

J. PATRICK DOBEL
THE DANIEL J. EVANS SCHOOL OF PUBLIC AFFAIRS
UNIVERSITY OF WASHINGTON

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Evans School of Public Affairs
 University of Washington, Box 353055
 Seattle, WA 98195
 206 - 616-1680

EDUCATION

A.B., Boston College, Summa Cum Laude, Political Science, 1970
 A.M., Ph.D., Princeton University, Politics, 1972, 1976

EMPLOYMENT

UW Faculty Athletic Representative (NCAA & PAC10) 2004-present.
 Evans School of Public Affairs
 Professor
 Faculty Director of Executive Masters Program 2002-2009
 Associate Dean 1995-2001
 Adjunct Professor of Political Science 1998-present.
 Director of Graduate Studies, 1989-1993
 Associate Professor, 1986-1998
 Adjunct Professor UW Political Science 1999-present
 Adjunct Professor, Brookings Institution 2002-03.
 University of Michigan - Dearborn, 1974 - 1986
 Fellow, National Humanities Institute, University of Chicago, 1978-1979

FIELDS

Public Ethics	Leading
Public Management	Strategy

BOOKS

Public Integrity, Johns Hopkins University Press, 1999 (Paperback 2002).
Compromise and Political Action; Political Morality in Liberal and Democratic Life,
 Rowman Littlefield, 1990 (Paperback 1994).

ARTICLES

"Mission Integrity in Emergency Management. *Public Administration Review*, forthcoming.
 "The Rhetorical Possibilities of "Home" in Homeland Security." *Administration and Society*,
 forthcoming.
 "Prudence and Presidential Ethics: The Decisions on Iraq of the Two Presidents Bush."
Presidential Studies Quarterly. Vol. 40—1. (2010) pp. 57-75.
 "Value Driven Leading: A Management Approach." *The Electronic Hallway*, 2010.
 "Public Trusteeship: the Responsibilities of Transparency and Legacy," **Governing the
 Corporation**, ed. Justin O'Brien. New York: John Wiley & Sons, 2006. pp. 317-338.

- "Managerial Leadership and the Ethical Importance of Legacy," (revised) in *Public Ethics and Governance: Standards and Practice in Comparative Perspective*, ed. Denis Saint-Martin & Fred Thompson; Research in Public Policy Analysis and Management, Vol. 14: Elsevier, 2006.
- "Mortal Leadership in Homer's *Odyssey*." *Public Integrity*. Summer 2006, 8:3. pp. 215-232.
- "Public Management as Ethics." *The Oxford Handbook of Public Management*. Oxford: Oxford University Press, 2006. pp. 161-181.
- "Managerial Leadership and the Ethical Importance of Legacy," *International Public Management Journal* 2005 8 (2), pp. 225-246.
- "Ethics & Values," ***Correctional Competencies for the 21st Century: Executives and Senior Level Leaders***. Washington, D.C. National Institute of Corrections. 2005.
- With Day, Angela. "A Note on Mapping: Understanding Who Can Influence Your Success." *The Electronic Hallway*. 2005
- "The Odyssey of Senior Public Service: What Memoirs Can Teach Us," *Public Administration Review*, 63:1, January/February, 2003, pp. 16-30.
- With Elmore, Richard & Werner, Laurie. "Memo Writing." *The Electronic Hallway*. 2004.
- "Paradigms, Traditions, and Keeping the Faith," *Public Administration Review*, 61-2: March/April 2001, pp. 166-171.
- "Can Public Leaders Have Friends?" *Public Integrity*, III-II, Spring 2001, pp.145-158.
- "The Alchemy of Power and Idealism: Dostoevsky's "Grand Inquisitor,"" in ***The Moral of the Story: Literature and Public Ethics***, Latham, Maryland: Lexington Press, 2000. pp. 149-162
- Marc Lindenberg and J. Patrick Dobel, "Globalization and Northern NGOs: The Challenge of Relief and Development in a Changing Context," *Nonprofit and Voluntary Sector Quarterly*, 29-4; Supplement 1999, pp.4-21.
- "The Ethics of Resigning," *Journal of Policy Analysis and Management*, 18-2, spring, 1999, pp. 245-264.
- "Judging the Private Lives of Public Officials," *Administration and Society*, 30:2, May, 1998, pp. 115-142.
- "Political Prudence and the Ethics of Leadership," *Public Administration Review*, 58:1, January/February, 1998, pp. 74-81.
- "Melting Pots, Mosaics, and a Big Muddy River: Taking Identity Metaphors Seriously," *Commonweal*, February 28, 1997, pp. 11-12. (Reprinted in Robert Emmet Long, Ed. ***Multiculturalism***, New York, H.W. Wilson, 1998)
- "Managerial Leadership in Divided Times: William Ruckelshaus and the Paradoxes of Independence," *Administration and Society*, Vol. 26, No. 4, February 1995, pp. 488-514. (Best Article in 1995 Award in Public and Nonprofit Management from the Academy of Management)
- "The Realpolitik of Ethics Codes: An Implementation Approach to Public Ethics," in ***Research on Public Ethics***, ed. George Fredrickson, M.E. Sharp, 1993
- "The Moral Realities of Public Life: Insights of Fiction," *The American Review of Public Administration*, Vol. 22, No. 2, June 1992, pp. 127-144
- "Political Prudence and Public Integrity: William D. Ruckelshaus at the EPA," in ***Exemplary Public Administrators: Character and Leadership in Government***, Jossey Bass, 1992, pp. 241-269

