

Curriculum Vitae of Dr. Larry Hubbell

EDUCATION

Ph.D., Public Administration, Virginia Polytechnic Institute and State University.

MA, Political Science, University of Illinois at Chicago.

BA, International Studies, the American University.

ACADEMIC EXPERIENCE

Seattle University

Professor, 2014 – the present

University of Wyoming

Emeritus Professor, 2014 – the present

Professor, 2001 - 2014

Associate Professor 1995 - 2001

Assistant Professor 1989 - 1995

ACADEMIC ADMINISTRATIVE EXPERIENCE

Director, Institute of Public Service, Seattle University, 2014 – 2020.

- Supervise eight tenured and tenure track faculty, fourteen adjunct faculty and three staff members.
- Oversee a masters programs and one bachelors program with an enrollment of approximately 180 students.
- Serve as the Principal Investigator for the Project on Family Homelessness grant funded by the Bill and Melinda Gates Foundation.
- Established a speaker series where prominent public figures are interviewed by a prominent Seattle journalist and myself. Interviewees included:

Chair, University of Wyoming Faculty Senate, April 2007 - December 2008.

- Managed the passage and oversaw revisions to university regulations pertaining to post-tenure review that provided for more input from faculty.
- Managed the passage and oversaw revisions to the university's academic dishonesty policy that provided greater discretion to faculty.
- Managed the passage and oversaw revisions to the university tenure policy that provided greater latitude to faculty members with new children.
- Established with the consent of the senate a course syllabus policy.
- Analyzed and provided input to the administration regarding the university's plan to distribute additional salary dollars among faculty.

Ex Officio Member of the Foundation Board of the University of Wyoming, 2007 - 2008.

- Provided feedback to the Board regarding faculty priorities.

Served as the MPA Director 2004 – 2006 and fall 2010.

Served as department chair, 1995 – 1997

- Supervised 16 tenure track faculty, 8 adjunct faculty, 10 graduate assistants and 4 staff members.
- Provided support to two interdisciplinary programs.
- Conducted the following administrative functions: budget formulation and execution, fund raising, grant writing, curriculum development, liaison with senior administrative and political officials, enrollment management, performance evaluations, faculty and staff recruitment, articulation agreements with Wyoming's community colleges, course planning and program development.
- Established faculty and student exchange program with the

Public Management Department of Stellenbosch University
in South Africa.

- Initiated and managed the University of Wyoming's
Washington Semester Program.

Served as faculty senator, 1993 -1995, 2000 - 2006.

INTERNATIONAL TEACHING, CONSULTING AND RESEARCH

Provided a lecture on American Foreign Policy vis a vis the Balkans to a
class of doctoral students at South East European University, 2019.

Provided presentations to 15 mayors and city councils in Macedonia on
the subject of merit-based hiring in an initiative funded by the
American Embassy in Skopje, 2018.

Conducted research on Macedonia's ethnic divisions as a
Fulbright Specialist in Tetovo, Macedonia, 2017.

Provided consulting to the Public Administration program of South East
European University regarding branding their program, 2017.

Provided a lecture to a class on International Relations entitled "American
Foreign Policy in the Era of Trump," Southeast European
University, Skopje, Macedonia, 2017

Provided a lecture to a class on Career Development entitled "Career
Prospects in a Globalized Environment," Southeast European
University, Tetovo, Macedonia, 2017

Provided lectures on public administration to faculty and students at
Siauliai University, Siauliai, Lithuania, 2013, 2012.

Taught three public administration courses and assisted in curriculum
development at Siauliai University, Siauliai, Lithuania, 2011.

Provided consultation to the Siauliai City Council regarding their strategic
plan, 2011.

Taught three public administration courses and assisted in curriculum
development at the University of Sierra Leone, 2008.

Conducted seminars at the University of Diponegoro in Central Java,

Indonesia, 2007.

Served as a consultant to the Russey Krang commune in rural Cambodia. The members of this commune tried to develop a small eco-tourist resort, 2005 - 2007.

Taught courses on Comparative Public Administration sponsored by the Taiwanese Bureau of Economic Affairs for both Taiwanese and assorted other international government workers, 2004, 2005.

