VITA

Robert D. Herman

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University of Missouri- Kansas City
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EDUCATION:

Bachelor of Arts, 1968, Economics, Kansas State University;
Master of Science, 1971, Organizational Behavior, Cornell University;
Ph.D., 1976, Organizational Behavior, Cornell University

ACADEMIC POSITIONS:

September 1988 - present
Professor of Organizational Behavior
Department of Public Affairs
Bloch School of Business and Public Administration
University of Missouri - Kansas City

August 1977 - September 1988
Associate Professor of Organizational Behavior
L.P. Cookingham Institute of Public Affairs
School of Business and Public Administration
University of Missouri-Kansas City

September 1972-July 1977
Assistant Professor of Organizational Behavior
School of Administration
University of Missouri-Kansas City

AWARDS:

Peter F. Drucker Prize for best scholarly article in Nonprofit Management & Leadership, 1996.
UMKC Trustees' Faculty Fellow (selected 1999)
N.T. Veatch Award for Distinguish Research (1999)
Elmer F. Pierson Outstanding Teaching Award (1999)

PROFESSIONAL AFFILIATIONS:

American Society for Public Administration
Association for Research on Nonprofit Organizations and Voluntary Action

PUBLICATIONS:

"Anti-Poverty Policies and Evaluation: A Critique of the Pluralist Conception of Politics and Evaluation," Journal of Sociology and Social Welfare, Vol. II, No. 2, (1974).

"Philosophy, Sociology and the Theory of Social Welfare: A Conceptual Starting Point," Journal of Sociology and Social Welfare, Vol. III, No. 4, (1976).

"Voluntary Organization Participation and Personality Change in the Poor: A Longitudinal Study," Journal of Voluntary Action Research, Vol. 5, No. 2, (1976).

"A Social Welfare Approach to the Value Issue in Social Problems Theory," Humanity and Society, Vol. 2, No. 3, (1978).

"Review Essay," Humanity and Society, Vol. 3, No. 4, (1979).

"Measuring City Agency Responsiveness: The Citizen-Surrogate Method," Urban Data Service Reports, Vol. 13, No. 5 (Washington, D.C.: International City Management Association, May 1981). With N. Peroff.

"Social Action Organization Participation and Personal Change in the Poor: Part I," Journal of Sociology and Social Welfare, Vol. IX, No. 4, (1982).

"Public Management and the Third Sector: Neighborhood Organizations and Citizens' Groups," in W.B. Eddy (ed.), Handbook on Organization Management, New York: Marcel Dekker, 1983. With N. Peroff.

"Social Action Organization Participation and Personal Change in the Poor: Part II," Journal of Sociology and Social Welfare, Vol. X, No. 3, (1983).

"Board-Staff Relations and Perceived Effectiveness in Nonprofit Organizations," Journal of Voluntary Action Research, Vol. 14, No. 4, (1985). With F. Peter Tulipana.

"Board Functions and Board-Staff Relations in Nonprofit Organizations: An Introduction to the Special Issue," Journal of Voluntary Action Research, Vol. 14, No. 4, (1985). 14, No. 4, (1985).

"Turnover Among Nonprofit Chief Executives: An Initial Investigation of Self-Reported Causes and Consequences," Journal of Voluntary Action Research Vol. 15, No. 3 (1986). With J. Issa.

Politics, Public Policy and the Voluntary Sector. (Proceedings of the Fifteenth Annual Meeting of the Association of Voluntary Action Scholars, October 14-16, 1987), Kansas City, Missouri. Editor.

"Gender and the Attributions of Chief Executive Responsibility for Successful and Unsuccessful Organizational Outcomes," Sex Roles Vol. 18, Nos. 9 and 10 (1988). With R. Heimovics.

Nonprofit Boards of Directors: Analyses and Applications. New Brunswick, NJ: Transaction, 1989. Editor, with J. Van Til.

Concluding Thoughts on Closing the Board Gap," in Herman and Van Til (eds.), Nonprofit Boards of Directors: Analyses and Applications. New Brunswick, NJ, 1989.

"Critical Events in the Management of Nonprofit Organizations," Nonprofit and Voluntary Sector Quarterly, Vol. 18, No. 2 (1989). With R. Heimovics.

Guest Editor of Nonprofit and Voluntary Sector Quarterly, Vol. 18, No. 4 (1989).

