



**Michael E. Milakovich, Ph.D**

**University of Miami, Coral Gables, Florida**

**Michael E. Milakovich** (Ph.D. Indiana; B.A. UC-Santa Barbara) is a tenured professor of political science and public administration in the School of Arts and Sciences at the University of Miami, Coral Gables, Florida. He served as MPA Director, University of North Carolina-Greensboro, and Project Director for the University of Miami Institute for Quality in Manufacturing and Service. His areas of specialization are: public management and productivity improvement, electronic and digital governance, business-government relations, administration of justice, and healthcare management.

He has authored or co-authored 15 books or monographs and published numerous articles, chapters, and reviews in referred journals such as the *International Public Management Review*, *Public Performance and Management Review*, *American Review of Public Administration*, *American Political Science Review*, *Crime and Delinquency*, *Health Care Management REVIEW*, *Journal of Electronic Democracy*, *Justice System Journal*, *National Productivity Review*, *National Civic Review*, *Public Administration*, *Quality Assurance and Utilization Review*, and *The Journal of Health and Human Resource Administration*.

He is a Life Member of the American Society for Public Administration (ASPA); serves as an expert witness in State and Federal courts; advises numerous public, private, non-profit and international organizations on policy analysis and quality improvement strategies; and is a member of several editorial boards. He has conducted global interdisciplinary research, consulted and lectured with numerous businesses, governments, and health care organizations in the United States as well as Austria, the Bahamas, Czech Republic, Denmark, Egypt, Hungary, Germany, Japan, Martinique, Turkey, United Kingdom and Venezuela.

*FULL C.V.*

**Michael E. Milakovich, Ph.D**

**Department of Political Science/ Public Administration Program  
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Coral Gables, Florida 33124  
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**Ph.D** Political Science and Public Administration, **Indiana University**

**Dissertation: "The Politics of Block-Grant Law Enforcement Assistance: The Impact of the Omnibus Crime Control and Safe Streets Act on Local Governments in Indiana" (L.K Caldwell, Chair)**

**M.A. Political Science  
Indiana University**  
**M.S. Comparative-International Development  
Indiana University**  
**B.A. History and Social Science  
University of California (Santa Barbara)**

**PROFESSIONAL EXPERIENCE**

**Academic:**

**2012-2013 University of Miami in Washington, D.C. Introduction to American Government Program, American University, Washington, D.C.**

**2002-2009 Secondary Appointment, School of Architecture, Department of Urban and Regional Studies, University of Miami (Chair, member, Ph.D. and M.S. committees)**

**1980-present University of Miami, Associate Professor of Political Science Graduate Faculty, Honors Program, Bahamas Program, Executive MBA Faculty, Health Administration Faculty (Sabbatical Leaves Awarded: 1985-1986; 1993-94; 2001-2002; 2007-2008)**

**1972-1979 University of North Carolina at Greensboro, Assistant Professor of Political Science (on leave 1976-1978, see below)**

**1971-1972 University of Chicago Law School, Visiting Research Fellow in Law and Political Science, Center for Studies in Criminal Justice**

**1969-1971 Indiana University, Faculty Research Associate and Teaching and Research Assistant**

**Administrative:**

**1993-1996 Principal Investigator and Coordinator, National Survey of Quality and Customer Service Improvement in states and local governments. Long-term research addressing customer service quality, productivity improvement, and results measurement at the federal, state and local level.**

- 1988-91**                                 Project Director, University of Miami Engineering Management Quality Improvement Project funded with grant from Florida Power and Light Co. to develop curricular material for the introduction of Total Quality Management theory, methods, and skills at the undergraduate and graduate MBA-MSIE levels.
- 1982-84**                                 Contract Administrator and Principal Investigator on University of Miami research project to estimate the costs of refugees to the courts of Dade County, Florida.
- 1977-78**                                 Special Counsel, U.S. Senate Government Affairs Committee, Subcommittee on Federal Spending and Open Government, Chaired by Sen. Lawton Chiles (D. Fla.), Washington, D.C.
- 1976-1977**                             Executive Development Specialist, U.S. Department of Health and Human Services, Washington, D.C. (NASPAA Fellow), Executive and Career Development Division, Office of the Secretary. (On leave from full-time teaching)
- 1974-1976**                             Director of Graduate Studies, Department of Political Science, University of North Carolina, Greensboro, North Carolina.
- 1972-1974**                             Project Director, Title I Community Service and Continuing Education Grant from the U.S. Department of Health and Human Services, University of North Carolina, Greensboro, North Carolina.
- 1969-1971**                             Contract Administrator and Principal Investigator on research project to assess the impact of Federal Assistance Programs on state and local criminal justice agencies, U.S. Department of Justice Law Enforcement Assistance Administration, Indiana University, Bloomington, Indiana.

#### **TEACHING SPECIALIZATION**

- **Public Management and Policy Analysis**  
(Digital Governance, Organizational Theory and Development, Intergovernmental Relations, Performance Management and Productivity Improvement, Health Administration)
- **Business, Government and Society**  
(Business-Government Relations, Strategic Planning, Business and Public Policy, Leadership and Executive Decision-Making)
- **Criminal Justice Administration**  
(Crime Policy and Criminal Justice Management, Administration of Justice, Judicial Decision-making, Court Cost Control)

#### **PUBLICATIONS**

***Public Administration in America.* (11th Ed.) Boston: Wadsworth/Cengage/ITP Publishing: 2013.**

***Digital Governance: New Technologies for Improving Public Service and Participation.* London and New York: Routledge, 2012.**

**“The Internet and Increased Citizen Participation in Government,” (2010) *JeDEM*, 2 (1) : pp. 1-9. Available at: <http://www.jedem.org/article/view/22>**

“From Representative to Digital Democracy: The Internet and Increased Citizen Participation,” in Alexander Prosser and Peter Parycek (eds.) *EDEM 2009—Conference on Electronic Democracy*. Vienna, Austria: Oesterreichish Computer Gesellschaft, 2009. pp. 87-97.

