

CURRICULUM VITAE

Mark W. Huddleston

Current Position

President
Ohio Wesleyan University
Delaware, Ohio 43015

Education

PhD, Political Science, University of Wisconsin-Madison (1978)
MA, Political Science, University of Wisconsin-Madison (1973)
BA, Political Science, SUNY Buffalo (1972)

Previous Administrative Positions

Dean, College of Arts and Sciences, University of Delaware (2001-04)
Responsible for managing more than forty-five academic departments and centers in a college with nearly 900 fulltime faculty and staff, and a decentralized budget in excess of \$65 million.

Associate Provost, University of Delaware (2000-01)

Responsible for managing five administrative units: Overseas Study, Summer and Winter Sessions, English Language Institute, International Projects, and Foreign Student and Scholar Services; this unit had approximately fifty employees and an aggregate budget of more than \$20 million.

Chair, Department of Political Science and International Relations, University of Delaware (1999-2000)

Responsible for managing department of twenty-six fulltime faculty and three staff, with two undergraduate and three graduate programs.

Faculty Positions

Professor, Department of Political Science and International Relations, University of Delaware (1994-2004); joint appointment, Professor, College of Urban Affairs and Public Policy, University of Delaware

Associate Professor, Department of Political Science and International Relations, University of Delaware (1984-94)

Assistant Professor, Department of Political Science and International Relations, University of Delaware (1980-84)

Assistant Professor, Department of Political Science, SUNY Buffalo (1977-80)

Instructor, University of Wisconsin-Madison (1976-77)

Current Community Service

Board of Directors, Community Foundation of Delaware County
 Board of Directors, Delaware Chamber of Commerce
 Board of Trustees, Ohio Foundation of Independent Colleges
 President, Five Colleges of Ohio
 Delaware Rotary Club

*Publications***1. Books and Monographs**

The Public Administration Workbook, (5th Edition), New York: Longman, Inc., 2006 (5th ed. with Dennis L. Dresang) (1st ed. 1987, 2nd ed. 1992, 3rd ed. 1996, 4th ed. 2000).

Profiles in Excellence: Conversations with the Best of America's Career Executive Service
 Washington, D.C. PriceWaterhouseCoopers, 1999.

The Higher Civil Service in the United States, Pittsburgh: University of Pittsburgh Press, 1996
 (with William W. Boyer).

The Government's Managers, New York: The Twentieth Century Fund, 1987.

Comparative Public Administration, New York: Garland Press, 1984.

2. Articles

"Onto the Darkling Plain: Globalization and the American Public Service in the Twenty-first Century," in J. Pfiffner and D. Brook, eds., *The Future of Merit: Twenty Years After the Civil Service Reform Act of 1978* (Cambridge University Press, 2000); also published in the *Journal of Public Administration Research and Theory*, 10, 4 (October 2000).

"Innocents Abroad: Lessons From a Consultant in Bosnia," *Public Administration Review*, 59, 2 (March/April 1999).

"Enforcing Administrative Ethics," *The Annals of the American Academy of Political and Social Science*, January 1995 (With Joseph Sands). Reprinted in Evan Berman, Jonathan West and Stephen Bonczek, eds., *The Ethics Edge* (Washington: ICMA, 1998).

"America's (Unsuccessful) Search for a Higher Civil Service," in D. Rosenbloom and P. Ingraham, *The Civil Service Reform Act of 1978: Ten Years After* (Pittsburgh: University of Pittsburgh Press, 1992)

"The Senior Executive Service: Problems and Proposals for Reform," in C. Ban and N. Riccucci, *Public Personnel Management: Current Concerns - Future Challenges* (NY: Longman, 1991)

"The SES: A Higher Civil Service?," *Policy Studies Journal* (Winter 1989).

"Locating America," in *Centralizing and Decentralizing Federal States*, C. Lloyd Brown-John, ed. (Philadelphia: Center for the Study of Federalism, 1988), (with Marian Palley).

"Foreign Systems, Familiar Refrains: Civil Service Reform in Comparative Perspective," *Review of Public Personnel Administration*, Vol. 2, No. 2 (Spring 1982).

"The Carter Civil Service Reforms: Some Implications for Political Theory and Public Administration," *Political Science Quarterly*, Vol. 96, No. 4 (Winter 1982).

