

Jules (Jay) Klagge

Curriculum Vitae

EDUCATIONAL BACKGROUND

Doctor of Philosophy-Public Administration (Ph.D.), Arizona State University (Watts College)
Master of Arts in Innovative Leadership (MA), Western International U., Phoenix, AZ
Master of Science in Finance (MSF), College for Financial Planning, Denver, CO
Master of Business Administration (MBA), Arizona State University (Carey School)
Liberal Arts in New Testament (BA), BIOLA University Affiliate
College of Architecture, Arizona State University (Design School)

ACADEMIC CAREER

Lecturer

Arizona State University (08/16 - Present)
College of Integrative Sciences and Arts
Organizational Leadership Lecturer

In this position, I teach graduate and undergraduate courses in organizational leadership and organizational studies. I have served on the following departmental committees, Curriculum Committee, Graduate Studies Committee, and Search Committee for Assistant Professors, Lectures, and Instructors.

Article Reviewer

Journal of Organizational Change Management (JOCM) Published by Emerald Publishing, U.K.
Amfiteatru Economic Journal, Published by the Bucharest University of Economic Studies

Other Adjunct Faculty Positions

University of Phoenix (05/88 - 07/16)
Grand Canyon University (04/14 - 07/16)
Walden University (01/15 - 07/16)

In those positions, I taught graduate courses and chaired dissertation committees for doctoral students studying in the areas of business, management, and leadership.

Associate Vice President for Academic Research (02/07 - 11/13)

University of Phoenix
Phoenix, Arizona

In this position I was charged with conducting research projects to address improvements to the curriculum, teaching and learning. I also supported university and programmatic accreditation as well as informing policies for post-secondary education at the University, State and National levels. To fulfill this research and policy mission I led a small staff of highly skilled researchers and statistical analysts who informed practice, policy, and strategy at the University and for HLC and programmatic accreditation visits.

Associate V.P. for Institutional Research & Effectiveness (11/01 - 02/07)

University of Phoenix
Phoenix, Arizona

In this position I was responsible for turning academic and business data into actionable information to improve efficiency and effectiveness throughout the University of Phoenix nationwide, and reported to DOE, IPEDS, and the Higher Learning Commission.

Associate Dean of Graduate Business & Management (05/99 - 11/01)

University of Phoenix
Phoenix, Arizona

I was appointed to this position in May of 1999 after directing the initial implementation of the Doctor of Management program. Under my administration, the program grew to nearly 250 students and over 70 faculty members. Additionally, while in this position, I developed a Doctor of Business Administration program and a Doctor of Education program that received approval by HLC in May of 2002.

Doctor of Management in Organizational Leadership Program Director (12/98-05/99)

University of Phoenix
Phoenix, Arizona

In this position I created and implemented the Doctor of Management program at the University. My tasks included the creating courses, setting up residencies, recruiting students and hiring and managing faculty. I was also responsible for gaining approvals of the program from HLC and the U.S. Department of Education.

ACADEMIC PUBLICATIONS

Dissertation & Thesis

Klagge, J. (1995). *An Ethical Model for the Role of the Public Administrator*, Published Dissertation on ProQuest.

Klagge, J. (2011). *Intangible assets and market success: A study of Fortune 500 firms*, Unpublished Thesis.

Journal Publications

Klagge, J. (1995). 360-degree sociometric feedback for individual and organizational change. *Public Administration Quarterly*, 19(3), 352-366. <http://www.jstor.org/stable/40862315>

Klagge, J. (1995). Leadership: A notion come of age. *Journal of Leadership & Organizational Studies*, 2(2), 20-26. doi: 10.1177/107179199500200204

Klagge, J. (1995). Unity and diversity: A two-headed opportunity for today's organizational leaders. *Leadership & Organization Development Journal*, 16(4), 45-47.

Klagge, J. (1995). *An ethical model for the role of the public administrator*. (Ph.D. dissertation) doi: 10.13140/2.1.4038.3045

Klagge, J. (1996). Defining, discovering, and developing personal leadership in organizations. *Leadership & Organization Development Journal* 17(5), 38-45. doi: 10.1108/01437739610127504

Klagge, J. (1997). Leadership development needs of today's organizational managers. *Leadership & Organization Development Journal* 18(7):355-362. doi: 10.1108/01437739710190666

Klagge, J. (1997). Leadership role of today's middle manager. *Journal of Leadership & Organizational Studies*, 3(3), 11-19. doi: 10.1177/107179199700300303

Klagge, J. (1997). Approaches to the Iron Cage: Reconstructing the bars of Weber's metaphor. *Administration & Society*, 29(1), 63-77. doi: 10.1177/009539979702900104

Klagge, J. (1997). The executive in the year 2000: A reinvented role. *Journal of Management Inquiry*, 6(4), 298-307. doi: 10.1177/105649269764006

Klagge, J. (1997). The reinvention trail: An account of one state agency's quality journey. *Public Administration Quarterly*, 20(4), 433-448.

