

CURRICULUM VITAE
GILL ROBINSON HICKMAN, Ph.D.

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EDUCATION

Ph.D., University of Southern California, 1978.

Field: Public Administration – Organization theory, organization behavior, human resource management

M.P.A., University of California, Los Angeles, 1973.

Field: Public Administration

B.A., University of Denver, 1970.

Major: Political Science

ADMINISTRATIVE AND ACADEMIC EXPERIENCE

Professor Emerita, Jepson School of Leadership Studies, University of Richmond, 2012-present.

Engage in research and scholarly projects in leadership studies, especially in the areas of theory and practice of organizational leadership, invisible leadership (shared leadership of the common purpose), and leadership during personal crisis. Present seminars and lectures nationally and internationally on leadership studies.

Professor, Jepson School of Leadership Studies, University of Richmond, 1992 -2012.

Inaugural faculty member of the Jepson School of Leadership Studies. Responsible for developing and teaching courses, such as Theories and Models of Leadership, Leadership in Organizations, Leading Change and Leadership in a Diverse Society, as well as teaching sections of the Foundations of Leadership Studies and Senior Seminar courses. Engage in research and scholarship in leadership studies, especially in the area of organizational leadership. Advise students in the major and serve on school and university committees.

Acting Associate Dean, School of Community and Public Affairs, Virginia Commonwealth University, 1991 to 1992.

Responsible for undergraduate education for the school which housed five departments: Justice and Risk Administration; Urban Administration; Rehabilitation Counseling; Parks, Recreation and Tourism; and Public Administration (graduate only). Duties included working with the Dean, department chairs and faculty on curriculum development, student advisement and

petitions, class scheduling, adjunct faculty hiring, commencement, revision of undergraduate bulletin, student recruitment and registration. Responsible for developing programs, processes and procedures to enhance undergraduate education within the school. Represented the school on University level undergraduate committees.

Dean, School of Health (Interim), California State University, Dominguez Hills, 1988-1990.

As founding Dean of this new academic unit provided administrative leadership for the Statewide Nursing Program (SNP) and managed the transition of the departments of Clinical Science and Health Science to the newly formed School of Health (formerly Professional Health Programs). SNP is an innovative, campus based program that serves 3500 registered nurses enrolled in BSN and MSN courses at 175 sites in nine regions throughout the state of California. Clinical Science includes options in Cytotechnology, Medical Technology and Nuclear Medicine Technology. The Health Science program provides options in Clinical Health, Community Health, Health Care Management and Orthotics and Prosthetics.

Responsible for integrating SNP, which originated as a self support Consortium program, into the total function of the Dominguez Hills campus as a state supported academic program including: appointing 200 full-time and part-time faculty, and initial Dean's office staff; establishing and implementing the operating and personnel budgets; integrating the program into processes such as retention, tenure, and promotion, curricular functions, academic and administrative computing; personnel and payroll; and fiscal functions.

Responsible for working with the chairs of Statewide Nursing, Clinical Science and Health Science to prepare for combining these units to form the new School of Health during summer and spring 1990. This included reaching concurrence on the school name, mission and goals; establishing guidelines for governance; and transferring and establishing budget and operational functions.

Dean, Faculty Affairs (Interim), California State University, Dominguez Hills, 1987 - 1988.

Responsible for management of the University's faculty development programs; promotion, retention and tenure processes; research and funded programs; and affirmative action. Supervised a team of six in the daily administration of the assigned areas.

Professor, School of Management, California State University, Dominguez Hills, 1983 - 1991.

Responsible for teaching graduate and undergraduate courses in the Department of Public Administration. Primary teaching areas included courses in public personnel administration and labor relations; secondary-teaching areas included courses in organization theory and organization behavior. Developed new undergraduate

courses for public personnel concentration in Staffing and Performance Appraisal and Compensation and Classification and a graduate course titled Current Issues in Human Resource Management. Served on departmental, school and university committees (listed separately).

Also served as Coordinator of the Master of Public Administration Program (1983-1984). Responsible for admission and advisement of graduate students in the MPA program as well as coordination of the comprehensive examination in Public Administration.

Associate Professor, School of Management, California State University, Dominguez Hills, 1979 - 1983.

Responsible for teaching graduate and undergraduate courses in the Department of Public Administration including courses in public personnel administration and labor relations.

Director, Staff Personnel, California State University, Dominguez Hills, 1977 - 1979.