"The Salient Management Skills: A Conceptual Framework for a Curriculum for Managers of Nonprofit Organizations," American Review of Public Administration, Vol. 19, No. 4 (1989). With R. Heimovics.

"The Responsibility for Critical Events in Nonprofit Organizations," Nonprofit and Voluntary Sector Quarterly, Vol. 19, No. 1 (1990). With R. Heimovics.

"The Board's Crucial Role in Fund-Raising." In J. Van Til (ed.), Critical Issues in American Philanthropy. San Francisco: Jossey-Bass, 1990. With S. Block.

"Methodological Issues in Studying Effectiveness of Non-Governmental/Non-Profit Organizations," Nonprofit and Voluntary Sector Quarterly, Vol. 19, No. 3 (1990).

"An Investigation of Leadership Skill Differences in Chief Executives of Nonprofit Organizations," American Review of Public Administration, Vol. 20, No. 2 (1990). With R. Heimovics.

Executive Leadership in Nonprofit Organizations. San Francisco, Cal: Jossey-Bass, 1991. With R. Heimovics.

"The Effective Nonprofit Executive: Leader of the Board," Nonprofit Management and Leadership, Vol. 1, No. 2 (1991). With R. Heimovics.

"Nonprofit Organization Effectiveness: At What, For Whom, According to Whom?" Nonprofit and Voluntary Sector Quarterly, Vol. 21, No. 4 (1992).

"Executive Leadership and Resource Dependence in Nonprofit Organizations: A Frame Analysis," Public Administration Review, Vol. 53, No. 5 (1993). With R. Heimovics and C. Coughlin.

"Taking Trusteeship Variably, Or Why Are There So Many Kinds of Nonprofit Boards?" in Richard C. Turner (ed.), Taking Trusteeship Seriously, Bloomington, Ind.: Indiana University Press, 1994.

Jossey-Bass Handbook of Nonprofit Leadership and Management. San Francisco, Cal: Jossey-Bass, 1994. Editor.

"A Cross-National Study of a Method for Researching Non-Profit Organisational Effectiveness," Voluntas, Vol. 5, No. 1 (1994). With R. Heimovics.

"The Political Dimension of Effective Nonprofit Executive Leadership," Nonprofit Management and Leadership, Vol. 5, No. 3 (1995). With R. Heimovics and C. Jurkiewicz (article selected for Peter F. Drucker prize as best scholarly article in vol. 5 of Nonprofit Management and Leadership).

"Researching Non-Profit Organisational Effectiveness: Whose Criteria? A Rejoinder to Osborne and Tricker," Voluntas, Vol. 6, No. 3 (1995). With R. Heimovics.

"Board Practices and Board Effectiveness in Local Nonprofit Organizations," Nonprofit Management and Leadership, Vol. 7, No. 4 (1997). With D. Renz and R. Heimovics.

"Multiple Constituencies and the Social Construction of Nonprofit Organization Effectiveness," Nonprofit and Voluntary Sector Quarterly, Vol. 26, No. 2 (1997). With D. Renz. **Reprinted** in J. Steven Ott (ed.), Understanding Nonprofit Organizations, Boulder, Col.: Westview Press, 2001, pp. 366-374.

"Nonprofit Organizational Effectiveness: Contrasts between Especially Effective and Less Effective Organizations," Nonprofit Management and Leadership, Vol. 9, No. 1 (1998). With D. Renz.

"Effective Ministerial Leadership," Nonprofit Management and Leadership, Vol. 9, No. 3 (1999). With D. M. Butler.

"Theses on Nonprofit Organizational Effectiveness," Nonprofit and Voluntary Sector Quarterly, Vol. 28, No. 2 (1999). With D. Renz.

"Board Practices of Especially Effective and Less Effective Local Nonprofit Organizations," American Review of Public Administration, Vol. 30, No. 2 (2000). With D. Renz.

"Donor Reactions to Commercial Activities of Nonprofit Organizations: An American Case Study," Voluntas, vol. 12, No. 2 (2001). With D. Rendina.

Guest Editor (with D. Renz) of vol. 12, no. 4 (Summer 2002) issue of Nonprofit Management & Leadership, which includes only articles selected from papers presented at our 2000 conference on nonprofit boards.