Led a group of students to Dominica to study that country's political/economic development and wrote a paper on dependency theory as it is applicable to Dominica, 2004.

Provided consultation services to the deans of Dominica State College regarding their development of a strategic plan, 2004

Conducted a series of lectures at Yantai Teachers' University in Shandong Province, China, 1999, 2000.

Conducted research in Russia, Italy and South Africa and taught a course at the University of Stellenbosch in South Africa, 1997 - 1998.

Presented a paper on federalism at Saratov State University in Russia, 1996.

Conducted research on London street gangs, 1995.

Established a faculty/student exchange program with Stellenbosch University, 1993.

Served as a visiting professor at Stellenbosch University and led a group of graduate students on a study tour of South Africa, 1993.

Provided consultation services to the Public Administration department of the University of the Western Cape, South Africa, 1991.

Served as a Visiting Fellow at the Centre for Intergroup Studies at the University of Cape Town, 1991.

AWARDS

Visiting Lecture/Consultant, provided by the American Embassy in Skopje for the purpose of meeting with mayors and city councils throughout Macedonia for the purpose of promoting a merit-based hiring

system, 2018, (Macedonia).

Fulbright Specialist Award, 2017 (Macedonia).

Travel grants from Seattle University to develop courses in conjunction with the University of Central America (Nicaragua).

Fulbright Specialist Award, 2011 (Lithuania).

University of Wyoming International Travel Grants, 2009 (Panama), 2000 (China), 1997 (Russia and South Africa) and 1993 (South Africa).

Fulbright Senior Specialist Award, 2008 (Sierra Leone).

Outstanding Teaching in Political Science Award, the American Political Science Association and Pi Sigma Alpha, 2006.

Master Distance Educator Award from the Wyoming Distance Educators, 2006.

Hollon Family Award for Excellence in Off-Campus Teaching, 2006.

'Top Prof' Award, presented by the Cap and Gown Chapter of the Mortar Board, 2006, 1993.

University of Wyoming Innovative Summer Course Award, 2003.

One year sabbatical and University of Wyoming Flittie Sabbatical Augmentation Award, 2000.

University of Wyoming Seibold Award (provided fully paid research leave for one year), 1997.

University of Wyoming Extraordinary Merit Award for Teaching, 1993.

PREVIOUS WORK EXPERIENCE

Human Resources Officer, Program Analyst, GM-14, US Environmental Protection Agency, Washington, DC.

Served as the principal advisor to the political appointee responsible for the Office of Administration and Resources Management for human resource development programs during the Reagan and Bush administrations.

Served as an advisor on budgetary matters to the political appointee responsible for the Office of Planning and Management during the Carter administration.

Managed EPA's Productivity Improvement Program.

Established and led a committee formed by the President's Council on Management Improvement to establish productivity investment funds throughout the federal government.

Developed and managed a management intern program with an affirmative action focus that recruited recent outstanding college graduates for federal service.

Developed policy papers on EPA's Air, Wetlands and Federal Facilities Compliance Programs that were used by EPA's Administrator to make budgetary decisions.

Small Businessman, the Tamworth Inn, Tamworth, New Hampshire.

Owned and operated a country inn in rural New Hampshire. The facility included 22 bedrooms, an 85 seat restaurant and a 50 seat pub.

Managed a staff of 25 employees and an annual budget of \$200 thousand.

Program Analyst, GS-12 to GS-14, US Environmental Protection Agency.

Developed budget and program justifications for the Agency's annual budget submission to the US Congress and the Office of Management and Budget.

Designed and managed a workload allocation system that was used to allocate financial resources among EPA regional offices.

Management Analyst, Administrative Officer, Budget Analyst, GS-9 to GS-12, ACTION, New York City and Washington, DC.

Served as the principal financial advisor to the political appointee responsible for managing ACTION's domestic programs, which included Volunteers in Service to America (VISTA) and the Older Americans Volunteer Programs.

Supervised a staff of eight employees, who provided the following administrative services to ACTION employees: budgeting, personnel administration, payroll and accounting, travel management and volunteer services.

Developed a new budgeting system, which gave operating managers more control over their operating budgets.

Allocated ACTION's \$50 million budget for the Older Americans' Volunteer Program and the agency's \$12 million administrative support budget among their regional offices.