- "Integrity in the Public Service," *Public Administration Review*, Vol. 50 No. 3, May/June, 1990, pp. 354-367.
- "The Honourable Spymaster: John Le Carre and the Character of Espionage," *Administration and Society*, Vol. 20, No. 2, August 1988, pp. 191-215.
- "Reflection and Good Reasons in Policy Analysis," in *The Handbook of Political Theory and Policy Analysis*, edited by Edward Portis and Michael Levy, Lexington Books, 1988, pp. 29-44.
- "The Role of Language in Rousseau's Political Thought," *Polity*, Vol. XVIII, 4, Summer, 1986, pp. 638-658.
- "The Ends of Ethics - The Beginnings of Politics," *Nomos XXVIII, Justification*, New York University Press, 1986, pp. 307-335.
- "The Primacy of the National Community," *South Atlantic Quarterly*, Volume 84, 2, Spring, 1985, pp. 161-174.
- "The Political Philosophy of Sleaze," *Commonweal*, July 13, 1984, pp. 396-398.
- "Balancing Political Loyalties," *Christian Century*, November 9, 1983, pp. 1006-1007.
- "Mail Order Ethics: The Nature of Irresponsible Campaign Contributions and the Politics They Finance," *South Atlantic Quarterly*, Autumn 1982, pp. 376-386.
- "Doing Good by Staying In?" *Public Personnel Management*, Summer, 1982, pp. 126-139. (Reprinted in *Combating Corruption: Encouraging Ethics*, Washington, D.C., American Society of Public Administration, 1990.)
- "Should Old Acquaintance Be Forgotten: A Last Lament for James Earl Carter," *Commonweal*, February 13, 1981, pp. 75-81.
- "Coterie Politics," *Dissent*, Fall 1980, pp. 385-388.
- "When in Doubt, Let the Russians Do It," *Commonweal*, June 20, 1980, pp. 268-271.
- "The Vietnam War: Forgive and Forget?" *Worldview*, January 1980, pp. 13-16.
- Comment/Reply, *American Political Science Review*, September 1979, pp. 831-833
- "The New Political Rhetoric," *Commonweal*, August 31, 1979, pp. 457-459.
- "Liturgical Silence: Making Room for Publicans in the Church," *Commonweal*, August 3, 1979, pp.430-435.
- "The Corruption of a State," *The American Political Science Review*, September 1978, pp. 958-973. (Reprinted in *The Politics of Corruption*, ed. Robert Williams, Edward Elgar, 2000. Reprinted in *Public Sector Corruption*, ed. Michael Johnston, Sage, 2010)
- Bearing Witness and Human Rights," *Christian Century*, August 3, 1977, pp. 751-753.
- "Stewards of the Earth's Resources," *Christian Century*, October 12, 1977, pp. 906-909. (Reprinted in Louis Pojman, ed. *Environmental Ethics: Readings in Theory and Practice*, Boston: Jones and Bartlett, 1994, 2000 & P. Arne Vesilind & Alastair S. Gunn, *Engineering Ethics and the Environment*, Cambridge: Cambridge University Press, 1998).

REVIEW ESSAYS

- Myron Aronoff *The Spy Novels of John Le Carre: Balancing Ethics and Politics, Public Integrity*, Fall 2000, II-IV, pp. 370-372.
- "Arts and Management" *Administrative Theory and Praxis*, Vol 18, No. 1, 1996, pp. 154-157.