Klagge, J. (1998). The empowerment squeeze: Views from the middle management position. *Journal of Management Development* 17(8), 548-558. doi: 10.1108/02621719810228407

Klagge, J. (1998). Self-perceived development needs of today's middle managers. *Journal of Management Development* 17(7), 481-491. doi: 10.1108/02621719810227516

Researchgate.net: Unpublished Documents

Klagge, J. (2013). *A new approach for assessing education - Educational policy issues*. Unpublished manuscript. Available at: jay.klagge@researchgate.net. doi: 10.13140/2.1.3448.4806

Klagge, J. (2013). *Navigating the choppy waters of change*. Unpublished manuscript. Available at: jay.klagge@researchgate.net

Klagge, J. (2013). *Organizational stakeholder analysis*. Unpublished manuscript. Available at: jay.klagge@researchgate.net. doi: 10.13140/RG.2.1.3661.7121

- Klagge, J. (2014). *Leading innovation: The art and science*. Unpublished manuscript. Available from jay.klagge@researchgate.net
- Klagge, J. (2015). *Oddball thoughts*. Unpublished manuscript. Available at: jay.klagge@researchgate.net. doi: 10.13140/RG.2.2.20546.07363
- Klagge, J. (2015). *Organizational change: Strategies & tactics*. Unpublished manuscript. Available at: jay.klagge@researchgate.net. doi: 10.13140/RG.2.1.1653.6169
- Klagge, J. (2015). *Organizational culture: Paradigms & perspectives*. Unpublished manuscript. Available at: jay.klagge@researchgate.net. doi: 10.13140/RG.2.1.2489.2002
- Klagge, J. (2015). *Parameters of culture*. Unpublished manuscript. Available at: jay.klagge@researchgate.net. doi: 10.13140/RG.2.1.2227.0563
- Klagge, J. (2015). *Reviewing and critiquing research articles (Even your own)*. Unpublished manuscript. Available at: jay.klagge@researchgate.net. doi: 10.13140/RG.2.1.3572.5285
- Klagge, J. (2015). *Stakeholder analysis: Morality is in the eye of the beholder*. Unpublished manuscript. Available at: jay.klagge@researchgate.net. doi: 10.13140/RG.2.1.1302.4160
- Klagge, J. (2016). *Chaos theory applied: True north, strange attractors, and strategic leadership*. Unpublished manuscript. Available at: jay.klagge@researchgate.net. doi: 10.13140/RG.2.1.2550.6801
- Klagge, J. (2016). *Communicating in high & low context cultures*. Unpublished manuscript. Available at: jay.klagge@researchgate.net. doi: 10.13140/RG.2.1.2700.4563
- Klagge, J. (2016). *Designing organizations for high commitment and performance*. Unpublished manuscript. Available at: jay.klagge@researchgate.net. doi: 10.13140/RG.2.1.2318.4243
- Klagge, J. (2016). *Developing a cross-cultural communication plan*. Unpublished manuscript. Available at: jay.klagge@researchgate.net. doi: 10.13140/RG.2.1.3147.6088
- Klagge, J. (2016). *Examining EQ and IQ in leadership experience*. Unpublished manuscript. Available at: jay.klagge@researchgate.net. doi: 10.13140/RG.2.1.3683.4328