Overall responsibility for management, supervision, and administration of the total staff personnel program for the University. Responsibilities included program development and implementation, policy and procedure development, supervision and evaluation of personnel staff. Areas of program responsibility included recruitment, testing, selection, classification, benefits, staff development and training, employee relations, and record management.

Director, Classified Personnel, Ontario - Montclair School District, 1976 - 1977.

Administration of total classified personnel program for employees in 30 schools. Responsibilities included all those listed in the position above in addition to participation on the management collective bargaining team, affirmative action and Title IX programs, meeting and conferring with employee organizations.

Personnel Analyst, Office of the Chancellor, California State University, 1973 - 1976.

In collaboration with top management, developed and implemented specified personnel policies, rules, and guidelines for 19 state universities and colleges. Responsibilities included participation in program audits for campus personnel departments, developing classification specifications and implementing standards, conducting and publishing employment survey, assisting with implementation of system-wide affirmative action program.

Administrative Assistant, City of Inglewood, California, 1971 - 1973.

Designed, implemented and published the Full Resource Employment program. Prior to federal legislation, this model program was designed to adapt personnel systems to incorporate traditionally underutilized groups. Responsibilities of the position included test construction and revision, job analysis, management salary surveys, employment interviewing, coordinating training programs.

PUBLICATIONS

Books:

Hickman, G.R. (Ed.). (2015). *Leading Organizations: Perspectives for a new era (3rd ed.)*. Thousand Oaks: Sage Publications.

Hickman, G.R. & Sorenson, G. L. (2013). *The power of invisible leadership: How a Compelling Common Purpose Inspires Exceptional Leadership*. Thousand Oaks: Sage Publications.

Barbour, J. & Hickman, G. R. (eds.) (2011). *Building Leadership Bridges: Leadership for Transformation*. San Francisco: Jossey-Bass.

Hickman, G.R. (Ed.). (2010). *Leading Organizations: Perspectives for a new era (2nd ed.)*. Thousand Oaks: Sage Publications.

Hickman, G.R. (2010). *Leading change in multiple contexts: Concepts and practices in organizational, community, political, social, and global settings*. Thousand Oaks: Sage Publications.

Hickman, G.R. & Lee, D. (2001). *Managing human resources in the public sector: A shared responsibility*. Fort Worth: Harcourt Brace.

Hickman, G.R. (Ed.). (1998). *Leading organizations: Perspectives for a new era*. Thousand Oaks: Sage Publications.

Book Chapters:

Hickman, G. R. (2016). Real, Intended Change: Business Movements? In G. R. Goethals (ed.), *Politics, Ethics and Change: The Legacy of James MacGregor Burns*. Cheltenham, UK: Edward Elgar.

Hickman, G. R. (2010). Bureaucracy. In R. A. Couto (ed.), *Political and civic leadership: A Reference Handbook*. Thousand Oaks: Sage Publications.

Hickman, G. R. (2007). Can organizations meet the test of transforming leadership? In R. A. Couto (ed.), *Reflections on Leadership*. Lanham: University Press of America.

Hickman, G. R. & Couto, R. A. (2006). Causality, change and leadership. In G. R. Goethals and G. Sorenson, (eds.), *A quest for a general theory of leadership: A multidisciplinary experiment* (pp. 152-187). Cheltenham, U.K.: Edward Elgar Publishing.

Hickman, G. R. (2004). Invisible leadership. In J. M. Burns, G. R. Goethe's & G. Sorenson (eds.) *Encyclopedia of Leadership* (pp. 750-754). Thousand Oaks: Sage Publications.

Hickman, G. R. (2004). Transformistic theory. In J. M. Burns, G. R. Goethals & G. Sorenson (eds.) *Encyclopedia of Leadership* (pp. 1570-1573). Thousand Oaks: Sage Publications.

Hickman, G. R. (2004). Organizations of hope: Leading the way to transformation, social action and profitability. In R. Riggio & S. S. Orr (Eds.). *Improving leadership in non-profit organizations* (pp. 151-162). San Francisco: Jossey-Bass.

Sorenson, G. & Hickman, G. R. (2002). Invisible leadership: Acting on behalf of a common purpose. In C. Cherrey & L.R. Matusak (Eds.), *Building Leadership Bridges* (pp. 7-24). College Park: James MacGregor Burns Academy of Leadership.