***Public Administration in America (10<sup>th</sup> Ed.) Wadsworth/ITP Publishing: 2009.***

“Management for Quality in Government” in Evan M. Berman and J. Rabin, *Encyclopedia of Public Administration and Public Policy (2<sup>nd</sup> ed.)* Boca Raton, Fla: CRC Press, 2007.

***Public Administration in America (9<sup>th</sup> Ed.) Wadsworth/ITP Publishing: 2007 (co-author w/ G. Gordon)***

***Improving Service Quality in the Global Economy.* Auerbach/Taylor and Francis Publishers, 2006.**

“Comparing Bush-Cheney And Clinton-Gore Performance Management Strategies: Are They More Alike Than Different?” *Public Administration*, 84 (2), 2006: 461-478.

“Citizen Relationship Management and E-Government”, W. Wimmer, et.al. *Electronic Government*. Berlin Heidelberg: Springer-Verlag, 2005: 57-68 (w/ B. Larsen).  
<<http://www.springerlink.com/content/am4xjw8bgtruc56r/>>

“Rewarding Quality and Innovation: Awards, Charters, and International Standards as Catalysts for Change” in *Knowledge Management in Electronic Government*. Springer Berlin/Heidelberg, 2004,pp. 64-75.

“Balancing Public Service Expectations with Political Accountability”, *International Public Management Review*, Vol. 4, No. 2, 2003. pp. 61-82.

**"The Management of Quality", in Jack Rabin (ed.), *The Encyclopedia of Public Administration and Public Policy*, Milwaukee, Wisc: Marcel Dekker, 2003.**

***Public Administration in America (5<sup>th</sup> -7<sup>th</sup> Eds.) New York, Bedford/St. Martin's, 1995, 1998, 2001; Wadsworth: 8<sup>th</sup> edition, 2004 (with George Gordon).***

"From Democracy to E-mocracy: Using the Internet to Increase Citizen Participation in Government", in Maria Wimmer, *Knowledge Management in E-Government* Vienna Austria: Trauner Druck, 2002, pp. 138-154.

**"Best in the Business: Improving Service Quality in Government", *PA Times*, Vol. 22, No. 6, June,1999, pp. 1/8.**

**"The State of Results-Driven Customer Service Quality in Government", *Journal of Organizational Excellence*, Vol. 17, No. 2, spring, 1998, pp. 47-54.**

**"Implementing TQM in Small and Medium-Sized Organizations: A Step-by-Step Guide" by Richard M. Hodgetts. New York: AMA Publications, 1996. *American Review of Public Administration*, Vol. 26, No. 1, March, 1996, pp. 133-134.**

**"Implementing Total Quality in State Public Health Agencies", *Journal of Health and Human Resources Administration*, Vol. 19, No. 2, summer, 1996, pp. 182-205 (co-author).**

"Implementing TQM in Local Government: The Leadership Challenge", in Jonathan P. West, QUALITY MANAGEMENT TODAY, Washington, D.C: ICMA Press, 1995, pp. 51-61.

***Improving Service Quality: Achieving High Performance in the Public and Private Sectors.*** Delray Beach: St. Lucie Press, 1995.

"Improving Customer Service Standards in the Public Sector", *The Public Manager*, Vol. 24, No. 3, fall, 1995, pp. 5-11.

"How Quality-Oriented Have State and Local Governments Really Become?" *Journal of Organizational Excellence*, Vol. 14, No. 1, winter, 1994-95, pp. 73-85.

"Implementing TQM in the States," *Spectrum: The Journal of State Government*, Vol. 67, No. 2., spring, 1994, pp. 6-12 (lead article, co-author).

"Medical Resource Allocation: Rationing and Ethical Considerations: Part II", *Physician Executive*, Vol. 20, No. 3, March 1994, pp. 20-23 (co-author).

"Implementing TQM in Local Government: The Leadership Challenge", *Public Performance and Management Review*, Vol. 17, No. 2, winter, 1994, pp. 175-192 (co-author).

"Total Quality Management in Local Government", International City/County Management Association's 1994 Municipal Yearbook, Washington, D.C: ICMA Press, 1994 (co-author).

"Medical Resource Allocation: Rationing and Ethical Considerations: Part I", *Physician Executive*, Vol. 20, No. 2, Feb. 1994, pp. 3-8 (co-author).

***Florida State and Local Government.*** Englewood Cliffs, N.J: Prentice-Hall, 1993.

"Leadership for Public Service Quality Improvement", *The Public Manager*, Vol. 22, No. 3, fall, 1993, pp. 49-52.

"Total Quality Management for Public Service Productivity Improvement" in PUBLIC PRODUCTIVITY HANDBOOK, by Marc Holzer (ed.) Milwaukee, Wisc: Marcel Dekker, 1992, pp. 577-602.

"Total Quality Management and the Utilization Review Process", *Physician Executive*, Vol. 7, No. 6, November-December, 1991, pp. 10-14. (co-author)

"Improving Access to Health Care Through Total Quality Management", *Quality Assurance and Utilization Review*, Vol. 6, No. 4, November, 1991, pp. 180-189. (co-author)

"Creating a Total Quality Healthcare Environment", *Health Care Management REVIEW*, Vol. 16, No. 2, spring 1991, pp. 9-21.

"Total Quality Management in the Public Sector", *National Productivity Review*, Vol. 10, No. 2, spring, 1991, pp. 195-215.

"Increasing Global Competitiveness Through the Promotion of Total Quality Management", in PRODUCTIVITY AND QUALITY MANAGEMENT FRONTIERS, by Sumanth, David J., Edosomwan, Johnson A., Sink, D. Scott, and Werther, William (eds): Norcross, GA: Industrial Engineering and Management Press, 1991, pp. 477-486 (co-author).