- Klagge, J. (2016). *High potential leadership: An analysis*. Unpublished manuscript. Available at: jay.klagge@researchgate.net. doi: 10.13140/RG.2.1.4732.0083
- Klagge, J. (2016). *Leadership selection criteria: Considering contingencies and context*. Unpublished manuscript. Available at: jay.klagge@researchgate.net. doi: 10.13140/RG.2.1.4469.8646
- Klagge, J. (2016). *Multi-national organizations: Stakeholder analysis*. Unpublished manuscript. Available at: jay.klagge@researchgate.net. doi: 10.13140/RG.2.1.2466.0568
- Klagge, J. (2016). *Organizational change: Increasing urgency while fighting inertia and resistance*. Unpublished manuscript. Available at: jay.klagge@researchgate.net. doi: 10.13140/RG.2.1.3117.4803
- Klagge, J. (2016). *Organizational changes: Implementing them & making them stick*. Unpublished manuscript. Available at: jay.klagge@researchgate.net. doi: 10.13140/RG.2.1.2722.8565
- Klagge, J. (2016). *Proposed U.S. monetary and fiscal policy changes*. Unpublished manuscript. Available at: jay.klagge@researchgate.net. doi: 10.13140/RG.2.1.3450.3769
- Klagge, J. (2016). *Seven tenets of sound organization theory*. Unpublished manuscript. Available at: jay.klagge@researchgate.net. doi: 10.13140/RG.2.1.3091.1120
- Klagge, J. (2016). *Shared leadership: What's new?* Unpublished manuscript. Available at: jay.klagge@researchgate.net. doi: 10.13140/RG.2.1.1803.2247
- Klagge, J. (2016). *Storytelling and the development of organizational culture*. Unpublished manuscript. Available at: jay.klagge@researchgate.net. doi: 10.13140/RG.2.1.5087.4968
- Klagge, J. (2016). *Thought leadership: Communication as a catalyst for change*. Unpublished manuscript. Available at: jay.klagge@researchgate.net. doi: 10.13140/RG.2.1.3186.9523
- Klagge, J. (2016). *When cultural assumptions collide in organizations*. Unpublished manuscript. Available at: jay.klagge@researchgate.net
- Klagge, J. (2017). *Advantages and disadvantages of cultural diversity in the workplace*. Unpublished manuscript. Available at: jay.klagge@researchgate.net
- Klagge, J. (2017). *Organizational innovation taxonomy: A functional fusion of the literature*. Unpublished manuscript. Available from jay.klagge@researchgate.net
- Klagge, J. (2018). *Exploring the basic notions of knowing: Examining a continuum of epistemology*. Unpublished manuscript. Available at: jay.klagge@researchgate.net
- Klagge, J. (2018). *Exploring the basic notions of science: Researching the nature of research itself*. Unpublished manuscript. Available at: jay.klagge@researchgate.net. doi: 10.13140/RG.2.2.16836.83849
- Klagge, J. (2018). *Giving legs to your learning*. Unpublished manuscript. Available at: jay.klagge@researchgate.net. doi: 10.13140/RG.2.2.12634.59844