REFEREED ARTICLES

PERTAINING TO HIGHER EDUCATION

"Living the Social Justice Brand: Attracting Prospective Students to a Masters of Public Administration Program," Education, 2018, 38(4), 1-11.

Hubbell, L., "Students Aren't Customers," Academic Questions, Spring 2015, 28(1), 82-96.

Garner, A. and Hubbell, L., "Institutional Models for Adjudicating Plagiarism," International Journal for Educational Integrity, 2013, 9(1), 72-88.

Hubbell, L., "Understanding Faculty and Administrator Conflict in the University," International Journal of Education Research, Spring 2012, 7(1), 16-27.

Hubbell, L., "Thankless, But Vital – Strategies for Being an Effective Faculty Senate Chair," Thought and Action: The NEA Higher Education Journal, Fall 2010, 147-152.

Hubbell, L. and K. Hubbell, "When a College Class Becomes a Mob: Coping with Student Cohorts," College Student Journal, June, 2010, Volume 44, Number 2, 340-353.

Hubbell, L. and R.H. Winters, "Some Factors to Consider When Engaging in Spousal Hiring," CUPA-HR Journal, Fall/Winter 2003, Volume 54, Number 3, 16-19.

Hubbell, L., "A South African University in Transition: The University of Stellenbosch Examines its Language Policy," Journal of Thought, Summer 2002, Volume 37, Number 2, 89-102.

Hubbell, L. and F. Homer, "Teaching in the Corporate Monastery: Living with Contradictions in the American University," Humanity and Society, May 2002, Volume 26, Number 2, 117-128.

Hubbell, L. "Democratic University Administration at a Russian University: A Case Study," Administration and Society, July 1999, Volume 31, Number 3, 424 - 443.

Hubbell, L. and F. Homer, "The Academic Department Chair: The Logic of Appeasement," Political Science and Politics, June 1997, Volume XXX, Number 2, 209 - 213.

Hubbell, L. "It's a Matter of Tenure," Public Voices, Volume 2, Number 2, 35 - 53.

Homer, F. and L. Hubbell, "The De-Professorization of Professors: A Case Study and Polemic," The Journal of Public Administration Education, Volume 2, Number 1, May 1996, 30 - 44.

PERTAINING TO INTERNATIONAL ISSUES

Hubbell, L. and V. Kreci, "The Importance of Introducing Merit-Based Hiring Systems in North Macedonian Governments," South East European Review, 2020, 14(2).

Hubbell, L., "Citizen Engagement at the Municipal Level: Some Reservations about its Institutionalization," Socialiniai Tyrimai (Social Research) 2013, 3(32), 41-50.

Hubbell, L., "Policies that Municipal Governments Can Implement to Stem Emigration and Conversely Attract and Retain Residents," Socialiniai Tyrimai (Social Research), 2012, 3(28), 5-16.

Hubbell, L., "Lithuania's Democratic Prospects," Socialiniai Tyrimai (Social Research) 2012, 1(26), 5-14.

Hubbell, L., "Rethinking Dependency Theory: The Case of Dominica, the Rascal State," The Journal of Third World Studies, Spring 2008, Volume XXV, Number 1, 95-109.

Hubbell, L., "One Cambodian Community's Struggle with Development," International Third World Studies Journal and Review, October 2006, Volume XVII, 11-17.

Hubbell, L., "Coming Up Empty in the People's Republic," Public Voices, 2004, Volume VII, Number 1, 54-76.

Hubbell, L., "False Starts, Suspicious Interviewees and Nearly Impossible Tasks: The Difficulty of Conducting Field Research Abroad," Qualitative Report (on-line journal), June 2003, Volume 8, Number 2, 195-209.

Hubbell, L., "A Sino-American Cultural Exchange During the Bombing Crisis - A Personal Experience," Asian Affairs: An American Review, Fall 1999, Volume 26, Number 3, 159 - 172.

Hubbell, L., L. Askenovskaya and A. Grichina, "Transforming Russian Public Organizations: Some Recommendations," Administratio Publica, December 1997, Volume 8, Number 2, 68 - 81.

