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Professional and Academic Experience

Research Associate Professor, School of Architecture, University of Virginia

Research and teaching focus on community and economic development as well as housing and community planning. Current research addresses the characteristics of Innovative, thriving communities using a multi-variant regression analysis of 400 American cities and the role of higher education in building community capacity.

President and Executive Director (1992-present)
Pew Partnership for Civic Change
Charlottesville, Virginia

Directs a national civic research organization whose mission is to identify and implement solutions to some of the nation's most pressing issues. The Pew Partnership for Civic Change was founded in 1992 by The Pew Charitable Trusts. Originally envisioned as a "laboratory for community problem-solving," the Pew Partnership is recognized nationally as an organization committed to finding solutions to some of America's toughest challenges with partners ranging from higher education to local government to foundations.

Having raised over \$22 million in support from foundations, government, and non-profit organizations, the Partnership's work focuses on three main programs: 1) technical assistance that provides best practices and cutting-edge research to communities looking for practical solutions to long-term community and national problems; 2) LeadershipPlenty® is a civic leadership program that is considered one of the preeminent community-based educational initiatives in the United States; and 3) Solutions for America® an issues research initiative with 19 university research partners focused on the strategies and programs that have changed the prospects for America. A subsidiary of this program, Learning to Finish® is a national initiative to change the high school graduation rate and improve civic literacy. Partnerships and consultancies include: Northwest Area Foundation, Kansas Health Foundation, Canadian Community Development and Partnerships, Mount Vernon Historic Site, Kettering Foundation, Scottish Council for

Development and Industry, Foundation for the Mid-South, and local governments, planning agencies, and community organizations from across the country.

Working with hundreds of communities and organizations in all 50 states through grant making, technical assistance, and leadership development, the Pew Partnership has set a new standard for community and organizational change. A winner of national awards for its creativity and results, one of the best compliments came in 1999 when *Whole Earth* magazine wrote, *This is the can-do/we'll-show-you-how civic research organization of our dreams. Its three initiatives document and disseminate cutting-edge community solutions. Pew deals in real, field-tested "best practices," bridging the gap between theory and the real world....civic processes or inventions that will actually change the outcome in a community. What more is there?*

Kettering Foundation
Dayton, Ohio

Director of Programs (1986-1992)
Program Officer/Visiting Fellow (1983-1986)

Primary responsibility was general administration of Foundation programs. Determined with the President the program assignments for 75 staff and associates; negotiated all program-related contracts; implemented operating procedures for salary determinations, personnel policies, and budgets; and reported to the President and the Board of Trustees on current program status and new program development. In addition, had direct responsibility for development of two major foundation programs: 1) Public Leadership Education—a national program to improve the civic education of undergraduates and 2) design team for a supplemental diplomacy initiative with China.

NCR Management College
Dayton, Ohio

Senior Curriculum Development Analyst (1983)
Joint Appointment with Kettering Foundation

Developed case review and documentation for college credit assignment of eleven NCR employee courses (undergraduate and graduate) for the American Council on Education's Program on Non-Collegiate Sponsored Instruction.

The University of Alabama
Tuscaloosa, Alabama

Planning Assistant, Office of the President (1982-1983)

Research Assistant, Office of the President and Vice
President for Academic Affairs (1980-1982)

Wrote and designed the comprehensive planning and needs assessment process that was used to launch the University-wide strategic planning effort in 1982; served as liaison with the regional accrediting board for the 10-year evaluation of the institution; wrote external and internal reports on teaching, research, and service activities at the University for all institutional constituencies and the state coordinating commission.

In addition administered an internal teaching improvement foundation that provided funding for faculty, staff, and students to pursue innovative teaching and learning projects.