"Personal Responsibility and Public Integrity," *The Michigan Law Review Book Review Issue*, 1988, pp. 3701-3716.

"The Limits of Radical Politics," *Cross Currents*, Winter 1979, pp. 494-499.

"Environment: Problems and Politics," *Cross Currents*, Winter 1978, pp. 494-498.

COMMENTARY & REVIEWS

THE POINT OF THE GAME: CONVERSATIONS ON SPORTS, CULTURE AND ETHICS. See <http://pointofthegame.blogspot.com>

Also see Opposing Views.com under Sports Experts.

"Love and Basketball: John Wooden as Coach," *College Sports Clips*, June 10, 2010.

"College Sports Problem: Too Many Coaches: Too Much Practice," *College Sports Clips*, June 3, 2010

"Stop Offers to Children," *College Sports Clips*, November 16, 2009.

Ethics for Public Managers, by Harold F. Gortner, and *Holding Bureaucrats Accountable*, by Lana Stein, *Journal of Public Administration Research and Theory*, September 1992.

Theories of Social Justice, by Brian Barry, *American Political Science Review*, June, 1992

Impossible Jobs in Public Management, ed. Erwin Hargrove & John Glidewell, *Journal of Public Policy and Management*, January, 1992

The Ethics of Public Service, by Kathryn G. Denhardt, *Journal of Politics*, June, 1989.

The Moral Dimensions of Politics, by Richard Regan, *Ethics*, October, 1987, pp. 197-198, Vol. 98-1

The Triumph of Politics: Why the Reagan Revolution Failed, by David Stockman, *Ethics*, July, 1987, pp. 904-905, Vol. 97 No. 4

Politics and Remembrance: Republican Themes in Machiavelli; Burke, and Tocqueville, by Bruce Smith. *American Political Science Review*, 79-4, December 1985.

The Advisor, by Herbert Goldhamer, *Journal of Politics*, Vol. 44, 1982.

Mill on Liberty, by C.L. Ten, *American Political Science Review*, March, 1982.

Ethica Dialectica: A Study of Ethical Oppositions, by Howard P. Kainz, *Ethics*, January, 1981.

A Study of Nietzsche, by J.P. Stern, *Journal of Politics*, January 1981.

Rousseau and Representation, by Richard Fralin, *Journal of Politics*, Volume 41, 1979.

John Stuart Mill and Representative Government, by Dennis Thompson, *Social Science Quarterly*, December 1977.

Jean-Jacques Rousseau: Volume I, The Quest; Volume II, The Prophetic Voice, by Lester Crocker, *Western Political Quarterly*, September 1976.

PUBLIC SERVICE (partial listing)

City of Seattle Ethics and Elections Commission, 1998-2004.

Executive Director Search Committee 2002, 2004.

Chair, King County Board of Ethics, 1987-1995

Chair, Port of Seattle Over-flight Committee

Advised numerous organizations on Ethics, Management or Leadership issues including Port of Seattle, City of Seattle, City of Issaquah, City of Bellevue, State of Washington, and King County.

ACADEMIC HONORS

James Webb Award, American Society of Public Administration, 2003
Editorial Board of *Public Administration Review*, 2002-4
Best Article in Public and Nonprofit Management, The Academy of Management, August, 1997
Teacher of the Year Award, Evans School of Public Affairs, University of Washington, 1987-88.
University Distinguished Faculty Award for Teaching, University of Michigan-Dearborn, 1984.
National Endowment of the Humanities Fellowship for College Teachers, 1984—85.
Chancellor's Award for Distinguished Service, University of Michigan-Dearborn, 1982.
Fellow at the National Humanities Institute, University of Chicago, 1978—79.
University of Michigan Rackham Faculty Fellowship, 1978.

PROFESSIONAL ACTIVITIES (partial listing)

American Political Science Association, American Society of Public Administration.
Editorial Board of *Public Integrity*, 2010.
Editorial Board of *Public Administration Review*, 2001-2004.
Editorial Board of *Journal of Public Administration Theory*, 2000-2004.
Editorial Board of *American Journal of Public Administration*, 2005-2009.
Chair, Kaufman Award Committee (ASPA) 1999-2000
Chair, Waldo Award Committee (ASPA) 2002-2003
Executive Committee of the Ethics Section of American Society of Public Administration, 2001-4
American Society of Public Administration Council on Professional Ethics, 1995-7
Professor in the Cascade Center for Public Service Executive Programs and the Brookings Institution Executive Education Programs.
Editor. Symposium on Leadership and Literature. *Public Integrity*, 2005.
Editorial Consultant for ASPA on **Combating Corruption: Encouraging Ethics**, 2004.
Consulting Editor on special Ethics Issue of *International Journal of Public Administration*
Reviewer for: *Public Administration Review*, *International Journal of Public Administration*, *Public Integrity*, *American Journal of Public Administration*. Johns Hopkins Press.