Hickman, G. R. & Creighton-Zollar, A. (2000). Leadership during personal crisis. In B. Kellerman and L. R. Matusak (Eds.), *Cutting Edge Leadership 2000* (pp. 59-64). College Park: James MacGregor Burns Academy of Leadership.

Hickman, G.R. (1998). Leadership and the Social Imperative of Organizations in the 21st Century. In *Leading organizations: Perspectives for a new era* (pp. 559-571). Thousand Oaks: Sage Publications.

Hickman, G.R. (1996). Introduction: Why Teach Leadership? In *Learning leadership: A curriculum for a new generation*, (pp. 7-14). College Park: University of Maryland, Center for Political Leadership and Participation.

Articles:

Hickman, G.R. (Contributor). (2001). Comments from colleagues and past students on the impact, personal and professional, of J.M. Burns. In Bailey & Axelrod, Leadership lesson from Mount Rushmore: an interview with James MacGregor Burns. *The Leadership Quarterly*, 12(2001), 113-127.

Hickman, G.R. & Creighton-Zollar, A. (1998). Diverse self-directed work teams: Developing strategic initiatives for 21st century organizations. *Public Personnel Management*, 27, 187-200.

Hickman, G.R. & Creighton-Zollar, A. (1997). Teaching leadership for a diverse society: Strategies, challenges, and recommendations. *Journal of Leadership Studies*, 4(1), 90-106.

Hickman, G.R. (1994). Practicing what we preach: Modeling leadership in the classroom. *Journal of Leadership Studies*, 1(4), 135-144.

Published Working Papers:

Allen, K. E., Bordas, J., Hickman, G. R., Matusak, L. R., Sorenson, G. J. and Whitmire, K. J. (1998). Leadership in the twenty-first century. In *Rethinking Leadership: Kellogg Leadership Studies Project 1994-1997*, pp. 41-62. College Park: Burns Academy Leadership.

Allen, K.E., Bordas, J., Hickman, G.R, Matusak, L.R., Sorenson, G.J., Whitmire, K.J. (1998). Leadership in the twenty-first century. In *Rethinking leadership*. College Park: University of Maryland, Kellogg Leadership Studies Project, The James MacGregor Burns Academy of Leadership.

Hickman, G.R. (1997). Transforming organizations to transform society. In *Transformational leadership working papers*. College Park: University of Maryland, Kellogg Leadership Studies Project, The James MacGregor Burns Academy of Leadership.

Papers:

“Real, Intended Change: Business Movements?” Invited paper and presentation at The Pursuit of Leadership: Remembering James MacGregor Burns, Mount Vernon, VA, April 9-10, 2015.

“The Power of Invisible Leadership.” Invited paper and presentation at the China Executive Leadership Academy Pudong (CELAP) Annual Conference, Shanghai, October 19- 20, 2007.

Organizations of hope: Leading the way to transformation, social action and profitability. Keynote speaker and paper presented at the 12th Annual Kravis-de Roulet Leadership Conference, Claremont, California, February 22-23, 2002.

Invisible leadership. Paper presented (with Georgia Sorenson) at International Leadership Association Annual Conference, Miami, Florida, November 1-4, 2001.

Sorenson, G. & Hickman, G.R. “Invisible leadership: Acting on behalf of a common purpose.” Paper presented at the annual meeting of the International Leadership Association, Miami, FL, November 1-4, 2001.

Hickman, G.R. “Toward transformistic organizations.” Paper presented at the annual meeting of the American Political Science Association, Washington, D.C., September 1993.

Robinson, G. (1982). The urban university: Administration and education in an environment of cultural pluralism. Paper presented to the Centennial Agendas Committee, American Society for Public Administration.

Robinson, G. (1978). An Analysis of Management Compensation Issues, Approaches and Problems in a Public Sector Context. Doctoral Dissertation, University of Southern California.

American Society for Public Administration. (1973). Urban administration from a minority perspective. [Brochure]. Washington, D.C.: Authors.

Robinson, G. (1973). Full resource employment program. Unpublished master's internship paper, University of California, Los Angeles. Los Angeles, California.