Birmingham-Southern College
Birmingham, Alabama

Executive Assistant to the President (1978-1980)
Project Director, FIPSE Grant (1977-78)

As Executive Assistant, worked with the President in every level of institutional administration and management and served as a primary liaison to Board of Trustees, the Birmingham community, and students and faculty. Accomplishments included: awarded \$800,000 in grants in a three-year period; developed of the College's first comprehensive long-range planning effort; re-designed and directed of the Kellogg Executive-in-Residence program; and created the first institutional student service organization. As Grant Director, integrated the use of individualized learning contracts into the academic study; and coordinated a career exploration and internship program for traditional-age students and adult learners.

Spring Hill College
Mobile, Alabama

Director of Institutional Research (1976-1977)

Directed the college's first management information system, which included information on students, faculty, courses, space, and finances. Assisted in the administration of college-wide faculty development program.

University of Alabama in Birmingham
Birmingham, Alabama

Research Associate/Information Analyst
Institutional Studies and Services (1973-1976)

Prepared program cost analyses, student outcome assessments, credit hour production reports, and faculty productivity reports for the University, state and federal governments; developed and researched the first University Fact Book that included the University's enrollment trends and a range of other data.

Teaching Experience

- Adjunct Professor, University of Virginia, School of Architecture, Spring 2009
- Adjunct Professor, Antioch University, McGregor. Masters courses in organizational and community change, 2004-2007
- Jepson Fellow and Visiting Professor, University of Richmond, Jepson School of Leadership (1996-present). Upper-level courses in nonprofit management, community development, and organizational change.
- Guest Lecturer, Teacher's College, Columbia University; University of Richmond; Miami University; James Madison University; and Duke University.
- Graduate Course in Higher Education Finance (team), College of Education, The University of Alabama.

Education

- Ph.D., The University of Alabama, 1982
Dissertation: *Education Programs in Industry: Case Studies – IBM and Rust International*
- M.A., University of Alabama in Birmingham, 1977
Masters Thesis: *An Analysis of the Desirable Components of Doctoral Programs in Educational Leadership*
- B.A., The University of Alabama, Certificate in Regional and Urban Planning, 1973

Honors

- Fellow, Center for Organizational and Technological Development.
Virginia Tech (2006-2009)
- Content of Our Character Award, Duke University, 2002
- Johnson Foundation Scholar, Racine, WI, April 1996.
- James Madison University Visiting Scholar, 1992
- Virginia Center for the Humanities and Public Policy Research Fellowship, 1991

- Outstanding Service Award, American Association of University Students, 1988
- White House Fellow National Finalist, 1987
- Rotary International Fellow Finalist, 1980
- Omicron Delta Epsilon (Economics Honorary)
- Phi Sigma Alpha (Political Science Honorary)

Professional/Community Activities

- Board of Trustees, Kettering Foundation, Dayton, OH (Executive Committee)
- Board of Trustees, Paul J. Aicher Foundation, Pomfret, CT (1998-2007)
- Board, Piedmont Virginia Community College, Vice Chair
- Advisory Board, Hart Leadership Program, Duke University
- Advisory Board, LBJ School of Public Affairs, University of Texas
- Advisory Board, Center for the Constitution, James Madison's Montpelier
- Advisory Board, LEAD Virginia
- National Board of Directors, Campfire, Inc., Kansas City, Missouri (1991-1995)
- Vestry, Emmanuel Episcopal Church (2006-2009)
- United Way, Smart Beginnings Leadership Council (2007-present)

Selected Publications

Books, Monographs, and Book Chapters

Smart Communities: How Citizens and Local Leaders Can Use Strategic Thinking to Build a Brighter Future. San Francisco, CA: Jossey-Bass, 2004.

Renewing Our Civic Capacity: Preparing College Students for Citizenship and Service. ASHE-ERIC Higher Education Report 8, 1989. Washington, DC: The George Washington University Press.

Employee Education Programs: Implications for Higher Education. ASHE-ERIC Higher Education Report 7, 1989. Washington, DC: The George Washington University Press.

“Ward Republics; The Wisest Invention for Self-Government.” In James Gilreath (ed.) *Thomas Jefferson and the Education of the Citizen.* Washington, DC: Library of Congress, 1999.

“Five Building Blocks for Successful Communities. In *The Community of the Future.* San Francisco, CA: Jossey-Bass, 1997.