"Readers' Perceptions of Philanthropy and Nonprofit Management Journals," American Review of Public Administration, Vol., 34, No. 3 (2004). With J. L. Brudney.

Jossey-Bass Handbook of Nonprofit Leadership and Management, (2nd ed.). San Francisco, Cal: Jossey-Bass, 2004, Editor.

"Doing Things Right: Effectiveness in Local Nonprofit Organizations, A Panel Study," Public Administration Review, Vol. 64, No. 6 (2004). With D. Renz.

"Board Members of Nonprofit Organizations as Volunteers," in Jeffrey L. Brudney (ed.), Emerging Areas of Volunteering, ARNOVA Occasional Paper Series, vol. 1, no. 2, (2005).

"The Teaching of Nonprofit Governance and Executive Leadership," in Dwight F. Burlingame and David C. Hammack (eds.), Education for A Civil Society, Indianapolis, IN: Center on Philanthropy at Indiana University, (2005). With D. Renz

"Nonprofit Management Alumni Knowledge, Skills and Career Satisfaction in Relation to NACC Curricular Guidelines: The Case of One University's MPA Alumni," Nonprofit and Voluntary Sector Quarterly, Supplement to Vol. 36, No. 4 (2007). With D. Renz.

"Regulation in the Nonprofit Sector," in Janice G. Pettey (ed.), Ethical Fundraising: A Guide for Nonprofit Boards and Fundraisers, Hoboken, NJ: Wiley, (2008).

"Advancing Nonprofit Organizational Effectiveness Research and Theory: Nine Theses," Nonprofit Management and Leadership, Vol. 18, No. 4 (2008). With D. Renz.

PRESENTATIONS AT ACADEMIC MEETINGS:

"Anti-Poverty Policies: The Functions and Varieties of Evaluation" at the annual meeting of the Society for the Study of Social Problems, August 24, 1974.

"Behaviorism and Voluntarism: A Humanistic Perspective" presented at the annual meeting of the Association of Voluntary Scholars, September 24, 1974.

"Philosophy, Sociology and Social Welfare: Some Issues, Problems and Possibilities" presented at the annual meeting of the Society for the Study of Social Problems, August 24, 1975.

"A Study of the Extent and Determinants of Professional Interaction between Urban Planners and Urban Administrators" presented at the annual meeting of the Western Social Science Association, April 21, 1977. Co-authored with N.C. Peroff.

"Urban Administration and Urban Planning: A Survey Investigation of Professional Cooperation" presented at the University of Missouri-Kansas City and University of Kansas Conference "The Convergence of Urban Planning and Urban Administration," May 5, 1977. Co-authored with N.C. Peroff.

"Planners in the Neighborhood: Community Development in Kansas City, Kansas" presented at the annual conference of the American Institute of Planners, September 29, 1978. Co-authored with N.C. Peroff.

"Class Consciousness and Workplace Democracy" presented at the annual meeting of Association for Humanist Sociology, October 27, 1979.

"Toward Humanist Social Theory: A Personal Agenda," presented at the annual meeting of the Association for Humanist Sociology, October 11, 1980.

"Developing and Implementing an MPA Specialization in Third Sector Management: Who Should Be Taught What and How?" presented at and published in the Proceedings: Fifth National Conference on Teaching Public Administration, May 6-8, 1982.

"Creating a Theory of Public Administration: For Whom, To Do What?" presented at the annual conference of the American Society for Public Administration, April 16-19, 1983.

"Board-Staff Relations and Perceived Effectiveness in Nonprofit Organizations" presented at Conference on Nonprofit Leadership and Management, sponsored by Association of Voluntary Action Scholars and Lincoln Filene Center, November 3-4, 1983.

"Why Is There a Third Sector? Bringing Politics Back In," presented at conference on

Research on Volunteerism and Nonprofit Organizations, September 24-26, 1984.

"Turnover Among Nonprofit Chief Executives: An Initial Investigation of Self-Reported Causes and Consequences," presented at meeting of the Association of Voluntary Action Scholars, Oct. 6-9, 1985, with J. Issa.

"Characteristics of the Higher Performing Managers in Not-for-Profit Organizations," presented at March 13-14, 1986 Independent Sector Spring Research Forum and published in Working Papers, with R. Heimovics.

