.0

**Training**

Kepner Tregoe Project Management, Creative People Management, TQC Facilitator Training, BFR Leadership Training, Process of Management Training, Performance Problem Solving for Teams, How to Sell your Ideas, Performance Management Training, Giving and Receiving Feedback, Quality Engineering I and II, Behavioral Interviewing, SAP Academy Training

**Honors and Activities**

**Activities:** Idaho Humane Society Volunteer, Big Brothers and Big Sisters of Idaho Volunteer, Idaho Parks and Recreation Volunteer, Biking, Skiing; **Honors:** Certified SAP Consultant in Sales and Distribution, Owens Corning Academic Scholarship, Alpha Pi Mu Industrial Engineering Honorary, Phi Kappa Phi Honorary, Pi Alpha Alpha MPA Honorary.

**References**

Available upon request.

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*"No man needs sympathy because he has to work. Far and away the best prize that life offers is the chance to work hard at work worth doing."* Theodore Roosevelt

## **EDUCATION:**

***Master of Public Administration:*** Boise State University, 2004. Emphasis in natural resource policy and the environment.

***Bachelor of Business Administration, Economics:*** Boise State University, 1986.

***Course work and independent study*** includes courses in public sector HR management; public sector budgeting; ethics; regulatory environments; administrative rulemaking; the public policy process; variety of supervisory and management development courses; intensives in negotiation and contracting; mass/interpersonal communication, public relations; personal and business communications; marketing and public relations for business and consumers; strategic planning; integrated business management; financial management; project management; Total Quality Management; customer relationship management; creativity; team building; research methods; and many other specific and general business topics over the past 25 years. Courses taken to enhance proficiency in Microsoft Office suite of software applications, as well as various other analytic/research/presentation applications.

## **EXPERIENCE:**

### ***Communication and presentations:***

Professional background in communications and marketing. Received extensive training and development of public speaking while in the private sector. Provide various presentations of public policy survey and other research results. Professional speaking in front of diverse groups ranging from undergraduate students, technology forum, political candidates forum, and nonprofit organizations. Managed all marketing/PR communications at Ore-Ida for Foodservice division; managed business-to-business and consumer communications for various units at HP; proficient at public speaking, presentations and written communications. Poised, confident and engaging speaker and facilitator.

***Budget and finance:*** Responsible for preparing, defending, implementation and management of business unit budget and profitability of \$12 million unit at Ore-Ida Foods; directly supervised a staff of 7 and a department of 14 employees. Included forecasting, P&L responsibility, and expense management. During various assignments at Hewlett Packard, tasked with budget and FTE forecast and resulting accountability. Analyzed program tradeoffs, negotiated and advocated for funding for programs at HP. Currently have complete budget responsibility and accountability as executive director of a nonprofit. Recently completed budget request cycle for local and appropriated funding for SSRC at BSU. Accountable for all department revenues/expenses and FTE management by project grant as director of research center under effort reporting system. Employed in various management positions requiring planning, resource management, program implementation and financial management since 1978.

***Analysis:*** Most recently planned, implemented, analyzed, reported and presented the 14<sup>th</sup> and 15<sup>th</sup> Annual Idaho Public Policy Survey for Boise State University; supervised 16<sup>th</sup>. Provided analysis of 15 years of policy survey data for Candidates Forum, August 2004. Perform or supervise analysis and publication of research projects at SSRC to provide actionable information from data. Managed qualitative and quantitative research, data analysis, and presentations to senior management/board at Ore-Ida. Responsible for integrating research

data into marketing plans/product launch plans at HP. Proficient at locating and using secondary data sources to augment primary research.

**Understanding of public sector and regulatory environment:** Work experience in private, public and nonprofit sectors. Performed large-scale, statewide workforce (WIA) research/consulting project for Idaho Department of Labor 2003. Currently developing an economic/workforce development research pilot project for local economic development council. Have extensive understanding of public administration in variety of regulatory climates as public sector employee, coursework, and through nonprofit board/voluntary sector experience.

**Client service orientation:** TQM and customer relationship management beliefs and skills acquired in private sector put into practice in public and nonprofit realms. Led customer relationship management/enhanced customer support effort for LaserJet Divisions at HP; planned and implemented first integrated customer service efforts at HP; developed customer service and relationship program for Ore-Ida Foodservice Division.