SCHOLARLY PRESENTATIONS (partial listing)

"Prudence & Presidential Ethics: A Tale of Two Iraq War Decisions," Conference on Presidential Ethics. Yeshiva University, January 20, 2008
"The Home in Homeland Security?" paper for a panel on Homeland Security and Administration, American Society of Public Administration. Portland, OR. March 29, 2004
"What Have We Learned in Twenty five years?" presentation. Plenary Panel: Pioneers in Administrative Ethics. Public Ethics Conference—American Society of Public Administration. Portland, OR. March 26, 2004.
Commentator. Plenary Panel on "The Failure of Business Ethics and its Implication for Public Management." Public Ethics Conference—American Society of Public Administration. March 26, 2004.

- "The Odyssey of Senior Public Service," for a panel on Ethics and Trust at the Top, American Society of Public Administration, Phoenix, Az, March 15, 2002.
- "A Leader's Legacy and the Legacy of Leadership" for a panel on Leadership Reconsidered, Association of Public Policy Analysis and Management, Washington, D.C. November 1-4, 2001.
- "Role of Technology in Public Policy Programs," Roundtable, Association of Public Policy Analysis and Management, Washington, D.C. March 21, 2001
- "Can Public Leaders Have Friends," panel on Friendship and Public Administration presented at American Society for Public Administration, Newark New Jersey, March 13, 2001.
- Roundtable on *Public Integrity*, Association for Practical and Professional Ethics, Cincinnati, Ohio, March 2, 2001
- "The Clinton Transition: Ethical Deliberation and Public Debate," panel on Public Trust and Interest, Association for Practical and Professional Ethics, Cincinnati, Ohio, March 2, 2001
- "The Alchemy of Power and Idealism: Dostoyvsky's *Grand Inquisitor*," Panel on Ethical Frontiers in Public Administration, National Ethics Conference, Portland State University, May 19, 2000.
- "Strategic Ethical Decisions: The Quality of Humanity and the Quality of Work," Panel on "Understanding Administrative Responsibility and Career Decision Making," American Society of Public Administration," San Diego, April 3, 1999
- Chair and Presentor, Panel on Challenges to Ethics Commissions, Washington State Ethics Conference, Seattle, WA., June 26, 1999
- Chair, Panel on Building Communities, American Political Science Association Convention, September 3, 1998, Boston.
- "Leaving a Legacy and Managerial Ethics," Paper, American Society of Public Administration Convention, May 10, 1998., Seattle, WA
- "The Ethics Crisis in Arts Management" Chair and presentor, Western Alliance of Arts Administrators, September 5, 1997, Seattle, Wa.
- "Saints, Sinners, and Politicians: Judging the Private Lives of Public Officials," paper presented at the American Political Science Convention, September 2, 1994, New York City.
- Chair, panel on "The Politics of Political Theory," at the American Political Science Convention, September 3, 1994, New York City.
- "The Ethics of Statecraft" & "Teaching Ethics in International Affairs," presentations at the Conference on International Ethics and Statesmanship at the University of British Columbia, October 7-9, 1994.
- Discussant, panel on "Multiple Dimensions of Administrative Effectiveness," American Political Science Association Convention, August 30, 1993, Washington, D.C.
- "Moral Reality of Public Lives," paper to Ethics Alliance, University of Washington, November 19, 1992
- "The Means Are the End", a paper on panel on *Values, Means & Ends*, Association of Public Policy Analysis & Management, October 29, 1992, Denver, Colorado
- "Realpolitik of Ethics Codes: An Implementation Approach to Ethics," Issues Forum on Public Service Ethics sponsored by University of Southern California Graduate School of Public Administration, November 5, 1991, Los Angeles, California
- "Vaclav Havel and Public Fiction," Chair and Commentator, Panel at American Political Science Association, Washington, DC, September, 1991
- "Realpolitik of Ethics Codes," presented at ASPA Research Conference on Ethics, Park City, Utah, June, 1991
- "Managerial Leadership in Divided Times: William Ruckelshaus at the E.P.A.," a paper given at Association of Public Policy and Management, October 22, 1990, San Francisco.
- "Prudent Judgment in Public Life," opening presentation at Plenary Panel on *Morality and Public Life* at Conference on Ethics, American Society of Public Administration, November 16, 1989, Washington, D.C.