"Critical Events in the Management of Nonprofit Organizations," presented at the meeting of the Association of Voluntary Action Scholars, Oct. 2-4, 1986, with R. Heimovics.

"Effective Managers of Nonprofit Organizations," presented at March 19-20, 1987 Independent Sector Spring Research Forum and published in Working Papers, with R. Heimovics.

"Program Collaboration between Not-for-Profit Agencies," presented at the meeting of the Association of Voluntary Action Scholars, October 14-16, 1987, with E. Gelles and K. Cummings.

"The Nonprofit Management Curriculum in Public Administration Education," presented at the National Conference on Teaching Public Administration, March 24-25, 1988, Atlanta.

"Nonprofit Chief Executives and Boards: Leadership and Responsibility," presented at seminar of Yale University's Program on Nonprofit Organizations, April 14, 1988, New Haven, Connecticut.

"Cutting Edge Issues in Philanthropy: Board and Staff Roles and Relationships in Fundraising," presented at Indiana University Symposium on Philanthropy, June 9, 1988, Indianapolis, Indiana.

"Gender and Nonprofit Chief Executives' Salaries: A Regression Analysis," presented at the 1988 annual meeting of the Association of Voluntary Action Scholars, Oct. 19-21, 1988, Chevy Chase, Maryland. With R. Heimovics.

"The Responsibility for Critical Events in Nonprofit Organizations," presented at the 1988 annual meeting of the Association of Voluntary Action Scholars, Oct. 19-21, 1988, Chevy Chase, Maryland. With R. Heimovics.

"The Salient Management Skills: A Conceptual Framework for a Curriculum for Managers in Nonprofit Organizations," keynote paper for Clarion Conference, Harvard University, February 24-25, 1989. With R. Heimovics.

"Nonprofit Chief Executives' Careers and Work," presented March 10-11, 1989, at the Independent Sector Spring Research Forum and published in Working Papers. With R. Heimovics.

"Methodological Issues in Studying Effectiveness of Non-Governmental/ Nonprofit Organizations," presented at the Conference on Voluntarism, Non-Governmental Organizations and Public Policy, May 22-24, 1989, Jerusalem, Israel.

"An Evaluation of a City-Neighborhood Organization Coproduction Project," presented at the 1989 annual meeting of the Association of Voluntary Action Scholars, September 27-29, 1989, Seattle.

"The Roles and Skills of Nonprofit Chief Executives," presented at the York University conference on Managing Voluntary Organizations, October 18-20, 1989, Toronto and published in Managing Voluntary Organizations: An Agenda for the Future, Mel S. Moyer (ed.). With R. Heimovics.

"Characteristics and Expectations of Effective Nonprofit Chief Executives," presented at the 1990 annual meeting of the Association of Voluntary Action Scholars, July 16-18, 1990, London.

"Nonprofit Executives' Career Paths: An Exploratory Study," presented March 14-15, 1991 at Independent Sector Spring Research Forum and published in Working Papers. With E. Weaver.

"Researching Nonprofit Organization Effectiveness: Problems and Prospects," presented March 14-15, 1991 at Independent Sector Spring Research Forum and published in Working Papers. With E. Weaver.

"Judgments of Nonprofit Organization Effectiveness," presented at the annual meeting of the Association for Research on Nonprofit Organizations and Voluntary Action, October 3 - 5, 1991, Chicago. With E. Weaver and R. Heimovics.

"Voluntary Organization Effectiveness: Evidence from Social Judgment Studies in Britain and the U.S.," presented at the annual meeting of the Association for Research on Nonprofit Organizations and Voluntary Action, Oct. 30 - Nov. 1, 1992, New Haven, Conn. With R. Heimovics.

"Taking Trusteeship Variably or Why Are There So Many Kinds of Nonprofit Boards?" presented at the Indiana University Center on Philanthropy Symposium, Nov. 16-17, 1992, Indianapolis, Indiana.

"Voluntary Organizations and Democratic Government: Implications for a Normative Theory of Governance at Their Boundary," presented at the annual meeting of the International Institute of Administrative Sciences, the XXII International Congress of Administrative Sciences, Vienna, Austria, July 13 -17, 1992.

"The Social Construction of Nonprofit Organization Effectiveness: An Interim Research Report," presented at the annual meeting of the Association for Research on Nonprofit Organizations and Voluntary Action, Oct. 28-30, 1993, Toronto, Canada. With R. Heimovics.