**"Introduction and Overview" in TOTAL QUALITY AND PRODUCTIVITY IMPROVEMENT, Coral Gables, Florida: University of Miami Institute for the Study of Quality in Manufacturing and Service, 1991.**

**"The Application of Total Quality Management to Political Science and Public Administration Courses", in TOTAL QUALITY AND PRODUCTIVITY IMPROVEMENT, Coral Gables, Florida: University of Miami Institute for Quality in Manufacturing and Service, 1991.**

**"Health Care Quality Improvement", in TOTAL QUALITY AND PRODUCTIVITY IMPROVEMENT, Coral Gables, Florida: University of Miami Institute for Quality in Manufacturing and Service, 1991.**

**"The Costs of Case Processing in the Florida Criminal Courts", Justice System Journal, Vol. 14, No. Fall/Winter 1990, pp. 11-20.**

**"Achieving Quality at Florida Power and Light: The Pursuit of the Deming Prize", The Quality Digest, Vol. 10, No.11, November, 1990 pp. 38-51. (co-author)**

**"Total Quality Management for Public Service Productivity Improvement", Public Performance and Management Review, Vol. 14, No. 1, September, 1990, pp. 19-32.**

**"Poniendo en Practica el Mejoramiento de la Calidad en la Compania de Luz y Potencia de Florida, EUA", Calidad, Vol. 2, No. 2, August, 1990, pp. 5-11. (autor primero)**

**"Enhancing the Quality and Productivity of State and Local Government", National Civic Review Vol. 79, No. 3, May-June, 1990, pp. 266-277.**

**Understanding Florida Government. Newton, Mass: Allyn and Bacon, 1987.**

**"International Project Management," in Richard W. Ryan, TEACHING COMPARATIVE DEVELOPMENT ADMINISTRATION OF U.S. UNIVERSITIES: A COLLECTION AND ANALYSIS OF SYLLABI, pp. 125-126, West Hartford, Conn: Kumarian Press, 1986.**

**Assessing the Costs of Case Processing in the Florida Criminal Courts, Report to the Administrative Office of the Courts, Dade County, Florida, 1984.**

**US. v. Crime in the Streets. Bloomington and London: Indiana University Press, 1982. (co-author w/T. Cronins)**

**"The Politics of Crime in America," in U.S. v. Crime in the Streets by T. Cronin, T. Cronin, and M. Milakovich, pp. 1-11, Bloomington and London: Indiana University Press, 1982.**

**"Placing the Crime Issue on the National Agenda," in U.S. v. Crime in the Streets by T. Cronin, T. Cronin, and M. Milakovich, pp. 12-25, Bloomington and London: Indiana University Press, 1982.**

**"A First Presidential Response," in U.S. v. Crime in the Streets by T. Cronin, T. Cronin, and M. Milakovich, pp. 25-43, Bloomington and London: Indiana University Press, 1982.**

**"Legislating for the War on Crime," in U.S. v. Crime in the Streets by T. Cronin, T. Cronin, and M. Milakovich, pp. 44-59, Indiana University Press, 1982.**

"Law and Order and the 1968 Presidential Election," in U.S. v. Crime in the Streets by T. Cronin, T. Cronin, and M. Milakovich, pp. 60-76, Bloomington and London: Indiana University Press, 1982.

**The Administration of Justice: Law Enforcement, Courts, and Corrections.** New York: Human Sciences Press, 1981. (co-author w/ J. Humphrey)

"Foundations of the Administration of Justice: Law," in The Administration of Justice by J. Humphrey and M. Milakovich, pp. 20-23, New York: Human Sciences Press, 1981.

"The Organization and Operation of Criminal Justice Agencies: Law Enforcement," in The Administration of Justice by J. Humphrey and M. Milakovich, pp. 87-109, New York: Human Sciences Press, 1981.

"The Judicial Process," in The Administration of Justice by J. Humphrey and M. Milakovich, pp. 110-126, New York: Human Sciences Press, 1981.

"Corrections and Incarceration: Traditional Approaches and Alternatives," in The Administration of Justice by J. Humphrey and M. Milakovich, pp. 127-144, New York: Human Sciences Press, 1981.

"Federal Crime in Law Enforcement Agencies," in The Administration of Justice by J. Humphrey and M. Milakovich, pp. 145-166, New York: Human Sciences Press, 1981.

"Employment in Law Enforcement Agencies," in The Administration of Justice by J. Humphrey and M. Milakovich, pp. 167-190, New York: Human Sciences Press, 1981.

"Positions Related to the Courts," in The Administration of Justice by J. Humphrey and M. Milakovich, pp. 191-204, New York: Human Sciences Press, 1981.

"The Challenges for the Administration of Criminal Justice," in The Administration of Justice by J. Humphrey and M. Milakovich, pp. 243-262, New York: Human Sciences Press, 1981.

"Measuring Success in the War on Crime" in George G. Killinger, Paul F. Cromwell, and Jerry Wood, Penology: The Evolution of Corrections in America (St. Paul: West Publishing Company, 1979), pp. 298-308.

"Effecting Citizen Participation Through Advisory Boards," Carolina Politics, Vol. 1, No. 2, Winter, 1979, pp. 67-73.

"Assessing the Impact of Federal Assistance Programs on State and Local Governments in the Piedmont, North Carolina," North Carolina Review of Business and Economics, Vol. 5, No. 1, October, 1978, pp. 3-5.

"The Political Criminal: The Problems of Morality and Crime," by Stephen Schaefer (New York: The Free Press, 1974), American Political Science Review, Vol. 71, No. 2, June, 1977, pp. 662-664.

"Bureaucratic Politics in a Year of Transition," American Review of Public Administration,

Vol. 11, No. 2, June, 1977, pp. 157-169.

"Politics and Measures of Success in the War on Crime," *Crime and Delinquency*, Vol. 21, No. 1, January, 1975, pp. 1-9. (Lead article, co-author)

"Politics and the Administration of Justice," by George Cole (Beverly Hills: Sage Publishers, 1973), reviewed in the *Journal of Politics*, Vol. 37, No. 1, February, 1975.

"Who's Afraid of Crime? Or: How to Finance a Decreasing Rate of Increase", in Sawyer Sylvester and Edward Sagarin (eds.), *POLITICS AND CRIME* (Praeger Publishers, 1974).

"The Political Misuse of Crime Rates," *Society*, Vol. II, No. 5, July-August 1974, pp. 27-33.

"How Crime Statistics Can Lie," *Skeptic*, Special Issue No. 4, November-December, 1974, pp. 5-9.

"The War on Crime: Rhetoric, Reform or Revenue Sharing," Chicago: The University of Chicago Law Center for Studies in Criminal Justice, 1973.