**Managing/leading programs/projects:** 'Co-owner' of collaborative effort at Hewlett-Packard to integrate 41 worldwide customer relationship management programs into one program for the business-to-business units. Project required integration across consumer and business-focused units and significant surrender of 'turf' by in-country managers. Responsible and accountable for program measurement and success. Currently manage multiple projects/clients for research center and for private consulting business. Board chair of nonprofit with oversight of all programs and projects.

**Collaborative/team player:** Managed three collaborative, cross-disciplinary teams at Ore-Ida as Brand Manager/Advertising Manager; volunteered for successful (experimental) self-managed work unit at HP; built strong client/agency partnership for integrated communications work at Ore-Ida and HP; preferred work group style is self-managed team.

## **WORK HISTORY:**

**Boise State University.** 2002 to present. **Projects Manager, Social Science Research Center**, College of Social Sciences and Public Affairs. Providing primary research and analysis for the public and nonprofit sectors, including various annual Idaho Public Policy Surveys.

**npc consulting, LLC**, 2001 to present. **Principal/owner.** Providing business planning, strategic planning, business management, capacity building, fundraising and marketing to nonprofits and small business.

**Choices in Community Giving, Inc.**, 2002 to present. **Executive Director.** Hired to facilitate merger/acquisition, strategic planning for stability and growth as a start-up. Report to a board of 30+ member organizations.

**Hewlett-Packard Company**, 1992 through 2001. Various management and supervisory positions of increasing responsibility and authority in marketing, communications, business planning, customer relationship management and IT. Final position: Worldwide Business Unit Consultant/Engineer, Customer Relationship Management.

**Ore-Ida Foods, Inc.**, 1976 through 1992. Various staff, supervisory and business unit management positions of increasing responsibility and authority in logistics and marketing. Responsibilities spanned forecasting, financial planning/analysis, budgeting, and P&L responsibility. Final position: Advertising Manager/Base Brand Unit Marketing Manager, Foodservice Sales and Marketing.

## **Selected Civic Engagement/Voluntary Activities:**

**Idaho Conservation League**, Current Board Chair. Recruited to chair board of directors of a leading Idaho conservation organization, specifically to build board capacity. Nurtured and led first strategic planning initiatives

in the organization during prior board term. Wrote communications plan and hired organization's Director of Communications. Working to build statewide support for current congressional delegations' efforts to introduce two wilderness bills this session.

***North End Neighborhood Association***, Past Board Chair. Led largest, oldest, and influential voluntary organization through period of active civic engagement, testifying, organizing, and collaborating with various city, county and state entities to retain quality of life in Boise's oldest historic neighborhoods.

**REFERENCES/TRANSCRIPTS:** Available at your request.

## Appendix B: Deliberation Day Background Information

## Background on a Citizen Deliberation Day and Deliberative Polling

Based on the work of James S. Fishkin, the Janet M. Peck Chair in International Communication and director of the Center for Deliberative Democracy at Stanford University.

Our founding fathers were troubled that citizens were generally uninformed about public issues, or not sufficiently reflective to rule themselves. James Madison defined a solution: ‘refine and enlarge the public views’ by making deliberation a key part of the design of the American democratic republic. Unfortunately, we have come to rely on the ‘unfiltered voices’ of the mass public, (or possibly the voices of political elites cut off from the masses.)

George Gallup, of the famed public opinion polls, had a vision for using opinion polls to complement democracy. He envisioned the citizens listening to the issues in the media, discussing and weighing options, and then voicing their ‘considered opinion’. Most of us now realize that much public opinion is formed by headlines and ‘sound bytes’. Anthony Downs, a political economist of the 1950s called the problem “rational ignorance”. Why would people spend precious time and effort to become informed about complex policy issues? And, we are often made aware of the public’s low level of information on a variety of issues.

Surveys and polls do have shortcomings aside from those mentioned above. Some people don’t like to admit that they don’t know about something. Rather than say, “I don’t know”, many will simply express whatever opinion comes to mind. Another modern limitation is that people would rather discuss politics and policy with people similar to themselves. Rather than risk unpleasant disagreements, culturally, we seek out those from similar social spheres and those with similar views.