"Nonprofit Executive Effectiveness and a Political Orientation: Understanding Differences in Espoused Theories and Theories-In-Use," paper presented at the annual meeting of the Association for Research on Nonprofit Organizations and Voluntary Action, Oct. 28-30, 1993, Toronto, Canada. With R. Heimovics and C. Coughlin.

"Variability in Practices and Effectiveness of Nonprofit Boards: Some Preliminary Evidence," paper presented at the annual meeting of the Association for Research on Nonprofit Organizations and Voluntary Action, Oct. 20-22, 1994, Berkeley, Cal. With D. Renz and R. Heimovics.

"Nonprofit Organizational Effectiveness: The Relationship between Stakeholder Judgments and 'Objective' Indicators," paper presented at annual meeting of the Association for Research on Nonprofit Organizations and Voluntary Action, Nov. 2-4, 1995, Cleveland, Oh. With D. Renz.

"Alumni Evaluation of an MPA Nonprofit Management Specialization," paper presented at the Nonprofit Management Education 1996: A U.S. and World Perspective conference, March 14-16, 1996, Berkeley, Cal. With D. Renz.

"The Social Construction of Voluntary Nonprofit Organisation Effectiveness: Differences between More and Less Consistently Judged Organisations," presented at the International Research Symposium on Public Services Management, March 25-26. 1996, Birmingham, U.K. With D. Renz.

"Nonprofit Organizational Effectiveness: Contrasts between Especially Effective and Ineffective Organizations," paper presented at the annual meeting of the Association for Research on Nonprofit Organizations and Voluntary Action, Nov., 7-9, 1996, New York City. With D. Renz

"Board Practices of Especially Effective and Less Effective Local Nonprofit Organizations," paper presented at the annual meeting of the Association for Research on Nonprofit Organizations and Voluntary Action, Dec. 4-6, 1997, Indianapolis, Ind. With D. Renz.

“Theses on Nonprofit Organization Effectiveness,” paper presented at the bi-annual conference of the International Society for Third Sector Research, July 8-11, 1998, Geneva, Switzerland. With D. Renz.

“Differences and Similarities in Boards of Directors of Different Types of Nonprofit Organizations,” paper presented at the annual meeting of the Association for Research on Nonprofit Organizations and Voluntary Action, Nov. 5-8, 1998, Seattle, Washington. With D. Renz.

"The Future of Nonprofit Organizational Effectiveness Research: More of the Same of Is There Hope for Progress?" paper presented at the annual meeting of the Association for Research on Nonprofit Organizations and Voluntary Action, Nov. 4-6, 1999 Arlington, Virginia. With D. Renz

"Research on Nonprofit Organizational Governance: Some Achievements and Challenges," contributed at the Innovation, Change and Continuity in Nonprofit Organization Governance conference, Kansas City, Mo., April 6-7, 2000. With D. Renz.

"Love and Money: A Study of Donor Reactions to Commercial Activities of Nonprofit Organizations," paper presented at the bi-annual meeting of International Society for Third Sector Research, Dublin, Ireland, July 5-8, 2000. With D. Rendina.

"Changes in Board Practices and Board Effectiveness in Local Nonprofit Organizations: A Panel Study," paper presented at the annual meeting of the Association for Research on Nonprofit Organizations and Voluntary Action, New Orleans, LA, Nov. 17, 2000. With D. Renz.

"Changes in 'Correct Management Practices' and Organizational Effectiveness in Local Nonprofit Organizations: A Panel Study and More," paper presented at the annual meeting of the Association for Research on Nonprofit Organizations and Voluntary Action, Miami, FL, Nov. 29, 2001. With D. Renz.

“More Theses on Nonprofit Effectiveness,” plenary session at Nonprofit Organizational Effectiveness and Performance conference, Kansas City, MO, April 18-19, 2002. With D. Renz.

“Nonprofit Organizational Effectiveness: Doing Things Right Is Not Enough,” paper presented at bi-annual meeting of International Society for Third Sector Research, Cape Town, South Africa, July 7-10, 2002. With D. Renz.