- Klagge, J. (2018). *Guidelines for conducting focus groups*. Unpublished manuscript. Available at: jay.klagge@researchgate.net. doi: 10.13140/RG.2.2.33817.47201
- Klagge, J. (2018). *Guidelines for conducting surveys*. Unpublished manuscript. Available at: jay.klagge@researchgate.net
- Klagge, J. (2018). *Measures of association*. Unpublished manuscript. Available at: jay.klagge@researchgate.net. doi: 10.13140/RG.2.2.30467.76328
- Klagge, J. (2018). *Model-building: A primer*. Unpublished manuscript. Available at: jay.klagge@researchgate.net. doi: 10.13140/RG.2.1.4995.7201
- Klagge, J. (2018). *The importance of intercultural skills in organizations*. Unpublished manuscript. Available at: jay.klagge@researchgate.net. doi: 10.13140/RG.2.1.2402.2160
- Klagge, J. (2018). *Using culture models: The good, the bad, and the ugly*. Unpublished manuscript. Available at: jay.klagge@researchgate.net. doi: 10.13140/RG.2.2.36052.09605
- Klagge, J. (2019). *A primer on leading innovation (Excerpted)*. Unpublished manuscript. Available at: jay.klagge@researchgate.net. doi: 10.13140/RG.2.2.15497.08804
- Klagge, J. (2019). *Organizational culture, creativity and innovation-Part 1-Definitions and examples*. Unpublished manuscript. Available at: jay.klagge@researchgate.net. doi: 10.13140/RG.2.2.23954.71366
- Klagge, J. (2019). *Organizational culture, creativity and innovation-Part 2-Cultural precursors*. Unpublished manuscript. Available at: jay.klagge@researchgate.net. doi: 10.13140/RG.2.2.11512.70405
- Klagge, J. (2019). *Organizational culture, creativity and innovation-Part 3-Leadership roles*. Unpublished manuscript. Available at: jay.klagge@researchgate.net. doi: 10.13140/RG.2.2.15254.80966
- Klagge, J. (2019). *Publishing in the organizational sciences*. Unpublished manuscript. Available at: jay.klagge@researchgate.net. doi: 10.13140/RG.2.2.15788.21121
- Klagge, J. (2019). *Stakeholder impacts on organizational innovation*. Unpublished manuscript. Available at: jay.klagge@researchgate.net. doi: 10.13140/RG.2.2.31147.90407
- Klagge, J. (2019). *Unpacking a positive learning experience*. Unpublished manuscript. Available at: jay.klagge@researchgate.net. doi: 10.13140/RG.2.2.22163.12324
- Klagge, J. (2020). *Gender, culture, and workplace success: An exploratory exercise*. Unpublished manuscript. Available at: jay.klagge@researchgate.net. doi: 10.13140/RG.2.2.13521.35682
- Klagge, J. (2020). *Making ethical decisions: Navigating the murky swamp*. Unpublished manuscript. Available at: jay.klagge@researchgate.net. doi: 10.13140/RG.2.2.35889.94569
- Klagge, J. (2020). *The story of the "F-Troop."* Unpublished manuscript. Available at: jay.klagge@researchgate.net. doi: 10.13140/RG.2.2.31807.05282
- Klagge, J. (2020). *Who to woo: Staking out key stakeholders*. Unpublished conference workshop notes. Available at: jay.klagge@researchgate.net. doi: 10.13140/RG.2.2.10071.29600
- Klagge, J. (2020). *The Role of Culture and Gender in Contextualizing Cross-Cultural Talent Management*. Unpublished conference workshop notes. Available at: jay.klagge@researchgate.net. doi: 10.13140/RG.2.2.11124.99207
- Klagge, J. (2021). *Organizational designs concerns*. Unpublished manuscript. Available at jay.klagge@researchgate.net. doi: 10.13140/RG.2.2.15117.67044
- Klagge, J. (2021). *Education: The manifesto of meaning*. Unpublished manuscript. Available at: jay.klagge@researchgate.net. doi: 10.13140/RG.2.2.18093.00483
- Klagge, J. (2021). *Changes to optimize the ethical, social and research value of IPEDS data*. Conference Presentation, 2010: Arizona Program for Policy, Ethics, and Education Leadership. Available at: jay.klagge@researchgate.net. doi: 10.13140/RG.2.2.22364.72325
- Klagge, J. (2021). *Answering tough interview questions: Five of the most feared*. Conference Presentation, 2021. Available at: jay.klagge@researchgate.net. doi: 10.13140/RG.2.2.17371.49446
- Klagge, J. (2021). *Struggling: A pathway to learning*. Unpublished manuscript. Available at jay.klagge@researchgate.net. doi: 10.13140/RG.2.2.16008.34563
- Klagge, J. (2021). *The best tip on time management*. Unpublished manuscript. Available at jay.klagge@researchgate.net. doi: 10.13140/RG.2.2.25279.79528
- Klagge, J. (2021). *Leadership stories: Rights-of-passage in my life as a leader*. Unpublished manuscript. Available at jay.klagge@researchgate.net. doi: 10.13140/RG.2.2.18568.90883
- Klagge, J. (2022). *Strategic Planning-1-The basic notions*. Unpublished manuscript. Available at jay.klagge@researchgate.net. doi: 10.13140/RG.2.2.23287.50081
- Klagge, J. (2022). *Strategic Planning-2-The key strategic factors*. Unpublished manuscript. Available at jay.klagge@researchgate.net. doi: 10.13140/RG.2.2.13535.74404
- Klagge, J. (2022). *Strategic Planning-3-Focusing on the environments*. Unpublished manuscript. Available at jay.klagge@researchgate.net. doi: 10.13140/RG.2.2.25592.72969