"El Uso Incorrecto de las Estadísticas del F.B.I. Para Controlar el Aumento en la Proporción de Crímenes," Ponencias del Congreso Internacional de la Asociación Interamericana de Estudios Criminológicos (Caracas, Venezuela: Sociedad Americana de Criminología, 1972).

**Change in State and Local Government Agencies in Response to Federal Criminal Justice Legislation.** Springfield, Virginia: National Technical Information Service, 1971.

**COURSES TAUGHT** (level and year course developed)

American National Government (undergraduate, 1972-present)  
Introduction to Public Policy Analysis (undergraduate, 1973)  
Public Law and Policy Administration (undergraduate, 1972)  
Federalism and Intergovernmental Relations (undergraduate, 1973)  
Introduction to Law (undergraduate, 1975)  
Criminal Justice Administration (undergraduate, 1974)  
Topics in Public Policy--Criminal Justice (graduate, 1976)  
Urban Policy and Politics (graduate, 1975)  
Politics of Public Policy (graduate, 1975)  
Research Seminar in Urban Policy (graduate, 1978)  
Comparative Development Administration (graduate, 1979)  
Public Health Organization and Administration (graduate, 1980)  
State and Local Government (undergraduate, 1980-present)  
Constitutional Law (undergraduate, 1985)  
Executive Decision Making (Experimental graduate course, summer 1981 and 1983)  
International Project Management (graduate, 1983-present)  
Introduction to Public and Non-Profit Management (graduate, 1980-present)  
Public Budgeting and Financial Administration (1986-present)  
Public Policy Analysis (graduate, 1979-present)  
Customer Service Quality Improvement (graduate, 1990-present)  
Total Quality Management for Productivity Improvement (graduate, 1991)  
Political Environment of Business (graduate, 1980; 1984-present)  
Comparative International Development Administration (2002-present)  
Digital and Electronic Governance (2008-present)

**Thesis and Dissertation Advising (University of Miami Only)**



**Honors Thesis Committee member for William A. Pangman, "The Unanswered Questions of U.S. v. Chadwick: Warrantless Search and Seizure of Chattel Reposed in an Automobile," Department of Political Science, April, 1980.**

**Thesis Committee member for Maurice Pierson, "Earthquake Preparedness Planning for Managua, Nicaragua, Earthquake of December, 1972, Department of Urban and Regional Planning, " December, 1983.**

**Honors Thesis Committee member for Karen Stetson, "Constitutional Interpretation of the Death Penalty," Department of Political Science, April, 1983.**

**Ph.D. Dissertation Committee member for David McGriff, "Testing the Effect of Incapacitation on Burglars," Psychology Department 1983-1985.**

**Ph.D. Dissertation Committee member for Carter Burrus, Jr., "A History of the Islands and Waters of Biscayne National Park," Doctor of Arts, History, June, 1984.**

**Thesis Committee member for Katia Von Lignau, "The Opa-Locka Historical District," Department of Urban and Regional Planning, 1984-1985.**

**M.S. Thesis Committee member for Debrau Nag, Department of Industrial Engineering, University of Miami, 1988-89**

**M.S. Thesis Committee Member for Jeffery T. Flynn, "Methodology for Just-in-Time Delivery" Department of Industrial Engineering, University of Miami, 1988-89**

**Honors Thesis Committee Chairman, C. Dean Furman, "Black Representation in Dade County, Florida, Politics", 1988-89**

**Honors Thesis Chair, Maria Currais, "Reinventing State and Local Government", University of Miami, 1990-1991**

**Ph.D. Dissertation Committee Member, Albert P. Contraras, "The History of Key West Bankruptcy (1928-1938), University of Miami, Department of Urban and Regional Planning, 1994.**

**Ph.D. Dissertation Committee Member, Lincoln Forbes, "Cost, Quality, Competitiveness and Organizational Constraints in the Construction Industry, 1994-1998**

**Chair, Honors Thesis, Christelette Hoey, "The Effects of School Violence on Public Policy," University of Miami Department of Political Science, 1999-2000.**

**Post-Graduate Certification, Licensure:**

- **Federal Aviation Administration (FAA) Private Pilot's License 1965**
- **Certificate in "Research Methods and Quantitative Policy Analysis", University of Michigan, Ann Arbor, 1969**
- **Certificate in "Policy Analysis and Public Affairs", University of Minnesota, Minneapolis, MN, 1973**
- **Participant Certification, National Association of Schools of Public Affairs and Administration Peer Review Workshop, Montgomery, Alabama, 1984**
- **Certificate in "Taguchi Method of Engineering Quality Control", Miami Lakes, Florida, 1988**
- **Certificate in "Deming Management Method: Quality, Productivity and Competitive Position", Costa Mesa, California, August, 1989, under W. Edwards Deming**
- **Certificate in "Total Quality Control, University of Miami Institute for the Study of**

**Quality in Manufacturing and Service", Fall, 1989 under Professor Noriaki Kano, Tokyo University**

- **Certificate in "Techniques and Methods of Total Quality Management", Seminar in How to Put the Deming Management Method to Work in Your Organization, under Myron Tribus and W.W. Sherkenbach, Costa Mesa, California, February, 1990**
- **Certificate in "Quality Improvement for the 1990s", Pennsylvania State University, July 5-6, 1991**

## **PROFESSIONAL ACTIVITIES**

### **Editorial Responsibilities**

**Reviewed manuscripts and articles for: Mac-Graw Hill Publishing Company, West Publishing Company, St. Martin's Press, Harper-Collins, Paragon House, National Productivity Review, The Political Chronicle, Public Administration Review, Miami Review, Urban Affairs Papers, McCutcheon Publishing Company, Southern Review of Public Administration, North Carolina Review of Business and Economics, Journal of Politics.**

### **Professional and Honorary Organizations**

**American Society for Public Administration, Life Member  
American Political Science Association; National Assistance Management Association  
Beta Gamma Sigma; National Academy of Criminal Justice Sciences  
American Management Association; Academy of Political Sciences  
Florida Political Science Association  
Western Political Science Association**