“Effectiveness in Commercial and Donative Nonprofit Organizations,” paper presented the annual meeting of the Association for Research on Nonprofit Organizations and

Voluntary Action, Montreal, Nov.15, 2002. With D. Renz.

"A Longitudinal Study of Events Deemed Critical by the Chief Executive Officers of Nonprofit Organizations," paper presented at the annual meeting of the Association for Research on Nonprofit Organizations and Voluntary Action, Montreal, Nov.14, 2002. With R. Heimovics.

Presented an invited keynote address on nonprofit organizational governance and participated in sessions at "A Crisis of Confidence: Global Corporate Governance in the 21st Century," sponsored by Brown University, Sept. 19-20, 2003, Providence, Rhode Island.

"Knowing Stakeholder Expectations and Effectiveness in Nonprofit Organizations," paper presented at the annual meeting of the Association for Research on Nonprofit Organizations and Voluntary Action, Denver, Nov. 21, 2003. With D. Renz.

"More Theses on Nonprofit Organizational Effectiveness: Results and Conclusions from a Panel Study," paper presented at the bi-annual meeting of the International Society for Third Sector Research, July 11-14, 2004. With D. Renz.

"The Teaching of Nonprofit Governance and Executive Leadership," presentation at Education for Civil Society conference, Indianapolis, Oct. 31- Nov. 2, 2004, sponsored by the Center on Philanthropy at Indiana University. With D. Renz.

"Investigating the Relation between Financial Outcomes, Good Management Practices and Stakeholder Judgments of Effectiveness in Nonprofit Organizations," paper presented at the annual meeting of the Association for Research on Nonprofit Organizations and Voluntary Action, Los Angeles, Nov. 18-20, 2004. With D. Renz.

"Regulation in the Nonprofit Sector: Symbolic Politics and the Social Construction of Accountability," invited paper presented at the Association of Fundraising Professionals 2005 Think Tank on Promoting Ethics as a Guiding Force in Philanthropic Fundraising, Sept. 7-8, 2005, Washington, DC.

"Board Prestige and Revenue Change in Nonprofit Organizations: Evidence from a Panel Study," paper presented at the annual meeting of the Association for Research on Nonprofit Organizations and Voluntary Action, Washington, DC, Nov. 17-19, 2005. With D. Renz.

"Nonprofit Management Alumni Knowledge, Skills and Career Satisfaction in Relation to NACC Curricular Guidelines: The Case of UMKC MPA Alumni," paper presented at Benchmark 3, 2006 Conference on Nonprofit and Philanthropic Studies, Tempe, AZ, March 16-19, 2006. With D. Renz and C. Kelly.

“Research and Practice Hypotheses for Emerging Challenges in Nonprofit Governance and Leadership,” paper prepared for panel presentation at Benchmark 3, 2006 Conference on Nonprofit and Philanthropic Studies, Tempe, AZ, March 16-19, 2006. With R. Heimovics, G. Baker, and D. Renz.

“Nonprofit Management Alumni Formal and Experiential Learning in Relation to Career Satisfaction,” paper presented at the annual meeting of the Association for Research on Nonprofit Organizations and Voluntary Action, Chicago, Nov. 16-18, 2006. With D. Renz.

“Nonprofit Management Program Alumni Career Positions and Satisfaction: Results from One University Program,” paper presented at the annual meeting of the Association for Research on Nonprofit Organizations and Voluntary Action, Atlanta, Nov. 15-17, 2007. With D. Renz.

RESEARCH GRANT AND CONTRACT PROJECTS:

U.S. Office of Education, U.S. Department of Health, Education and Welfare through Title IX of the 1965 Higher Education Act in support of curriculum development, "Professional Interaction and Cooperation between Urban Planners and Urban Administrators," 1976-1977. Co-director with N. Peroff.

Kettering Foundation, "Capacity Development for Local Government Officials," 1977, team member.

U.S. Office of Education, U.S. Department of Health, Education and Welfare through Title IX of the 1965 Higher Education Act in support of curriculum development, "Neighborhood Organization and Urban Administration," 1977-1978. Co-director with N. Peroff.

City of Kansas City, Missouri - "Study of City Agency Responsiveness to Citizen-Initiated Inquiries," 1979. Co-director with N. Peroff.

"Westport Neighborhood Leadership Training Program," Title IX, 1980, team member.