On-Line Publications:

Hickman, G. R. (August 2009). Organizations of Hope: Socially responsible businesses run volunteer programs that build social capital, meet community needs, and take care of business. RichmondMagazine.com [On-line]. Available: <http://richmondmagazine.com/?articleID=30c05b992deebc0d7e0395111529f889>

Hickman, G. R. (2000). Transforming leadership in transformistic organizations: A framework for institutional and societal capacity building. In J. M. Burns, G. Sorenson & L. Matusak (Eds.) *Concepts, challenges and realities of leadership: An international perspective* [On-line]. Available: <http://academy.umd.edu/scholarship/casl/salzburg/chapter2.htm>

Hickman, G.R. & Creighton-Zollar, A. *Understanding Leadership and Diversity – Volume 1 and 2.*

Newsletter Articles:

Hickman, G.R. (1997). Incorporating diversity into a leadership course. *Concepts & connections: A newsletter for leadership educators*, 5(3), 6-8.

Robinson, G. (1988). "Person-centered management." *Black women of achievement magazine*. NAACP Legal Defense and Fund, Inc., 1(1).

CONFERENCE PRESENTATIONS, PANELS AND SPEECHES**Leadership Studies:**

"The Power of Invisible Leadership." Co-presenter, Practical Leadership Symposium – The Power of Purpose, Moller Centre, Churchill College, University of Cambridge, England, April 21, 2017.

"Leaders in Personal Crisis." Panel member. International Leadership Association Annual Conference, Atlanta, Georgia, November 2-5, 2016.

"Rigor and Relevance in Theory and Practice: A Cross Sector Keynote." Co-keynote presentation with Jorrit Volkers. International Leadership Association Annual Conference, Barcelona, Spain, October 14-17, 2015.

"Real, Intended Change: Business Movements?" Invited paper and presentation at The Pursuit of Leadership: Remembering James MacGregor Burns, Mount Vernon, VA, April 9-10, 2015.

"The Power of Invisible Leadership." Panel Member. International Leadership Association Annual Conference, Montreal, Canada, October 30-November 2, 2013.

"Leadership at Twenty: The Impact of the Kellogg Leadership Studies Project on the Field of Leadership Studies." Panel Member. International Leadership Association Annual Conference, Montreal, Canada, October 30-November 2, 2013.

“Revisiting Leadership in the 21st Century.” Panel Member. International Leadership Association Annual Conference, Montreal, Canada, October 30-November 2, 2013.

“The Power of Invisible Leadership.” Panel Member. International Leadership Association Annual Conference, Montreal, Canada, October 30-November 2, 2013.

“Remote Interactions.” Panel member, The Program for Enhancing Teaching Effectiveness (PETE) Luncheon, University of Richmond, Richmond, VA, November 19, 2009.

“Diversity and Leadership in the 21st Century: New Directions in Research and Teaching.” Panel chair, International Leadership Association Annual Conference, Prague, Czech Republic, November 10-15, 2009.

“The Power of Invisible Leadership.” Invited Speaker, Leadership Speaker Series, Arizona State University School of Public Affairs and Leadership, Phoenix, AZ, October 23, 2009.

“Birmingham Children: Growing up in the Civil Rights Struggle.” Co-presenter (with Ladelle McWhorter), Center for Civic Engagement Brown Bag Lunch series, University of Richmond, Richmond, VA, January 16, 2009.

“Leading Change in Multiple Contexts.” Keynote speaker, Leadership Educators Institute, University of Maryland, College Park, MD, December 4-6, 2008.

“Leading Global Change. Roundtable Senior Scholar at the International Leadership Association Annual Conference, Los Angeles, CA, November 12-15, 2008.

“2007 Jablin Dissertation Award Session.” Session chair at the International Leadership Association Annual Conference, Vancouver, Canada, November 2-4, 2007.

“Cultivating Scholarship on Leading Change. Roundtable Senior Scholar at the International Leadership Association Annual Conference, Vancouver, Canada, November 2-4, 2007.

“The Power of Invisible Leadership.” Presentation at the China Executive Leadership Academy Pudong (CELAP) Annual Conference, Shanghai, October 19- 20, 2007.

“The Power of Invisible Leadership” and “Bridging Vocabulary Across Disciplines.” Visiting Scholar and Invited Speaker, University of Delaware, Newark, Delaware, April 3-6, 2007.

“Organizations of Hope.” Speaker at Sumners Student Leadership Conference, University of Texas at Austin, Austin, Texas, March 1-4, 2007.

“Leading Change.” Presenter at Karamah Law and Leadership Summer Program for Muslim Women, Washington, D.C., July 25, 2006.

“Improving Leader’s and Followers’ Abilities to Meet Challenges: Qualities and Models of Holding Environments.” Panel discussant at the International Leadership Association Annual Conference, Amsterdam, The Netherlands, November 2-5, 2005.