Klagge, J. (2022). *Strategic Planning-4-The ultimate strategic choices and options*. Unpublished manuscript. Available at jay.klagge@research.net. doi: 10.13140/RG.2.2.33981.33763
Klagge, J. (2022). *Strategic Planning-5-Approaches and what's in a word?* Unpublished manuscript. Available at jay.klagge@research.net. doi: 10.13140/RG.2.2.18881.84323
Klagge, J. (2022). *Strategic Planning-6-True north and strange attractors*. Unpublished manuscript. Available at jay.klagge@research.net. doi: 10.13140/RG.2.2.32303.61602

Dissertations Chaired (Published on ProQuest*)

The relationship between leadership and employee job satisfaction in a military community (P. Craig, 2013)*
Community College CIOs: Assessing their transformational leadership behaviors on information technology worker's job satisfaction (M. S. Abouelenein, 2012)*
The Experience of African American Female STEM Professionals (C. Winn-Scott, 2012)
A qualitative inquiry of barriers facing female faculty desiring career progression into higher education administration (W. J. Ziems-Mueller, 2011)
A quantitative study of politically-appointed California State Boards (C. Bly-Chester, 2011)
Leading organizational transformations: A qualitative study of the leader (M.E. Washington, 2011)
Leadership communication, culture and employee engagement (S.A. Greenidge, 2010)*
A correlative analysis of emotional intelligence on moral decision making (N.L. Carr, 2010)
An examination of ethics education in Michigan business schools (J. Bynum-Simpson, 2010)*
A qualitative study of obesity: The perspective of health care providers (C. Robinson, 2010)
The effect of an Executive MBA program on entrepreneurial orientation (F.A. Lins, 2009)*
Technology adoption: Influence of availability and accessibility (W.S. McConnell, 2009)*
Emotional Intelligence: An analysis of emotional intelligence and leadership styles among Hispanic leaders (J. Montanez, 2009)
Ethical reasoning under the influence of ethical climates: A quantitative study (T.B. Halton, 2009)
Predicting Latino males' persistence in high school: A model combining social and academic risk factors (V. Alonzo, 2008)*
Outcomes of intergroup contact: An assessment of joint professional military education (J.H. Poole, 2007)*
The influence of collaboration on social and official trust in water-policy decision making (P.R. Thomas, 2007)*
A test of association between student satisfaction and student persistence in a nontraditional university setting (W.W. Carroll, 2007)
Conflict in innovative work teams: A phenomenological study (K.A. Bokoles, 2007)
Southeast Texas superintendent's perception on the relationship between educator longevity, pupil expenditures and support achievement (D.F. Robinson, Sr., 2007)
The influence of health care CIO's transformational leadership behavior on worker's job satisfaction (L.F. Barnes, 2007)*
A study of the impact of channel leadership on customer loyalty (M. Cojoceanu, 2007)
Achieving congruence between individual commitment to policing and organizational objectives in police departments (P.A. Lasiewicki, 2007)*
Just decisions: A phenomenological portrait of appellate collegial decision-making (R.C. Anderson, 2007)*
The relationship among cultural distance, social ties and tacit knowledge sharing in a multinational corporation (L.R. Buzan, 2005)*
Leader-organization fit: Improving success in non-profit organizations (T.S. Mowbray, 2004)*
Self-leadership through business decision-making models (L.J. Jackson, 2004)*
Modern virtual project management: The effects of a centralized and decentralized project management office (W. Curlee, 2002)*
The effect of head and heart on municipal employee retention (C.P. Sherman, 2001)*

ACADEMIC HONORS

Fellow / Arizona Program for Policy, Ethics and Education Leadership
Phi Kappa Phi / Honor Society for Superior Scholarship

Pi Alpha Alpha / National Public Administration Honor Society
Teacher of the Year / University of Phoenix
Summa Cum Laude / Master of Business Administration
Beta Gamma Sigma / National Business Honor Society
Sigma Iota Epsilon / Academy of Management Honor Society
Magna Cum Laude / Bachelor of Arts
Who's Who In American Colleges And Universities

PROFESSIONAL CAREER

Deputy Director/Director of the Transportation Planning Division (02/94-12/98)

Transportation Planning Division
Arizona Department of Transportation
Phoenix, Arizona

As the Director of this Division, I led a reduction in force from 150 positions down to 70 positions and trained the remaining staff on their new functions as project managers. I also reduced the number of sections from 9 down to 6 operating sections with an annual operating budget of approximately \$5.5 million and a capital program budget of nearly \$400 million per year.

Some of my major administrative accomplishments in this position included: the preparation of the statewide 30-year multi-modal transportation strategic plan, the oversight of all modal transportation plans and associated planning processes; and the development, collection, and reduction of all of data for these and other strategy and planning products. I also led in the simplification and redefinition of the process for determining the 5-year, multi-modal capital improvement programs.

These processes and products were certified and approved by state and federal authorities as being in accordance with all legislative mandates.

Planning & Policy Manager (12/87-02/94)

State Planning and Policy Section
Transportation Planning Division, ADOT
Phoenix, Arizona

In this position, I directed a staff of approximately 30 professional planners in three branches: The State and National Policy Branch, The State Planning Branch and The Transit Branch. I was responsible for studies on Arizona's highway, transit, and aviation systems; including general studies on various long-term transportation scenarios; twenty-year plans for each mode; modal needs for five and ten years; and other reports on needs along single corridors or on small urban area networks.