Urban Institute, "Maintenance Reserve Housing Loan Rehabilitation Program Evaluation," 1980, team member.

University of Missouri-Kansas City Research Council for "Neighborhood Capacity Assessment," 1983. Director.

City of Kansas City, Missouri for evaluation research on the "Partnership for Neighborhood Service Delivery," funded, in part, by a grant from the U.S. Department of Housing and Urban Development, 1983. Director.

University of Missouri, Weldon Springs Endowment for "An Assessment of Salient Management Skills of Not-for-Profit Managers," 1985-86. Co-director with R. Heimovics.

American Heart Association, "Executive Competencies Analysis," 1987. Co-director with R. Heimovics.

Kauffman Foundation, "Evaluation of Urban Partners Program," 1992. Co-investigator with R. Heimovics.

Nonprofit Sector Research Fund (Aspen Institute), "Board Practices, Board Effectiveness and Organizational Effectiveness in Local Nonprofit Organizations," 1993. Co-investigator with R. Heimovics.

Nonprofit Sector Research Fund (Aspen Institute), “Panel Study of Board Practices, Board Effectiveness and Organizational Effectiveness in Local Nonprofit Organizations,” 1999. Co-investigator with D. Renz.

COMMUNITY-RELATED AND PROFESSIONAL SERVICE:

Selected highlights -

Planner, organizer and faculty member at the 1985 Ploughshare Conference, a continuing education program for chief executives of Kansas City area nonprofit organizations, June 4-7, 1985.

Planner-organizer and faculty member at the 1986 Ploughshare II Conference, a continuing education program for chief executives of Kansas City area nonprofit organizations, Oct. 28-31, 1986.

Planner-organizer and faculty member at the 1988 Ploughshare III Conference, a continuing education program for chief executives of Kansas City area nonprofit organizations, October 26-28, 1988.

Organizer and faculty member in the 1990 Executive Seminar in Nonprofit Management, a continuing education program for senior managers of Kansas City area nonprofit organizations.

Organizer and faculty member in the 1991 Executive Seminar in Nonprofit Management, a

continuing education program for senior manager of Kansas City area nonprofit organizations.

Initiated a series of annual fund raising workshops and seminars, sponsored by the Midwest Center for Nonprofit Leadership.
Presented a session on nonprofit managerial competencies at the 1996 national conference f the Nonprofit Management Association in Kansas City.

Presented a session on nonprofit organization effectiveness at the 1997 National Society of Fund Raising Executives international conference in Dallas.

Participate in developing a "National Agenda for Applied Research on Nonprofit Management and Leadership," a project conducted by the Applied Research and Development Institute, located in Denver.

Served as outside program review consultant for the Master's degree program in nonprofit administration at the University of San Francisco, 1996.

Served (1995-2000) as process evaluation consultant for the "Strengthening the Nonprofit Sector Project," at the Indiana University Center on Philanthropy.

Speaker on "Challenges of Evaluating Nonprofit Organization Effectiveness," at the Grantmakers for Effective Organizations meeting, Monterey, Cal., Oct. 22, 1998.

Co-organizer of a national conference, "Innovation, Change and Continuity in Nonprofit Organization Governance" sponsored by UMKC's Midwest Center for Nonprofit Leadership, held in Kansas City, Mo., April 6-7, 2000. With D. Renz.

Presented, with David Renz, information about some of the results of our second round study of nonprofit board and organizational effectiveness to participating chief executives and others at a meeting on September 26, 2000, held in UMKC's Administrative Center.

Co-organizer of a national conference, "Nonprofit Organizational Effectiveness and Performance" sponsored by UMKC's Midwest Center for Nonprofit Leadership, held in Kansas City, MO, April 18-19, 2002. With D. Renz.

Presented a workshop on "Organizational Effectiveness" for North Central District Neighborhood Reinvestment Corporation, June 13, 2002, at their headquarters, 1111 W. 39th St., Kansas City, MO.

Speaker and panelist on nonprofit organizational effectiveness at a meeting sponsored by Greater Kansas Council on Philanthropy on November, 25, 2003, Hyatt Regency Crown Center, Kansas City, Mo.

Co-organizer of a national conference, “Boards and Beyond: Understanding the Changing Realities of Nonprofit Organization Governance,” sponsored by UMKC’s Midwest Center for Nonprofit Leadership, held in Kansas City, MO, March 31-April 1, 2005. With D. Renz.