- "Between the Ideal and Real: William D. Ruckelshaus and the Role of Knowledge and Power at the E.P.A.," paper presented at panel on *Moral Exemplars in Public Life*, at Conference on Ethics, American Society of Public Administration, November 17, 1989.
- Chair and Commentator, Panel on *Managing Integrity in Public Organizations*, at Association of Public Policy and Management Conference, Washington, D.C., October 23, 1989.
- "The Moral Realities of Public Life as Portrayed in Fiction," on Panel on *Learning from Artists*, APPAM, October 29, 1989.
- Commentator, Panel on "Can Welfare Economics Serve as the Basis of the State," APPAM, Washington, D.C., October 23, 1989.
- Citizen Participation and Airport Noise, paper at *Symposium on Airport Noise*, Los Angeles, Calif., Nov. 18, 1989.
- Chair and Paper Presenter, panel on "Integrity in Public Life" at Association of Public Policy and Management, Seattle, Wash., Oct. 1988.
- "The Case of Aircraft Noise at Seattle," a paper given at the American Political Science Convention, panel on "Public Authorities and Innovation", Washington, DC, Sept. 2, 1988.
- Chair, Panel on *Political Theory and Public Policy*" Western Political Science Association, March 11, 1988.
- "A Theory of Political Prudence," a paper given at the Association of Public Policy Analysis and Management, Bethesda, Maryland, October 31, 1987.
- Chair of a panel on "Practical Moral Judgment in Politics," APPAM Convention, Bethesda, Maryland, October 31, 1987.
- "The Honorable Spymaster: John Le Carre and the Character of Espionage," a paper given at the Association of Public Policy Analysis and Management, October 31, 1986.
- A discussant on a panel on "The Ethics of Bureaucratic Entrepreneurship," The Association of Public Policy Analysis and Management, October 30, 1986.
- A Panelist on a "Roundtable on *The Triumph of Politics*," The Association for Public Policy Analysis and Management, October 30, 1986.
- "The Retreat from Humanity," a paper given at the American Political Science Convention, September 2, 1986.
- "Political Prudence," a paper presented at the American Political Science Association Convention, August 31, 1985.
- "The Nature of Political Prudence," a paper presented at the Midwest Political Science Convention, April 20, 1985.
- "The Ends of Ethics - The Beginnings of Politics," a paper presented at the American Political Science Convention, September 1, 1984.
- "Compromise and Political Action," a paper presented at the American Political Science Convention, September 2, 1983.
- "Doing Good by Staying In?" a paper presented at the Midwest Political Science Convention, April 23, 1982.
- Discussant on a panel "The Moral Majority in Politics," Detroit Exchange Public Affairs Program, Channel 4 WDIV Television, Detroit, August 9, 1981.
- "Private Lives and Public Actions," a presentation on the panel *Citizenship and the Public-Private Distinction*, at the Midwest Political Science Convention, April 19, 1981.
- "The Temptations of Power," a paper presented at the panel "Psychological Perspectives on Political Action" at the American Political Science Convention, August 29, 1980.
- Chair of a panel on *Psychological Perspectives on Political Action* at the American Political Science Convention, August 29, 1980.
- "Civic Integrity" a paper presented at the American Political Science Association Seminar on Ethical Issues - "The Status of a Citizen," August 26, 1980.
- "The Democratic Agenda and Computer Technology," a paper presented at the Syracuse University Honor Colloquia on "Technology and Human Freedom," January 29-30, 1979.
- "The Ethical Implications of Public Health Policy," a paper presented at a conference on *Medical Ethics and Public Policy*, University of Michigan-Dearborn, April 8, 1978.

"The Theory of Corruption," a paper presented on the panel *Corruption and Rule of Law* at the American Political Science Convention, September 3, 1976.

PUBLIC PRESENTATIONS (*partial listing*)

"Ethics and Leadership with Andrew Young: a Conversation about Power and Privilege in Public Life." Evans School and UW Alumni Association. Seattle, WA, April 19, 2010.

"Building an Effective Ethics System," King County Ethics Board, Seattle, Washington, January 25, 2010.

"Leading Effectively," Northwest Natural Resources Forum, Seattle, Washington, December 3, 2009.