In addition to overseeing ADOT's planning activities, I was responsible for the formulation and implementation of transportation policy for the State of Arizona. Under my direction transportation legislation and regulations are proposed and written, analyzed, and assessed, monitored, and amended, at both the state and national levels.

I was privileged to be one of the primary architects and principal writers of the AASHTO New Concepts Report covering policy recommendations of the states for a new national transportation program. In this position I was also allowed to serve as part time staff to the Transportation Alternatives Group of the Transportation 2020, a think tank of public and private associations, effort from early 1988 through mid-1990. Those efforts resulted in the design and congressional approval of the Intermodal Surface Transportation Efficiency Act of 1991.

State & National Policy Manager (12/85-12/87)

State Planning & Policy Section
TPD, ADOT
Phoenix, Arizona

Some of my major activities and accomplishments in this position included directing the development and implementation of major state legislation impacting transportation finance and motor carrier regulation facilitating the planning process and developed the Strategic Plan for the Division; and developing the policies on construction priorities and intergovernmental roles for the design and construction of the 230-mile urban freeway system in the Phoenix area.

State Legislative Program Manager (12/81-12/85)

State Planning & Policy Section

TPD, ADOT

Phoenix, Arizona

As the State Legislative Program Manager, I was responsible for developing and delivering timely issue identification, accurate issues analyses, and appropriate action recommendations to top management regarding State transportation policy and legislative programs. While managing this branch we developed the strategic marketing and lobbying plans for the \$7 billion urban freeway transportation finance package.

Travel Analysis & Forecasting Manager (04/80-12/81)

Planning Support Group

TPD, ADOT

Phoenix, Arizona

As the Branch Manager of the Travel Analysis & Forecasting Branch, I directed a staff of 15 professionals in the collection, reduction, analysis, interpretation, and publication of statewide traffic and travel data and forecasts. I participated in the development of new computer models based on sophisticated statistics for forecasting travel demand and traffic flows. I led the creation of a computerized system for quickly, and accurately reporting monthly travel and traffic trends and streamlined the data collection process cutting costs by over thirty percent by reorganizing the staff to take advantage of seasonal and cyclical workloads.

Senior Urban Planning Manager (06/78-04/80)

Transportation Planning Office

MAG (Phoenix Area) MPO

Phoenix, Arizona

As Senior Urban Transportation Planner, I was responsible for technical studies and transportation modeling inputs to the Regional Transportation Plan, and the TIP and TSM documents of the MPO. I was also responsible for coordinating the studies with state and local elected and appointed officials serving Maricopa County.

TRANSPORTATION PUBLICATIONS

Transportation Policy Monographs

AASHTO's Proposed Policy Recommendations on the Direction of the Future Federal Surface Transportation Program
(Participating Author) (1988)

AASHTO's Alternative Federal Roles for Analysis & Assessment in the Consensus Building Process for Transportation
2020 (Participating Author) (1988)

NGA Report #7 - Current Efforts to Improve the Administration of State Motor Carrier Requirements (1985)

NGA Report #15 - Recommended Approaches for Improving the Administration of State Motor Carrier Requirements
(1985)

Arizona's Transportation Finance Commitment (1985) (Co-authored)

Arizona's Program for the 80s: Targeting a Decade of Transportation Progress (1985)

An ADOT Application of the Strategic Planning Model for Organizational Change (1983)

Organizational Change: A Strategic Planning Model (1983)

ADOT Planning: A Definitional Discussion (1983)

Use of MBO in Performance Planning and Evaluation by the Managers of ADOT's Transportation Planning Division
(1982)

Issues and Opportunities: Identification, Prioritization, and Implementation (1982)

Technology and Size: An Analysis of the State Policy Service (1982)

An Environmental Analysis of the State Policy Service (1982)

Programmatic Considerations in the Legislative Planning Process (1982)

Methods and Procedures for Lobbying Legislative Bodies (1982)

TRANSPORTATION AFFILIATIONS

American Association of State Highway and Transportation Officials (1995-1998)

AASHTO Standing Committee on Planning (1995-1998)

American Planning Association (1996-1998)

Transportation Research Board, National Academy of Sciences (1991-1998)

Transportation Alternatives Group of the Transportation (1987-1991)