Co-organizer of a national conference, “Networks, Stakeholders, and Nonprofit Organization Governance: Whither (Wither?) Boards,” sponsored by UMKC’s Midwest Center for Nonprofit Leadership, held in Kansas City, MO, April 26-27, 2007. With D. Renz.

SELECTED ADDITIONAL ACTIVITIES:

Discussant at Council of University Institutes of Urban Affairs (now the Urban Affairs Association) annual meeting, at the panel "The Politics of Neighborhood Organizations," 1981.

Organizer of a panel "Public Administration Theory and the Challenge of Economic and Neighborhood Democracy," at the American Society for Public Administration National Conference, 1981.

Member of the editorial board for American Review of Public Administration, 1995 – present.

Associate Editor (responsible for book review essays), Nonprofit Management and Leadership, 1992 –2001.

Reader for Administration and Society, Qualitative Sociology, American Review of Public Administration, Journal of Urban Affairs, Journal of Voluntary Action Research, Nonprofit and Voluntary Sector Quarterly, Nonprofit Management and Leadership, Journal of Applied Behavioral Science, and Voluntas.

Local conference organizer and program chair of the 1987 Association of Voluntary Action Scholars annual meeting in Kansas City, October 14-16, 1987.

Invited as participant in a national conference on "Educating Managers of Nonprofit Organizations," held Nov. 5-7, 1986 in San Francisco sponsored by the University of San Francisco.

Served as member of National Association of Schools of Public Affairs and Administration Ad Hoc Committee on Nonprofit Management, 1986-1988.

Served in various board positions and as president, 1988-1990, of Association of Voluntary

Action Scholars, now known as Association for Research on Nonprofit Organizations and Voluntary Action.

Member of the National Center for Nonprofit Boards Task Force on Teaching about Nonprofit Boards, 1989.

Consultant to the National Trust for Historic Preservation and Historic Kansas City Foundation for developing membership and community leadership surveys, 1989.

Representative of Association Voluntary Action Scholars to American Association for the Advancement of Science Sections on Psychology and Social, Economic and Political Sciences, 1990.

"Scholars Probe Community Constructs," book review in Foundation News, vol. 30, no. 5 (September/October, 1989), pp. 67-68.

Review of "Managing Voluntary and Non-profit Organizations," by Richard J. Butler and David C. Wilson in American Review of Public Administration, Vol. 21, No. 1 (1991), pp. 84-87.

"Leadership Skills of Especially Effective Not-for-Profit Executives," The Not-for-Profit CEO Monthly Letter, III (no. 7), May 1996.

Visiting professor at the University of the Western Cape (Cape Town, South Africa), July-August, 1997.

"To Be or Not To Be? Or Is It Nobler to Care Than To Be Part of Managed Care?" published by Program on Nonprofit Organizations at Yale University as No. 21 in Cases in Nonprofit Governance, Oct. 1997, with D. Renz, D. Wise and L. Smith.

"What Is Not-for-Profit Organization Effectiveness?" The Not-for Profit CEO Monthly Letter, 5 (6), April, 1998.

Member of the doctoral faculty for Public Affairs and Administration discipline in UMKC's interdisciplinary Ph.D. program since 1991 and faculty coordinator for PAA discipline 1992 - 2002.

U.S. Speaker and Specialist (funded by U.S. Information Agency) on nonprofit board governance in Argentina, Sept. 6-10, 1999.

Presented address at Grand Valley State University, March 23, 2001 conference on "Governance of Nonprofit Organizations."

Invited speaker at National Youth Sector Conference, July 14, 2001 in Singapore and workshop presenter for National Youth Council, July 16, 2001 in Singapore.

Conducted survey of readers of nonprofit management journals for editor-in-chief of Nonprofit Management and Leadership and presented report to him and the editors of the other two journals (Nonprofit and Voluntary Sector Quarterly and Voluntas) on the survey results, Jan – July 2003. With J. Brudney (of University of Georgia).

Supervised the dissertations of seven students who have completed the interdisciplinary Ph.D. program: D. Martin Butler, Steve Iliff, Gary Baker, John Hamilton, Jr., Pamela Roffol Dobies, Thomas Gould, and Marcy Tarrants.

(April, 2008)