Building Collaborative Communities. Pew Partnership for Civic Change: University of Richmond, 1996.

Selected Journal Articles and Trade Publications

Op-Ed with Darcy Oman. "A Civic Stimulus: Leaving a Legacy of Solutions." *Richmond Times-Dispatch*, March 8, 2009.

"Realizing Your Mission." *Journal for Continuing Higher Education*. Spring 2008.

"U. S. Civic Leadership at the Crossroads: Time for a Revolution?" In Nancy S. Huber and Michael Harvey (eds.) *Leadership at the Crossroads*, International Leadership Association Series, 2006.

"Community Development and Poverty Alleviation: Panel Presentation." *Employee Rights and Employment Journal*, Vol. 10, Number 1, 2006.

"Regrouping, Rethinking, and Redirecting Energies around Higher Education for the Public Good: A Keynote Address." *Taking Responsibility: A Call for Higher Education's Engagement in a Society of Complex Global Challenges*. National Forum on Higher Education for the Public Good, University of Michigan, 2006.

"Making Our Communities Smart." *The Column*. Virginia Institute of Government, Spring 2005.

"How Communities Come Together to Solve Problems." *Connections*. Kettering Foundation, Winter 2005.

"Practicing Democracy: How Communities Come Together to Solve Problems." *National Civic Review*. Volume 93, Number 2, Summer 2004.

"Developing Civic Leaders." *About Campus: Enhancing the Student Learning Experience*, San Francisco: Jossey-Bass/American College Personnel Association, Spring 1998.

"Plaza or Pyramid? Metaphors for Leadership." *Wingspread Journal*. Vol. 19, No. 4, 1997.

"Supporting Civic Change to Improve Results for Children and Families." *Georgia Academy Journal*. Vol. V, No. 2, Fall 1997.

"Changing Communities: What Works." *The National Voter*, Vol. 47, No. 1. September/October 1997.

"Reweaving the Fabric of Democracy." YES! *A Journal of Positive Futures*. Fall 1996.

Thinking About the Future: Leadership for Organizations, Communities, and Nations in the 21st Century. Newsletter of National Clearinghouse of Leadership Programs. Fall 1995.

“...And All for One.” *The National Voter*. Vol. 45, No. 1. September/October 1995.

“Making our Way Toward Citizenship.” In *Ready for the Real World*. William C. Hartell et al. (eds.) Belmont, California: Wadsworth Publishing Company, 1994.

“Educating Leaders for the Responsibilities of a Civil Society.” *The Journal of Leadership Studies*, Vol. 1, No. 3, 1994.

“The Practice of Citizenship: Learning by Doing.” *The Social Studies*, Vol. 84, No. 4 July/August 1993.

“Building New Arenas for Civic Renewal: Smaller American Cities.” *National Civic Review*. Spring 1993.

“Citizenship in the New Millennium.” *Virginia Social Science Journal*. Vol. 28. Winter 1993.

Executive Editor, *Politics for the 21st Century: What Should be Done on Campus?* Dayton, Ohio: Kettering Foundation, 1992.

“Making Leadership Personal and Universal,” *Innovative Higher Education*. Vol. 17, No. 1. Fall 1992.

“Putting People Back in Politics,” *National Forum*, Vol. LXXII, No. 4. Fall 1992.

Guest Editor, “Leadership for the New Millennium.” *National Forum*, Winter 1991.

“Developing a Capacity for Civic Judgment,” in *Combining Service-Learning: A Resource Book for Community and Public Service*, National Society for Internships and Experiential Education, 1990, pp. 225-233.

“The Role of Colleges and Universities in Developing a New Brand of Public Leader,” in *National Civic Review*, November/December, 1989.

Editor, Public Leadership Education Series. Dayton Ohio: Kettering Foundation. *Preparing College Students for Their Civic Roles*, 1989. *Learning about Civic Life*, 1990. *Skills for Democratic Citizenship*, 1990. *Building Civic Communities*, 1992.