“Concepts and Challenges of Leadership.” Speaker at Leadership in Central Europe Conference, Palacky University, Olomouc, Czech Republic, October 28-30, 2005

“Community Change Leadership.” Presenter at Karamah: Muslim Women Lawyers for Human Rights Leadership Development Program, University of Richmond, Richmond, Virginia, May 26-29, 2003.

“Personal Leadership.” Presenter at Women's History Month Program, Randolph-Macon College, Ashland, Virginia, March 6, 2003.

“Toward a General Theory of Leadership: Pre-conference Session.” Panel presenter and roundtable convener at International Leadership Association Annual Conference, Seattle, Washington, November 14-16, 2002.

“Leading Change.” Presenter at Day at Jepson, University of Richmond, Richmond, VA, November 6, 2002.

“Core Leadership Theories: How Do They Inform Leadership Practice?” Panel presenter at International Leadership Association Annual Conference, Seattle, Washington, November 14-16, 2002.

“Organizations of Hope: Leading the Way to Transformation, Profitability and Social Action.” Presenter at Ph.D. Residency Program, School of Leadership Studies, Regent University, Virginia Beach, VA, August 9, 2002.

“Leading Organizations: Perspectives for a new era.” Presenter at The Brookings Institution’s Conference on Executive Leadership in a Changing Environment, Charlottesville, Virginia, June 9-14, 2002.

Transformation Profitability. Panel presenter at the 12th Annual Kravis-de Roulet Leadership Conference, Claremont, California, February 22-23, 2002.

“Transforming Leadership.” Presenter at Florida Institute for Leadership Excellence Leadership Retreat, Florida A&M University, Tallahassee, Florida, April 6, 2001.

“Transformational Leadership in South Africa.” Panel moderator, Conference on Models of Ethical Leadership for a Changing World, University of Texas at Austin, Austin, Texas, January 21-24, 2001.

“Leadership Programs in Higher Education I.” Panel presenter, Conference on Models of Ethical Leadership for a Changing World, University of Texas at Austin, Austin, Texas, January 21-24, 2001.

“The Morality of Transformational Leadership: Research-in-Progress.” Co-chair with James MacGregor Burns, Pre-conference Session, International Leadership Association Conference, Toronto, Canada, November 3-5, 2000.

“Invisible Leadership.” Co-presenter with Georgia Sorenson, Pre-conference session on Research-in-Progress, International Leadership Association Conference, Toronto, Canada, November 3-5, 2000

“Content and Pedagogy for Teaching Leadership in a Diverse Society.” Presenter at Multicultural Leadership, Franklin College, Franklin, Indiana, June 23, 2000. Seminar included invited participants from Norway, Taiwan, Russia, Lakota Native Americans in South Dakota, California, Louisiana and Indiana.

“Transforming Leadership: Women Changing Society and Themselves.” Presenter at Training in Gender Studies, Conflict Management and “Waging” Peace, Ralph J. Bunche International Affairs Center - Howard University, Washington, D.C., June 12, 2000. Seminar included participants from Cameroon, Chad, Democratic Republic of the Congo, Kenya, Lesotho, Liberia, and Mali.

“Leading Personal Change.” Presenter at Southern Women in Public Service: Coming Together to Make a Difference Conference, June 11, 2000.

“Leading Change.” Presenter at the Art of Teaching Leadership, Richmond, Virginia, June 26-30, 2000.

“The Morality of Transformational Leadership.” Invited conference participant, Burns Academy of Leadership, College Park, Maryland, April 28-30, 2000. (Upcoming).

“Followership” and “Personal Leadership.” Presenter 2000 Loaned Leader Executive Training, United Way, University of Richmond, Virginia, August 29, 2000.

“Transformation through Leadership.” Presenter at the Instructional Leaders’ Seminar, Virginia Community College System, Richmond, Virginia, August 16, 2000.

“The Art of Teaching Leadership.” Presenter at Holy Cross School, Belville, South Africa, June 1999.

“Transforming Leadership.” Guest lecturer at John F. Kennedy School of Government, Harvard University, Cambridge, Massachusetts, March 3, 1999.

“Leadership and Film.” Presenter at the Kellogg National Leadership Program Cross-Group Seminar, Birmingham, Alabama, February 4-7, 1999.

"Leadership in Formal Organizations I and II." Presenter at the Police Executive Leadership School, Richmond, Virginia, March 22 & 24, 1999, February 27-28, 1996, February 27-28, 1995.