### **Honors and Awards**

**Blue Key National Leadership Honorary, 1965  
University of California at Santa Barbara, Outstanding Graduating Senior Award, 1965  
University of California at Santa Barbara, President of the Class of 1965  
Ford Foundation, Human Relations Area Studies Fellowship, Indiana University Graduate School, 1967-1969  
U.S. Department of Justice Law Enforcement Assistance Administration, Research Grant, 1969-1971  
University of Chicago Law School, Research Fellowship in Law and Political Science, 1971-1972  
U.S. Department of Health, Education and Welfare, Research Grant, Title I Community Service and Continuing Education Program, 1973-1974  
U.S. Supreme Court Judicial Fellows Program, Finalist and Alternate, 1976  
National Association of Schools of Public Affairs and Administration Faculty Fellows Program, U.S. Civil Service Commission, Faculty Fellow, 1976-1977  
University of Miami, 1979 Award for Recognition of Research Activity, School of Business Administration, 1979  
University of Miami, 1980 Summer Research Award, July-August, 1980  
University of Miami, Honors Seminar "Selecting the President: 1980," Fall, 1980  
University of Miami Business Honorary, Beta Gamma Sigma, 1980  
University of Miami, Instructional Technology Grant, Summer, 1981  
Sabbatical Leave Awarded, University of Miami, 1985-1986  
Research Grants Awarded, University of Miami Quality Institute, 1988-1990  
Appointed to two-year term on the Board of Directors, National Center for Public Productivity, Rutgers, New Jersey, 1991-1993  
Appointed to the Board of Advisors, National Productivity Review, Executive Enterprises Publishing, Inc., New York, New York, 1999  
Grand Marshall, School of Business Administration Graduation, December 1999**

**Represented UC-Santa Barbara Chancellor Henry Yang at the inauguration of  
Donna Shalala as President of the University of Miami, November, 2001  
Sabbatical Leave Awarded, University of Miami, 2001-2002  
Sabbatical Leave Awarded, University of Miami, 2008-2009**

**Post-Doctoral Fellowships**

**University of Chicago Post-Doctoral Teaching Fellow in Law and Political Science,  
1971-72**

**Papers Presented**

**"Who's Afraid of Crime? Or: How to Finance a Decreasing Rate of Increase,"  
International Congress of the American Society for Criminology, Caracas,  
Venezuela, November 1972.**

**"New Federalism and the War on Crime," Midwest Political Science Association,  
Chicago, Ill., April 1976.**

**"Federal Assistance Procedures and Coordination," Conference on Grants  
Management and Administration, Long Beach, CA June 1978.**

**"Citizen Advisory Boards: Who Do They Represent?" North Carolina Political  
Science Association, Raleigh, North Carolina, April 1978.**

**"Grants Management Reform--Ineffective Incrementalism or Strengthening the  
System," American Society for Public Administration, San Francisco, CA,  
April, 1980.**

**"Preliminary Assessment of the Methodological Problems in Measuring the Impact of  
Mariel Refugees," at the Western Society for Criminology, Newport Beach,  
California, February 26, 1982.**

**"The Impact of Caribbean Refugees on the Criminal Justice Systems of South  
Florida," paper presented at the Caribbean Studies Association meeting, Fort-  
de-France, Martinique, July 24-27, 1984.**

**"Estimating the Costs of Processing Mariel Refugees in the Florida Criminal Courts:  
1980-1984" paper presented at American Society for Public Administration,  
Anaheim, California, April, 1986.**

**"Implementing Total Quality Management in State and Local Governments",  
presented at State Conference of the Institute of Government, Florida  
International University, Miami, Florida, June 15, 1990.**

**"New Perspectives on Urban Leadership" paper presented at the American Political  
Science Association, San Francisco, California, Sept. 1, 1990.**

**"Increasing Global Competitiveness Through Government Promotion of Total Quality  
Management", Third International Conference on Quality and Productivity  
Research, Miami, Fla., Feb., 1991.**

**"Strategies for Intergovernmental Quality Improvement", paper presented at the  
Second International Symposium on Quality Improvement with a Focus on  
Government, Washington, D.C., September 9, 1993.**

- "HRM, TQM and Organizational Policies: The Need for Alignment", paper presented at the International Conference of the Academy of Business Administration, London, England, June 2, 1994 (co-author with J. West and E. Berman).**
- "Improving Customer Service Quality: Politics and Measurement of Quality Standards in the Public Public Sector", paper presented at the American Society for Public Administration, San Antonio, Texas, July 23, 1995.**
- "Achieving Results-Driven Customer Service Quality in the 21<sup>st</sup> Century", paper presented at the Inter-national Conference on Productivity and Quality Research, Miami, Florida, April 26-29, 1998.**
- "Improving Customer Service in Government", presented at Region V meeting of the Southeastern Conference of Public Administration, St. Petersburg, Florida, October, 1999.**
- "From Democracy to E-mocracy: Using the Internet to Increase Citizen Participation in Government," paper presented at the Knowledge Management in E-Government Conference, Copenhagen, Denmark, May, 2002.**
- "Rewarding Quality and Innovation: Awards, Charters, and International Standards as Catalysts for Change," Krems, Austria, April, 2004.**
- "E-government and Performance Management in the Public Sector," Corvinis University, Budapest, Hungary, March, 2005.**
- "Rewarding Quality Improvement in State and Local Government," International Association of School of Public Affairs and Administration, IASIA, Lake Como, Italy, 2005.**
- "Citizen Relationship Management and E-Government" with B. Larson, paper presented at the *Knowledge Management in E-Government Conference*, Copenhagen, Denmark, May, 2005.**
- "Globalization and Public Administration" Paper presented at the 27th International Congress of Administrative Sciences Abu Dhabi, UAE, July 11-14, 2007.**
- "Enhancing E-government and Information Technology in the Public Sector", paper presented at *East European E-Government Days*, Prague, Czech Republic, April, 2007.**
- "From Representative to Digital Democracy: The Internet and Increased Citizen Participation," *Conference on Political Participation and Electronic Democracy*, Vienna, Austria: Oesterreichish Computer Gesellschaft, May, 2009.**
- "Anticipatory Government: Integrating Big Data for Smaller Government," *Conference on Internet, Politics Policy 2012: Big Data, Big Challenges*, St.**

Anne's College, Oxford University, UK, September, 2012.