Selected Presentations

Keynote, Community Assets Conference, Jessie Ball Dupont Fund, October 2008

Smart Communities Seminar, Indiana Leadership Association, August 2008

Presenter, “Leading Through Engagement.” Engagement Academy, Virginia Tech, June 2008

Seminar Leader, “Liberal Arts as Civic Arts,” Arts and Sciences Faculty Series, James Madison University, May 2008.

Keynote, The Greater Kanawha Valley, WV Foundation Annual Meeting, May 2008

Keynote, Kansas Health Foundation Grantee Forum, April 2008.

Keynote, Leadership Metro Richmond Annual Luncheon, April 2008

Keynote, Johnson County, IA United Way Annual Luncheon, April 2008.

Keynote, South Carolina Council of Regional Governments, November 2007.

Keynote, Association of Continuing Higher Education, October 2008.

Keynote Panel, “Education Pays.” The College Board, Washington, DC, September 2007.

Keynote, Tacoma Education Summit, May 2007.

Keynote, “Creating Smarter Communities.” Scottish Council for Development and Industry, St. Andrews, March 2007.

Keynote, “Collaborative Communities.” Canadian Government Forum on Communities, Ottawa, February 2007.

Keynote, “Building A World Class Community.” Economic Forum, Grand Rapids, MI, February 2007.

Keynote, 25th Anniversary of HUD CDBG Program, Washington, DC, January 2007.

Keynote, Leadership Knoxville Leadership Forum, January 2007.

Keynote, Federal Home Loan Bank National Conference, Washington, DC, November 2006.

Keynote, Virginia Community College System Annual Meeting, Williamsburg, VA, August 2006.

Keynote, “Leaders as Champions.” LEAD Virginia, Williamsburg, VA, April 2006.

Keynote, “A Smarter Jacksonville for Children.” Children’s Commission/Jacksonville Community Foundation, February 2006.

Keynote, “Making Communities Smarter.” North Carolina Main Streets Conference, January 2006.

Keynote, “Best and Getting Better.” America’s Promise 100 Best Communities for Young People, Washington, DC, November 2005.

Keynote, “Strengths United: Universities and Communities Working Together.” Outreach Scholarship Conference, Athens, GA, October 2005.

Keynote, “Leaders as Champions.” Community Leadership Association, Atlanta, GA, May 2005.

Keynote, “Changing the Odds for Success: Communities and Universities Working Together.” Global Issue Lecture Series, Mansfield University, March 2005.

Keynote, “Smart Communities: What it Takes.” National Association of Community Development Extension Professionals, Las Vegas, NV, February 2005.

Keynote, “Steering The Ship: Creating a Place for Civic Engagement in the Academy.” 31st Annual Maryland Student Affairs Conference, February 2005.

Keynote, “Making Our Communities Successful.” Connecticut Health Foundation Grantees Meeting, New Haven, CT, November 2004.

Keynote, “Common Ethics: The Global Challenge for Leaders and Citizens.” International Conference on Global Ethics, Kennesaw State University, October 2004.

Keynote, “Smart Community Strategies.” Tri-State Regional Economic Development Conference, Johnson City, TN, October 2004.

Keynote, “Making All Communities Smart.” Louisiana Association of Nonprofits Annual Meeting, Baton Rouge, LA, October 2004.

Keynote, “What Will it Take: Making All Communities Successful.” Avera Rural Health Institute, Sioux Falls, SD, October 2004.

Keynote panel “Civic Engagement and the Arts.” National Association of State Arts Agencies, Charleston, SC, December 2003.

Keynote, “Smart Communities.” Winston-Salem Community Foundation Annual Meeting, 2003.

Keynote, “What Will It Take: Making Communities Successful.” Kansas Health Foundation Recognition Conference, April 2003.

Keynote “Changing Our Future: Our Hope for Advancement.” American Association of Family and Consumer Sciences Annual Conference, Washington, DC, May 2000.

Keynote Panel, “The Muddle of Civic Engagement.” National Academy of Public Administration, April 2000.