"Imagination and Leading in the New Century," Delegation of Executive Council of United Arab Emirates, University of Washington. June 23, 2008

"The Personal Responsibility of Trustee Legislators." Council of Western State Legislatures. Portland, Oregon. September 13, 2005

"How Will They Remember Me?" County Executives of Washington State, February 24, 2003.

"The Ethics of Leadership Relations," Department of Social and Health Services Policy Leadership Group, December 18, 1999.

"The Ethics of Democratic Leadership - Commitment and Respect," Keynote Address, Association of Washington Cities, June 18, 1998.

"Creating and Maintaining an Ethical Culture," Seattle Management Association, April 8, 1997.

"Should Private Lives Matter - A Debate," Northwest Ethics Institute, October 14, 1996.

"Public Service as the Conscience of Society," Washington State Bureau of Child Enforcement, June 13, 1996.

"Melting Pots, Tossed Salads, and Mosaics - Metaphors of American Identity" City of Wenatchee Distinguished Lecture Series, May 15, 1996

"Building the Common Amid Differences," University of Washington Last Lecture Series, May 9, 1996.

"Private Lives & Public Office," University of Washington Public Lecture, October 19, 1993

"The Ethics of Public Leadership," address to School Superintendents of State of Washington, May 5, 1992.

"Ethics Codes in Local Government," Puget Sound Management Conference, March 6, 1992.

"Ethics and Public Leadership," presentation, Washington Conference of Community College Administrators, Tacoma, Washington, November 13, 1991

"The Moral Justifications of Compromise," University of Washington Law School, April 16, 1990.

"The Moral Foundations of Government" Washington State Treasurers Institute, July 21, 1989.

"The Ethical Imperatives of Accountability" at Washington Society of Government Accountants, March 17, 1989.

"The Demise of Public Honor," presented to Seattle Chapter of Association of Government Accountants, June 8, 1988.

"Do Private Lives Matter to Public Service?", presented at Seattle Rotary Club, January 20, 1988.

"Ethics and Private Life" presented at a panel on "Ethics and Merits of Supreme Court Nominations," University of Washington Law School, November 24, 1987.

"The Problem of Private Lives in Politics", interview on KIRO Television, November 12, 1987.

"The Limits of Ethics in International Business", presentation at an Amnesty International Forum on "Human Rights and International Business," October 22, 1987.

Discussant on panel "Modern American Religious Movements: Societal Implications," Perspectives Public Affairs Program, Channel 7, WLS Television, Chicago, March 12-16, 1979.

UNIVERSITY SERVICE (partial listing)

University of Washington

Faculty Athletic Representative, 2004-10

President of the Pacific Ten Athletic Conference Council, 2006-07

NCAA Academic Policy Cabinet, 2008-10

NCAA Progress towards Degree Waiver Committee, 2008-10

PAC 10 Selection Committee 2009-2010

PAC 10 Diversity Committee 2005-10

PAC10 Executive Committee 2006-07

PAC 10 Budget Committee 2005-07

PAC 10 Committee on Rules Reform, 2007-10

PAC 10 Commissioner Search Committee 2008-09

PAC 10 Rules Revision Committee, 2009-10

University of Washington Athletic Director Search Committee 2007-08

University of Washington Football Coach Advisory Committee, 2008

UW Athletics Compliance Group, Senior Management Team 2004-10

University Committee to Review University Organization 2006-07

University Council on Faculty Affairs, 1992-1996

Advisory Council on Intercollegiate Athletics, 1997-2000; 2004-10

University Council on Undergraduate Education 1998-2004

University Review Committee for Extension and Outreach, 1999-2000

Chair, University Review of UIF Programs, 2000-2001

Presidential Faculty Fellowship Advisory Committee, 1999-2002

Executive Board of the Gates and Packard International Fellowship Program in Population Studies, 1999-2003

Chair, NCAA Recertification Committee, 2004-05.

Chair, NCAA Certification Committee on Governance and Compliance, 1996-7

Interdisciplinary Committee on Management, 1995-6.

Evans School of Public Affairs

Faculty Director of Executive Masters Program, 2004-09

Curriculum Committee, Chair, 1993-7

Curriculum Committee, 2007-09

Admissions Committee, 1988-1994, 2003-05

Executive Cabinet, 1989-1993. 1995-2002.

Coordinator of Midcareer Program, 1995-7

Evans School Faculty Affairs Committee, 2003-10.

Evans School Curriculum Revision Committee 1989-1990