**Panels Chaired:**

**"Bureaucratic Politics in a Year of Transition," Midwest Political Science Association, Chicago, Illinois, April 1977.**

**"Federal Assistance Management Programs: Problems and Prospects for Reform," American Society for Public Administration, Phoenix, Arizona, April 1978.**

**"New Trends in Public Management," North Carolina Statewide Meeting of the American Society for Public Administration, Jamestown, N.C., April. 1979 (Co-chair).**

**"Federal Assistance Reform," American Society for Public Administration, Baltimore, Maryland, April 1979 (Co-chair).**

**Chaired Panel on "State Public Administration Policy Workshop," at the annual Florida State ASPA Conference, Hyatt Palm Beaches, June 13-14, 1984.**

**Chaired panel, "Do Local Governments in Dade County Need Revision?" Miami-Dade Community College New World Campus, April, 1985**

**Chaired Mini-Plenary Session at American Society For Public Administration National Conference, San Francisco, California, July 18-21, 1993.**

**Chaired panel on "Implementing Quality Management in the Public Sector", Region V meeting of the Southeastern Conference of Public Administration, St. Petersburg, Florida, October, 1999.**

**Chair Panel on "Defining the Study of Public Administration in the 21<sup>st</sup> Century", American Society for Public Administration National Conference, San Diego, California, April 1-5, 2000.**

**Chair Panel at ASPA Best Practices Conference, St. Thomas University, Miami Lakes, Florida, May, 2011.**

**Discussant**

**"Policy Analysis and Evaluation," Southern Political Science Association, Atlanta, Georgia, November 1973.**

**"New Directions for Policy Research and Analysis," National Association of Schools of Public Affairs and Administration, Washington, D.C., April 1976.**

**"Implementation of Federal Domestic Assistance Programs," and "Career Development in the Federal Service," American Society for Public Administration, Atlanta, Georgia, April 1977**

**"Evaluating New Federalism," American Political Science Association, Washington, D.C., September 1977.**

**"Purchasing with Federal Grant Funds," National Assistance Management Association Conference, Washington, D.C., October 1979.**

**"Public/Private Innovations in Human Resources Administration," American Society for Public Administration, Honolulu, Hawaii, March 1982.**

**"Issues in Urban Leadership," American Political Science Association, San Francisco, California, September, 1990.**

**"Total Quality in the Classroom," Teaching Public Administration Conference, Savannah, Georgia, February 15, 1996.**

**"Future of Public Policy Research," Midwest Political Science Association, Chicago, Illinois, April, 1997.**

**"Improving Customer Service in Government," Southeastern Conference of Public Administration, St. Petersburg, Florida, October, 1999.**

### **Consulting-International**

**Consultant, Venezuelan Certificate Program, University of Miami, International Program Development, 1980**

**International Consultant, Association of University Programs in Health Administration, Washington, D.C.**

**Research Consultant, University of Saarbrucken, Saarland, West Germany, August 1982**

**Research and Program Development Consultant, Schools of Business Administration, Istanbul University and Bogazici University, Istanbul, Turkey, July 1982**

**Research Consultant to the Asian Academic Union, Kamakura, Japan, June 1982**

**Training Consultant for MAHARAT with Egyptian Government Petroleum Commission (EGPC), Cairo, Egypt, March, 2001**

**Consultant for Yorkshire Special Services District, Charter Mark panel, York, England, July, 2002**

### **National**

**Consultant, U.S. Senate Committee on Juvenile Delinquency, advised Committee staff on legislative provisions of Juvenile Justice and Delinquency Prevention Act of 1974 (P.L. 93-415), 1974-1975**

**Consultant and Special Counsel, U.S. Senate Committee on Governmental Affairs, Subcommittee on Federal Spending Practices and Open Government, full-time research with Subcommittee staff on implementation of Federal Grant and Cooperative Agreement Act of 1977 (P.L. 95-224), Summer, 1977**

**Organizer and Coordinator of Steering Committee to form the Piedmont Triad Chapter of the American Society for Public Administration, 1977-78**

**Elected first President of the Piedmont Triad North Carolina Area Chapter of the American Society for Public Administration, 1978-79**

**Serving as participant on Office of Management and Budget Task Force on Alternative Means for Implementing Federal Assistance Programs, 1979-1981**

**Elected to National Council, Section on Human Resource Administration, American Society for Public Administration, January 1980**

**Selected Regional Coordinator, ASPA Section on Human Resource Administration, American Society for Public Administration, March 1980**

**Appointed to the Policy Issues Committee, American Society for Public Administration, Washington, D.C., April 1980**

**Appointed to the Finance and Administration Committee, American Society for Public Administration, Washington, D.C., April 1983**

**Host Chapter-National Office Liaison for the 1989 National ASPA Conference to be**

held at the University of Miami James L. Knight Center, April 8-12, 1989  
Steering Committee, 1986 ASPA National Conference, Anaheim, California, Marriott  
Convention Center, April 12-16, 1986  
Appointed to ASPA National Publications Committee, 1985-86  
Qualified as Expert Witness, United States Court of Appeals, Eleventh District, 1990  
Guest Lecturer, "The Application of Total Quality Management to U.S. Healthcare  
Agencies" National Physician Managers Conference, Keystone, Colorado, July  
4, 1991.