Hubbell, L., L. Askenovskaya and A. Grichina, "Understanding Russian and American Organizations Through the Metaphor of the Psychic Prison," Questions of Psychological Attention, (published in Russian and English), 1997, Number 5, 27 - 31.

Hubbell, L. "Conducting Field Interviews in a Politically Volatile Environment: An Introspective Examination of Research Conducted in the Republic of South Africa," Humanity and Society, May 1993, Volume 17, Number 2, 223 - 231.

PERTAINING TO ORGANIZATION DEVELOPMENT

Hubbell, L., "The Multiple Roles of the OD Practitioner," Journal of Multidisciplinary Research, Summer 2013, Volume 5, Number 2, 67-78.

Hubbell, L. and S. Abbott, "Cultural Change in a Maximum-Security Prison," The Public Manager, Summer 2006, Volume 35, Number 2, 29-33.

Hubbell, L. "Depression in Paradise: Dominica's Response to a Largely Unrecognized Problem," Rural Mental Health, 2005, Volume 30, Number 2, 12-18.

Hubbell, L., "Struggling with the Issue of Who the Real Client Is in Organization Development Interventions," Leadership and Organization Development Journal, 2004, Volume 25, Number 5, 399-410.

Hubbell, L. "Five Suggestions on How to Move a Group Off Dead Center," Practicing, April, 2004.

Hubbell, L., "Taking Organization Development Out of the Classroom and Applying It in Organizational Settings" Organization Development Practitioner, 2003, Volume 35, Number 2, 18-23.

Hubbell, L. and K. Hubbell, "The Burnout Risk for Male Caregivers in Providing Care to Spouses Afflicted by Alzheimer's Disease," Journal of Health and Human Service Administration, Summer 2002, Volume 25, Number 1, 115-132.

Hubbell, L., "Making OD Work in Your Organization," Public Manager, Fall 2002, Volume 31, Number 3, 43-46.

Hubbell, L., "Consider Constraining Factors When Treating Burnout," Organization Development Practitioner, Spring 2001, Volume 33, Number 2, 34 - 40.

PERTAINING TO PUBLIC ADMINISTRATION

Hubbell, L. and R. Winters, "City Management in the Old West," The Public Manager,

2004, Volume 33, Number 2, 40-43, 47.

Schuhmann, R. and L. Hubbell, "The Enterprise of Public Administration: Scholarship as a Loosely Coupled System," Public Administration and Management, 2004, Volume 9, Number 4, 45-67.

Hubbell, L., "Teaching Research Methods: An Experiential and Heterodoxical Approach," Political Science and Politics, March 1994, Volume XXVII, Number 1, 60 - 64.

Hubbell, L. "A Lack of Relevance, A Lack of Heterodoxy: Political Correctness in South African Public Administration," Administratio Publica, June 1992, Volume 4, Number 1, 1 - 17.

Hubbell, L., "Four Archetypal Shadows: A Look at the Dark Side of Public Organizations," Administration and Society, August 1992, Volume 24, Number 2, 205 - 223.

Hubbell, L. and R. Green, "State Training Needs Assessment," The Public Manager, Summer 1992, Volume 21, Number 2, 33 - 36.

Hubbell, L., "Ronald Reagan as Presidential Symbol Maker: the Federal Bureaucrat as Loafer, Incompetent Fool, Good Ole' Boy and Tyrant," American Review of Public Administration, September 1991, Volume 21, Number 3, 237 - 254.

Hubbell, L., "Heroes in the Public Service: A Rejoinder," Administration and Society, August 1991, Volume 23, Number 2, 194 - 200.

Hubbell, L., "Integrating the Myers-Briggs Type Indicator Into Public Administration Curriculums," Public Administration Quarterly, Summer 1991, Volume 15, Number 2, 149 - 153.

Hubbell, L. "The Relevance of the Heroic Myth to Public Servants," American Review of Public Administration, September 1990, Volume 20, Number 3, 139 - 154.

Hubbell, L. and C. Kinghorn, "Fostering Organizational Renewal: EPA's Management Intern Program," The Bureaucrat, Spring 1988, Volume 17, Number 2, 33 - 37.

Hubbell, L. and C. Kinghorn, "President Reagan's Productivity Improvement Program: A Prescription for Success?" Public Productivity Review, Summer 1988, Volume XI, Number 4, 1 - 9.