"Short-Changing Nonmetropolitan America: Small Communities and Federal Aid," *Public Budgeting and Finance* (Fall 1981) (with Marian Palley).

"Comparative Perspectives on Administrative Ethics," *Public Personnel Management*, Vol. 10, No. 1 (1981).

"Assessing Congressional Budget Reform: The Impact on Appropriations," *Policy Studies Journal*, Vol. 9, No. 1 (Autumn 1980); also in Larry L. Wade and Warren J. Samuels,

eds., *Taxing and Spending Policy* (Lexington, Massachusetts: D.C. Heath, 1980).
 "Bureaucratic Norms and Policy Responsiveness," *The Urban Interest*, Vol. 1, No. 2 (Fall 1979).

3. Conference Papers, Panel Chairmanships, and Discussant

- Chair, "Federal Executive Studies," Paul Van Riper Symposium, 2002 Meeting of the American Society for Public Administration, Phoenix, AZ, March 23, 2002.
- Panelist, "Globalization and Public Administration," 2001 Annual Meeting of the Conference on Teaching Public Administration, Phoenix, AZ, February, 2000.
- Discussant, Panel on "Politicization of the Civil Service," 1999 Annual Meeting of the American Political Science Association, Atlanta, Ga., September 2-5, 1999.
- "Onto the Darkling Plain: Globalization and the American Public Service in the Twenty-First Century." Paper prepared for the "Future of Merit: Twenty Years after the Civil Service Reform Act," a conference sponsored by the Woodrow Wilson International Center for Scholars, the United States Office of Personnel Management, and George Mason University, Washington, D.C., November 18, 1998.
- "Is the SES a Higher Civil Service?" Paper delivered at the Symposium on Civil Service Reform, held on occasion of the 10th anniversary of the Civil Service Reform Act of 1978, Maxwell School of Public Affairs, Syracuse University, October 1988.
- "To the Threshold of Reform: The SES and America's Search for a Higher Civil Service." Paper delivered at the 1988 Annual Meeting of the American Political Science Association, September, 1988.
- "Nuclear Weapons and the Grassroots: A Demographic Profile." Paper delivered at the 1983 Annual Meeting of the International Society for Political Psychology. Coauthor.
- "Locating America." Paper delivered at the 1982 Annual Meeting of the American Society for Public Administration. Co-author.
- "The Zero-Base Presidency: Administrative Theory and the Carter White House." Paper delivered at the 1980 Annual Meeting of the Southern Political Science Association.
- "Thraining Lobsters to Fly: Assessing the Impacts of the 1974 Congressional Budget Reform." Paper delivered at the 1979 Annual Meeting of the Midwest Political Science Association.
- "Transnational Bureaucratic Politics and Foreign Aid: The Case of the Kenyan Special Rural Development Programme." Paper delivered at the 1979 Annual Meeting of the American Society for Public Administration.
- "Culture and Congruence in Administrative Behavior." Paper delivered at the 1973 Annual Meeting of the African Studies Association.
- "Administrative Theory." Panel Chair, 1984 Annual Meeting of the Southern Political Science Association.
- "Comparative Federalism." Panel Co-chair, 1982 Annual Meeting of the American Political Science Association.
- "Limits to Low Densities: Intergovernmental Policies for Demographics." Panel Co-chair, 1982 Annual Meeting of the American Society for Public Administration.
- "Public Policy: Moving Through the Process." Panel Chair, 1981 Annual Meeting of the Northeastern Political Science Association.
- "Legislative Roles and Reform." Panel Chair, 1979 Annual Meeting of the Northeastern Political Science Association.

Overseas Training and Consultancies:

- Bosnia-Herzegovina* (June 2000) – workshops for local elected officials in Sipovo, Novi Travnik, Bosanski Petrovac, Kljuc, Buzim, Bosanski Krupa, Bosanska Gradiska, and Novo Sarajevo on public budgeting and financial management
- Kazakhstan* (March, 2000) – training of graduate students to administer nationwide survey of local government capacity
- Bosnia-Herzegovina* (July-August, 1999) – public budgeting and financial management workshops for local officials in Tuzla, Prnjavor and Zenica, sponsored by the Organization for Security and Cooperation in Europe
- Kazakhstan* (June, 1998) – Functional Review of Government
- Zimbabwe* (February, 1998) - Public/Private Partnerships and Economic Development;
- Botswana, South Africa, Zimbabwe* (July-August, 1997) - Public/Private Partnerships and Economic Development
- Bosnia-Herzegovina* (May, 1997) - Fiscal Federalism and Intergovernmental Relations; presented two-week seminar on fiscal decentralization, performance measurement and zero-base budgeting in Tuzla, BiH.
- Bosnia-Herzegovina* (January, 1997) - Fiscal Federalism and Intergovernmental Relations; five-week technical assistance mission; helped plan and implement extension of USAID fiscal federalism program to all ten BiH cantons; conducted needs assessments, designed training workshops, wrote budget manuals.
- Mexico* (August, 1996) - Local Governance in the Yucatan; managed conference and conducted one week seminar on intersectoral cooperation for local governance and economic development.
- Bosnia-Herzegovina* (June-July, 1996) - Fiscal Federalism and Intergovernmental Relations; participated in month-long USAID-sponsored training seminar on budgeting and financial management for cantonal officials in Zenica, BiH.
- Mexico* (December, 1995) - Local Governance in the Yucatan; conducted two week training seminar for local government officials, academics, and business leaders on intersectoral cooperation for local governance and economic development.

Additional Overseas Teaching and Research: Director, University of Delaware Winter Session in Mexico Program (1992, 1993, 1995, 1998); Director, University of Delaware Summer Session in London (1995, 1996, 1997, 1998); Director, University of Delaware Semester in London Program (1994); Director, University of Delaware Winter Session in Geneva (1987, 1990); Director, University of Delaware Winter Session in London/Brussels (1982, 1983). Additional research/travel in Austria, Belgium, Bosnia-Herzegovina, Canada, Croatia, Egypt, France, Germany, Great Britain, Italy, Luxembourg, Mexico, the Netherlands, Portugal, Spain, Sweden, Switzerland, Venezuela, Vietnam.

Additional Consultancies and Professional Activities

- Fellow, Salzburg Seminar, “Alternative Systems and Structures of Higher Education: Public Needs and Institutional Responses for the 21st Century,” July 1-8, 2000; “Social and Civic Responsibilities of the University,” February 14-18, 2001; “East Asia and the United States: A Search for Common Values,” June 1-6, 2001
- Panelist, “The Civil Service in the 21st Century,” The Brookings Institution, September, 1996
- Guest speaker, “The Future of the U.S. Higher Civil Service,” Federal Executive Institute, Charlottesville, Virginia, September, 1995
- Consultant, United States General Accounting Office, October, 1989 to 1991. Research and

writing on the effectiveness of special pay rates.

Guest Speaker, International Personnel Management Association, Federal Section Meeting, "Profile of an Effective Leader," Washington, D.C., November 17th, 1989.

Guest Speaker, United States Merit System Protection Board, "Performance for the Future," November 17th & 30th, 1988.

Testimony, President's Commission on Compensation of Career Federal Executives, September 17, 1987, Washington, D.C.

Consultant, United States Office of Personnel Management, 1987. Prepared paper on the prospects for a "two-track" senior personnel system.

Guest speaker, United States Environmental Protection Agency, Senior Management Conference, June 1, 1987, Belmont House, Elkridge, Maryland.

Guest speaker, Hunt Valley-Senior Executive Advisory Board, March 26, 1987, Washington, D.C.

Invited participant, Senior Executive Advisory Board, April 14-16, 1987, Federal Executive Institute, Charlottesville, Virginia.

Rapporteur, Twentieth Century Fund Task Force on the Senior Executive Service, 1986-87.

Invited participant, Conference on the Public Service in the Year 2000, co-sponsored by The Brookings Institution and the American Enterprise Institute, 1986.

Book reviews for the *American Political Science Review*, *Public Administration Review* and *Perspective*

Editorial Board, *Polity* (1982-1985) and *Public Productivity Review*, 1987-2000

Proposal reviews for NSF

Gabriel A. Almond Award Committee, American Political Science Association, 1982

Budget and Finance Committee, American Society for Public Administration

Book manuscript reviews for Longman, Prentice-Hall, and Brooks-Cole

Article manuscript reviews for the *American Journal of Political Science*, *Public Productivity Review*, *The Urban Interest*, *Polity*, *Public Integrity Annual*, and the *Journal of Politics*

Guest lecturer, Cornell Labor Studies Program, Fall 1978, on "Civil Service Reform and the Carter Administration."