#### State-Local

Member, North Carolina Legislative Taskforce on the Status of Women, 1975-76  
Advisor, North Carolina Legislative Crime Study Commission, 1975-76  
Member, North Carolina Advisory Board for Law and Secondary Education, 1975-76  
Consultant, transportation and social service coordination study, Piedmont Triad  
Council of Governments, 1978  
Representative, University of Miami, Academic Program Review of Criminal Justice  
Programs, State University System of Florida, 1980  
Appointed to represent University of Miami on the Florida House of Representatives  
Legislative Staff Internship Selection Committee, Tallahassee, Florida, 1980  
  
Appointed to Board of Editors, The Political Chronicle: The Journal of the Florida  
Political Science Association, 1988  
Advisor to N.Y. Governor's Leadership Taskforce, Albany, New York, June, 1992.  
Consultant, Florida Department of Labor and Human Relations, Tallahassee, Florida,  
July, 1992.  
Consultant, City of Miami Police Department, Miami, Florida, June, 1993.  
Consultant, Miami International Airport, Miami, Florida, October, 1993  
Keynote Speaker, U.S. Department of Labor, Bureau of Quality Control, National  
Conference, Orlando, Florida, November, 1993  
Policy Advisor, New York State Governor's Office of Employee Relations, Albany,  
New York, November, 1995  
Quality Improvement in Education, presentation at National Conference on the  
Deming Method of Statistical Quality Management, Powell, Wyoming, May,  
1996.  
Editorial Advisor, Multimedia courseware demonstration project, Immata, Salt Lake  
City, Utah, Jan., 1997- 2002.

#### Professional Development Conferences (as seminar leader, resource person or invited participant)

National Science Foundation, Summer Institute for Policy Analysis and Public Affairs,  
University of Minnesota, Minn., Summer 1973  
National Science Foundation Chautauqua-Type Short Course in Political Theory and  
Policy Analysis, Clark College, Atlanta, Georgia, in November, 1973 and  
March, 1974.  
Research Triangle Park, Triangle Universities Computation Center, conference on  
Statistical Packages for the Social Sciences (SPSS), Raleigh, North Carolina,  
September 1975.  
National Crime Victimization Conference, sponsored by the Law Enforcement  
Assistance Administration and the State University of New York at Albany,  
Silver Springs, Maryland, April 1976.  
National Academy of Public Administration, seminar for the Executive Development  
Institute, HEW, Gettysburg, PA, participant in "HEW, State and Local Governments:  
Enhancing the Partnership," October 1976.  
Stirling Institute for the Executive Development Institute, HEW, Washington, D.C.,

participant in symposium on "Managerial Effectiveness at the Mid-Level," November, 1976.

National Academy of Public Administration, seminar for the Executive Development Institute, U.S. Department of HEW, Marriottsville, Maryland, participant in "Strengthening the Partnership: HEW, State and Local Governments," November 1976.

National Institute of Public Affairs, Washington, D.C. in Symposium on "The President and Executive Management," December, 1976.

Stirling Institute, Washington, D.C., participant in Executive Management Seminar, Management for Effective Performance," January 1977.

National Academy of Public Administration, seminar for the Executive Development Institute, U.S. Department of HEW, Marriottsville, Maryland, participant in "Strengthening the Partnership: HEW, State and Local Governments," February 1977.

U.S. Civil Service Commission, Federal Executive Institute, Charlottesville, Virginia, Participant in "Intergovernmental Relations and Program Assessment" conference, February 1977.

U.S. Department of Justice Conference on "Evaluation of LEAA Programs," Washington, D.C., February 1977.

National Academy of Public Administration, seminar for the Executive Development Institute, U.S. Department of Health, Education and Welfare, Belmont House, Elkridge, Maryland, participant in "Forging New Partnerships with States and Local Governments," May 1977.

Participant Certification, National Association of Schools of Public Affairs and Administration peer review workshop, Montgomery, Alabama, October 1979.

Region V Conference of the American Society for Public Administration, Orlando, Florida, October, 1980.

Region I/II Conference of the American Society for Public Administration, New York, Oct, 1980.

Western Political Science Association, San Diego, CA, March 1982.

National Conference of the American Society for Public Administration, New York, New York, March 1984.

Region V Conference of the American Society for Public Administration, Tallahassee, Florida, October, 1983.

Represented the So. Florida Chapter of ASPA at the Winter meeting of the National Council of the American Society for Public Administration, Phoenix, Arizona, November 18-19, 1983.

Attended ASPA Finance and Administration Committee and the Western Governors Research Priorities Conference, Denver, Colorado, April 5-12, 1984.

Represented So. Florida Chapter of ASPA at the summer meetings of the National Council of the American Society for Public Administration; attended Finance Committee meetings; and meetings of Subcommittee to Study National-Host Chapter Responsibilities in conducting national conference, Washington, D.C., July 13-14, 1984.

Served as Facilitator, Metro-Miami Crime Symposium "For a Safer Community," Sponsored by the Metropolitan Dade County Board of County Commissioners, July 22-23, 1986.

Represented University of Miami at Greater Miami Chamber of Commerce meeting, March 4, 1987.

Canadian Society of Statistical Quality Control, Montreal, Quebec, Canada, August 15, 1987.

Region I ASPA Conference, Buffalo, New York, September 22, 1987

Invited to attend Presidential Candidates Campaign forum, James L. Knight Center,



**October 5, 1987.**

**Seminar on Quality Control Techniques, Raddison Miami Airport, October 10, 1988.**

**University of Miami College of Engineering, Department of Industrial Engineering, Department Seminar, "Implementing Quality in Service Organizations", October 5, 1989.**

**Invited Speaker, Dade County Hospital and Health Care Marketing Association, "Health Care Quality Improvement", Kendall-AMI Regional Hospital, April 18, 1990.**

**Seminar Leader on "The Fundamentals Total Health Care Quality Improvement", jointly sponsored by the Dade County Association of Quality Assurance Professionals, Sheraton River House, Miami International Airport, April 26, 1990.**

**Invited speaker, Metro-Dade County Executive Leadership Series, James L. Knight Center, August 7, 1990**

**Invited speaker, University of Miami Alumni College, March, 1993.**

**Seminar Leader, New York State Governor's Leadership Classroom, December, 1995.**

**Participated in multimedia curriculum development project, St. Martin's Press, Introduction to Public Administration, Chicago, Illinois, 1999.**

**Guest Lecturer, Seminar on Educational Development and Leadership, Virginia Commonwealth University, Richmond, Virginia, November, 1999, 2000, 2001.**

## **UNIVERSITY AND COMMUNITY SERVICE**

### **University Committee and Administrative Responsibilities**

**International Programs Planning Committee, University of Miami School of Business Administration, September, 1980-present**