Hubbell, L. and J. Sandy, "Productivity Investment Funds: A Case Study," The Bureaucrat, Winter 1987 - 1988, Volume 16, Number 4, 51 - 54.

OTHER REFEREED ARTICLES

Hubbell, L., "Hard Times on the Potomac, Public Voices, 2020, Volume XVI, Number 1, 84-104.

Hubbell, L., "Eat or Be Eaten: A Revenge Fantasy," Public Voices, 2018, Volume XIV, Number 1, 146-170.

Hubbell, L and P. Weaver, "Defying the Odds: How Democrats Can Be Elected Statewide in Wyoming," Annals of Wyoming: The Wyoming History Journal, Autumn 2008, Volume 80, Number 4, 23-37.

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Hubbell, L. "Waiting to Endow," Public Voices, Volume 3, Number 3, 45-74.

Hubbell, L. and F. Homer, "Down and Out at the EPA," Public Voices, Winter/Spring 1994, Volume 1, Number 2, 37-58.

BOOKS

Hubbell, L. (editor), R. Engstrom, J. King, R. Schuhmann, The Equality State: Government and Politics in Wyoming, sixth edition, Dubuque, IA: Eddie Bowers Publishing, 2008.

Hubbell, L. (editor), R. Engstrom, M. Horan, J. King and R. Schuhmann, The Equality State: Government and Politics in Wyoming, fifth edition, Dubuque, IA: Eddie Bowers Publishing, Inc., 2003.

Cawley, R., M. Horan, L. Hubbell (editor), J. King and R. Schuhmann, The Equality State: Government and Politics in Wyoming, fourth edition, Dubuque, IA: Eddie Bowers Publishing, Inc., 1999.

Cawley, R., M. Horan, L. Hubbell (editor), J. King, D. Marcum, M. Murdock and O. Walter, The Equality State: Government and Politics in Wyoming, third edition, Dubuque, IA: Eddie Bowers Publishing, Inc., 1995.

BOOK CHAPTERS

Hubbell, L. "Is Academe Cheapened by Branding Universities and Its Programs" in *Ethical Branding and Marketing: Cases and Lessons* edited by Hagai Gringarten and Raul Fernandez-Calienes, New York, NY: Routledge, pp. 80-91, 2019.

Hubbell, L. "False Starts, Suspicious Interviewees and Nearly Impossible Tasks" in

Research Realities in the Social Sciences: Negotiating Fieldwork Dilemmas, edited by Gregory Szarczyz, Amherst, NY: Cambria Press, pp. 325-348, 2010.

Hubbell, L., "Is American Federalism Dysfunctional?: Political Aspects of the Debate" in Federalism: Reports from Russian-American Scientific Conferences: February 1996, Wyoming, May 1996, Saratov by Michael J. Horan, Tamara J. Resler, James Dale King and Larry Hubbell, Saratov, Russia: Izd-vo Saratovskogo Universiteta, 1997.

R. Green and L. Hubbell, "On Governance and Reinventing Government" in Refounding Democratic Public Administration: Modern Paradoxes, Postmodern Challenges, edited by Gary F. Wamsley and James E. Wolf, Thousand Oaks, CA: Sage Publications, 1996.

ARTICLE IN BIOGRAPH

Askenovskaya, L. and L. Hubbell, "Russia and the United States: Business Relationships and Organizational Culture" (published in Russian) in Problems in Psychology, edited by L. Askenovskaya and V. Strahova, Saratov, Russia, 1997, pp. 57 - 58.

BOOK REVIEWS

Hubbell, L., "Handbook of Organization Studies," Public Productivity and Management Review, June 1997, Volume 20, Number 4, pp. 475 - 478.

Hubbell, L., "The Cost of Talent," American Review of Public Administration, June 1995, Volume 25, Number 2, pp. 201 - 203.

Hubbell, L., "Reinventing Government," American Review of Public Administration, December 1993, Volume 23, Number 4, pp. 419 - 421.

Hubbell, L., "Bureaucracy: What Agencies Do and Why They Do It," The Bureaucrat, Winter 1990 - 1991, Volume 19, Number 4, pp. 59 - 61.