This is not an indictment of all polling. If implemented correctly, surveys and polls can provide an accurate assessment of opinion on a topic. However, the responses to polls may not reflect *considered judgments*; inaccuracy may not be a result of the techniques of polling, but a reflection of how we practice democracy. Even George Gallup showed that informal, unofficial changes in democratic practice can influence the way public opinion shapes our politics and our policy.

James Fishkin (and his colleague Bruce Ackerman) began a project that they call “Deliberative Polling” to create ‘A Nation in a Room.’ The process is straightforward. Rather than suffice with a one-stage poll, a series of ‘interventions’ are used. First, a baseline poll is taken. Respondents are then provided balanced background materials about the issues for study. A statistically representative sample of that surveyed sample is invited to deliberate in small and large groups for a day. Several surveys are completed throughout the day and at the end of the event. The key to participation is to convince participants that their voices matter, according to Fishkin. What he has documented (in over 50 large-scale instances) is that *the process matters*. The microcosm gathered for a Deliberative Polling event achieves Gallup’s vision, but in a way that people can reasonably believe that their voices do matter in the process.

The process overcomes the problems with conventional polling named earlier: participants are motivated to become informed; the opinions expressed are real, informed responses; and, citizens are exposed to alternative, sometimes opposing, views (and not merely allowed to selectively learn what they already ‘knew’). The Deliberative Poll creates a public space where people can reason together, despite fundamental disagreements on an issue. Discussions held in a safe public space with random samples,

randomly assigned, accomplishes what Madison, Gallup and Fishkin believe to be the democratic ideal for policy setting.

Here is an example, provided by Fishkin, that relates directly to citizen involvement in setting energy policy:

“In the Deliberative Poll, ordinary citizens are effectively motivated to consider competing arguments, to get their questions answered, and to come to a considered judgment. Even if they do not have opinions when first contacted, many will form them by the end of the process. In 1996 I was contacted by some electric companies in Texas who faced a new requirement that they consult local residents as part of their planning. Were they going to use coal, natural gas, or renewable energy (wind or solar power)? Would they try to reduce the need for more power through conservation? The companies could not assess public opinion through conventional polls because their customers did not have enough information to have formed real, stable opinions about the issue. But if they consulted focus groups or small discussion groups, they knew that they could never demonstrate to regulators that such small groups were representative. And if they held town meetings, open to everyone, they would get lobbyists and organized interests in the room, not the mass public.

They concluded that Deliberative Polling offered a better solution. We put together a committee of stakeholders representing all the major constituencies to supervise the effort of creating briefing materials, a questionnaire, and an agenda for the weekend. This advisory committee included consumer groups, environmental groups, advocates of alternative energy and more conventional energy sources, and representatives of the large customers. We required events to be public and transparent; the weekend process was televised in the service area, and the public-utility commissioners participated.

The results were striking. In eight Deliberative Polls conducted in various parts of Texas and nearby Louisiana, the public went for shrewd combinations of natural gas, renewable energy, and conservation. The overall percentage of people willing to pay more on their monthly utility bill to support renewable energy went from 52 to 84 percent. The percentage willing to pay more for conservation went from 43 to 73 percent. All the resulting plans included substantial investments in renewable energy—transforming Texas into the second leading state (after California) in wind energy. Undoubtedly, many of the opinions expressed at the end replaced “non-attitudes” (Converse’s term) or phantom opinions. But the point is that the opinions expressed in the end were the considered judgments of representative microcosms: they provided a window on what the public would think under good deliberative conditions.”

To read the complete Fishkin article, go to <http://bostonreview.net/BR31.2/fishkin.html>  
Fishkin is the author of *Voice of the People*, and (with Ackerman) *Deliberation Day*.

To view the results of *Idaho’s Deliberation Day: A Town Meeting for the New Century*, go to [www.idahoptv.org/election2004/deliberationday/](http://www.idahoptv.org/election2004/deliberationday/)

To view current ‘By the People’ projects based on the deliberative model, go to [www.pbs.org/newshour/btp](http://www.pbs.org/newshour/btp)



## Appendix C: Example Projects