**Subcommittee Chair, University Committee on Dade County Community Research, June, 1980-1982**

**Track team Coordinator, Administration of Justice Concentration, M.P.A. Program, 1979-present**

**M.P.A. Admissions Committee, 1979-present**

**M.P.A. Management Committee, 1979-present**

**Computer Requirement Committee, University of Miami School of Business Administration, 1979-1980**

**Prelegal Studies Advisory Committee, University of Miami, 1980-1981**

**Chaired Recruitment Committee, Department of Politics and Public Affairs, 1982-83**

**Graduate Faculty Committee of the Graduate Council, four-year term through May, 1986**

**Member of the University Instructional Awards Committee, 1982-83**

**Appointed by President Foote to the University of Miami/Greater Miami Task Force, Feb. - May, 1982**

**Appointed to the School of Business Administration Baccalaureate Review Committee, 1983**

**Elected to School Council, School of Business Administration, University of Miami, 1983**

**Appointed to MPA/MBA Curriculum Committee, School of Business Administration, 1984**

**Appointed to Review and Revise University of Miami Strategic Plan, 1984-85**

**Health Administration Accreditation Committee, School of Business, University of Miami, 1988-90**

**School of Business Administration Finance Task Force, 1990**

**Department of Political Science Recruitment Committee, 1980-present**

**Served as Grand Marshall, University of Miami Business School Graduation, December, 1999.**

### **Community Service Activities (Miami only):**

**Consultant, Metropolitan Dade County Office of the Dade-Miami Criminal Justice Council, June, 1980**  
**Guest commentator, Radio WKAT, Miami**  
**Interviewed for article "West Growth Stirs Districts Issue," Fort Lauderdale New - Sun Sentinel, Tuesday, May 6, 1980**  
**Consultant, Institute for Health Administration and Research, City of Palm Beach, 1980**  
**Consultant, Public Administration Advisory Service, City of Miami Beach, 1980**  
**Interviewed on Channel 7, Florida Forum, November 11, 1981**  
**Discussant on panel, University of Miami Round Table, televised January, 1982**  
**Lectured at Temple Solel, Hollywood, Florida, January 1982**  
**Interviewed by Radio WXYZ, Detroit, Michigan, May, 1982**  
**Lectured on American Public Administration to Brazilian Municipal Officials, January, 1983**

**Elected to the Executive Council, South Florida Chapter of the American Society for Public Administration (ASPA), 1982**  
**Guest Editor and Contributor, Miami Review, 1983**  
**Steering Committee for the Local Government Conference, Dade and Broward Chapters of ASPA, February 1, 1984**  
**Opening Speaker, Presidential Management Intern Conference, Holiday Inn, Brickell Point, February 1, 1984**  
**Interviewed and quoted in Miami Herald article on thee Mariel Cubans: 1980-1983, "Crime-Still High--May be on Wane," by Joe Sarita, April 24, 1983**  
**Elected and served as Treasurer, So. Florida Chapter of ASPA, June, 1983-May, 1984**  
**Elected and serving as President, So. Florida Chapter of ASPA, June, 1984-May, 1985**  
**Coordinated and arranged several public meetings for ASPA including presentation by Dean Ambler H. Moss, Jr., Dean of the Graduate School of International Studies, speaking on "Problems and Prospects for the Caribbean Basin," May 23, 1984**  
**Interviewed and quoted in Ft. Lauderdale New and Sun Sentinel article by Jean Marbella, "County Crimes Down 2nd Year in Row: Citizens' Efforts are Helping, Police Say," April, 1984**  
**Speech to South Miami Lion's Club on Metro Charter Revision, March, 1985**  
**Panelist on "The Expected Migration from Cuba: What Impact on Dade County," American Association of University Women, March, 1985**  
**Testified before the Citizens Charter Review Committee, Chaired by Mr. Bill Sadowsky, Nov. 12, 1985**  
**Interviewed by WSVN Channel 7 News on U.S.-Libyan relations, Jan. 1986**  
**Speech to Royal Palm Forum on the "Impact of the Media on Politics" October 22, 1987**  
**Interviewed and quoted in Chicago Tribune, article on Campaign '88, Jan. 31, 1988**  
**WINZ Radio commentary on Florida Primary, March 15, 1988 Channels 7, 10, and 4 interviews during primary and general elections**  
**CBS Radio, live talk show, Seattle, Washington, June 10, 1988**  
**Speech to Temple Bet Shira on election results, November, 1988**  
**Quoted in Miami Herald, "The Name of the is Politics", by Margarita Fichtner, September 25, 1988**  
**Quoted in Tampa Tribune, "Running Mates Unknown", by Todd Simmons, May, 21, 1990**  
**Interviewed by CNN on changing Florida Politics, July 5, 1990**  
**Quoted in Tampa Tribune, "Nelson Chooses Partner", by Morris Kennedy, July 11, 1990**  
**Interview for CBS News, "Florida's Budget Crisis", by Juan Vasquez, October 26, 1991**  
**Lectured to Brazilian Managers, University of Miami School of Continuing Studies,**

**March 16, 1994**

**WIBV Radio, St. Louis, Mo., "Quality Solutions", October, 1996.**

**Invited Speaker, Criminal Justice Honors Program, April, 1999.**

**UM Representative, Annenberg Challenge Grant, Miami-Dade County Public Schools, Summer, 1999.**

**Represented Chancellor Henry Yang of UC-Santa Barbara at the inauguration of Donna Shalala as President of the University of Miami, November 2, 2001**

**U.S. MILITARY SERVICE:**

**Summer, 1964 Reserve Officer Training Course, U.S. Army, Ft. Lewis, Washington**

**1964-1965 Flight Training, U.S. Army Aviation, Santa Barbara, California**

**June, 1965 Commissioned 2nd Lieutenant, U.S. Army Signal Corps; U.S. Army Aviation, 1965-66, served on active duty, Adjutant General Corps, 1971; active reserve, 1st Lieutenant, U.S. Army, 1971 to 1979. (Honorable Discharge, 1984)**

**1971 Adjutant General Corps Officer Branch School, Ft. Benjamin Harrison, Indiana**

**1972-84 U.S. Army Reserve**

**Vietnam Era Veteran**

**Personal**

**Married. Two Children. Excellent Health.**

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