Research Support

PriceWaterhouseCoopers Endowment for the Business of Government, 1999. Grant to study leadership in the Senior Executive Service.

The Twentieth Century Fund, 1986-1987. Support for preparation of a background paper on the evolution and operation of the Senior Executive Service for a Fund Task Force.

University of Delaware Summer Research Grant, 1983. Support for travel to Europe to deliver paper at ISPP conference and for data collection on nuclear freeze groups. Co-grantee.

University of Delaware Summer Research Grant, 1981. Support for research in Washington, D.C. on the evolution of the American higher civil service, with particular attention to the genesis of the Senior Executive Service. Co-grantee.

SSRC Foreign Area Fellowship, 1975-1976. Support for dissertation research in Europe and Africa on transnational bureaucratic politics.

Instructional Grants

University of Delaware Center for Teaching Effectiveness Technology Grant, 1999. Support to develop administrative skills exercises for an introductory course in public administration

University of Delaware Improvement of Instruction Grant, 1995. Support to develop a team-taught course in the Management of International Migration (with M. Miller).

University of Delaware Improvement of Instruction Grant, 1985. Support to develop experimental interdisciplinary course entitled "Politics and Semiotics."

University of Delaware Improvement of Instruction Grant, 1982. Support for development of a new introductory course in comparative politics.

Honors and Awards

Distinguished Lifetime Service Award, College of Arts and Sciences, University of Delaware, 2004

Chancellor's Award for Excellence in Teaching, 1977

SSRC Foreign Area Fellow, 1976-77

Ford Fellow, 1974

Wisconsin Area Ford Fellow (Africa), 1973

Phi Beta Kappa

Principal Teaching Areas

Public Administration

Comparative Bureaucracy

Public Personnel Administration

Public finance/financial management

Courses taught include (G = graduate; U = undergraduate):

Introduction to Public Administration (U); Seminar in Public Administration (G); Seminar in Comparative Public Administration (G); Politics and Literature (U); Public Policy Making (G & U); Organization Theory (G & U); Public Personnel Administration (G & U); Public Budgeting and Financial Management (G & U); Government Regulation of Business in Comparative Perspective (U); Introduction to American Politics (U); The Environment of Multinational Corporations (U); Transnational Relations and World Politics (U); Introduction to Comparative Politics (U); Communism, Fascism, Democracy (U); Politics of Developing Nations (U); British Politics (U); Scope and Methods of Political Science (G); Research Design (G); Bosnia: War, Genocide & Intervention (U/G); Rewriting the Constitution (U).

University Service as Faculty Member

President, University Faculty Senate, 1999-00

Chairman, Coordinating Committee on Education, University Faculty Senate, 1998-99.

Senator, University Faculty Senate, 1985-1986, 1997-98

Member, Ad Hoc Senate Committee on University Investments in South Africa, 1985

Vice President, University Faculty Senate, 1984-85

Member, American Studies Executive Committee, 1983-86

Senator, College of Arts and Sciences Senate, 1982-1984

Member, Ad Hoc Committee on Foreign Language and International Studies, 1982-1984

Member, General Education Course Review Committee, College of Arts and Sciences, 1981-1982

Member, AAUP faculty bargaining team, 1985-1986

Other Service

Executive Committee (1980-1982, 1983-1984, 1985-1986, 1987-88, 1992-93, 1997-99), Undergraduate Committee (member, 1981-1982; chair 1982-1985), Chair, Graduate Program Reform Committee (1992-1993); Chair, Undergraduate Program Reform Task Force (1997-98); Graduate Admissions Committee (1985-1986; chair, 1987-1992); Director of Graduate Studies (chair 1987-1990, 1993-1994), Faculty Search Committees (1981-1982, 1983-1984.), Chair, Faculty Search Committee (1993-1994); MPA Executive Committee (1980-1983, 1985-1986, 1988-1990), MPA Admissions Committee (1980-1983), MPA Course Evaluation Committee (Chair, 1981-1982), Internship Director, 1989-1993, Chair, MPA Area of Specialization in Comparative and International Development, 1994-present; MPA Curriculum Reform Committee (1998-99).