"Leading Change." Presenter at the Art of Teaching Leadership, University of Richmond, Richmond, Virginia, June 22-26, 1998.

"Transforming Leadership." Presenter at the Partners in the Arts Session on Leadership and the Arts, Richmond, Virginia, May 1, 1998.

"Leadership in Formal Organizations." Presenter at the Police Executive Leadership School, Richmond, Virginia, March 25, 1998.

"Concepts in Leadership." Presenter at the Kellogg National Leadership Program Cross-Group Seminar, Donaldson-Brown Center, August 14-16, 1997

"Vision and Transformation: Lessons from the South African Experience." Presenter at the Leadership Education Conference, Richmond, Virginia, July 12, 1996.

"Transforming Leadership: Capacity Building in 21st Century Organizations." Presenter at the Management of Development Planning and Implementation Programs for RDP, School of Government, University of the Western Cape, Belville, South Africa, May 22-25 1996.

"Teams and Diversity: Implications for Organizations." Presenter at the Christian Children's Fund, Richmond, Virginia, February 15, 1996.

"Transforming Leadership in Transformistic Organizations." Presenter at the 331 Session of the Salzburg Seminar, Salzburg, Austria, November 11-18 1995.

"Personal Aspects of Leadership: A New Focus for Leadership Education." Presenter at the Leadership Education Conference, Richmond, Virginia, July 14, 1995.

"Initiating and Managing Change." Presenter at the DeWittWallace - Reader's Digest Collaborative Leaders Program of Virginia, Richmond, Virginia, December 13, 1994.

"Teaching Diversity in an Introductory Leadership Course." Co-presenter at the Leadership Education Conference, Richmond, Virginia, July 9, 1994.

"The Role of the Human Resource Professional in the New Leadership Movement." Presenter at the College and University Personnel Association Southern Region Conference, Norfolk, Virginia, April 21, 1994.

"Leadership versus Management." Presenter at the annual meeting of the Virginia Library Association Paraprofessional Forum, Richmond, Virginia, May 24, 1994.

"Culture In the Management/Corporate Arena." Presenter at the meeting of the American Society for Quality Control, Richmond, Virginia, May 10, 1994.

"Leadership: What is it and how do you teach it?" Presenter at the annual conference of the National Association of Student Personnel Administrators, Dallas, Texas, March 23, 1994.

"The Leader as A Change Agent," and "Leadership in Formal Organizations I and II." Presenter at the Police Executive Leadership School, Richmond, Virginia, March 3, 1994 and April 11-12, 1994.

"Leadership in Public Sector Organizations" - Presenter at the Virginia Executive Institute, Wintergreen, Virginia, November 18, 1993.

"Understanding the Need to be a Leader" - Presenter at the Virginia Recreation and Park Society Annual Conference, Williamsburg, Virginia, September 21, 1993.

"Evaluation of a General Theory of Leadership" - Panel member at the American Political Science Association Annual Meeting, Washington, D.C., September 2, 1993.

"The Use of Film in the Study of Leadership" - Co-presenter at the 1993 Leadership Education Conference, University of Richmond, July 13, 1993.

"Changing a Culture" - Co-presenter at the Sigma Phi Epsilon Balanced Man Project: June Leadership Weekend, University of Richmond, June 25, 1993.

"Transformational Leadership and Leadership for a Multicultural Environment" - Presenter at the Fourth National Black Student Leadership Institute, The College of William and Mary, June 4, 1993.

"Transforming Leadership" - Presenter at the Spring Student Leadership Workshop, University of Richmond, April 6, 1993.

"Transformational Leadership" - Speech delivered at Longwood College - November 4, 1992.

Public Administration and Human Resource Management:

"Diverse Self-Directed Work Teams." Presenter at the Richmond Human Resources Management Association, Richmond, Virginia, April 17, 1997.

"Self-Evaluation of the Human Resource Professional" - Moderator for Special District Panel, International Personnel Management Association Conference, August 31, 1992.

"Managing Diversity in the Workforce," Women's Month Series, CSU, Dominguez Hills, 1991.

"Person-Centered Management and The Employee Discipline Process," Management Employees Association, Harbor-UCLA, 1988.

"Advice From Successful Minorities and Women In Higher Education," Administrative Management and Executive Development Program, CSU, Dominguez Hills, 1988.

"Factors That Influence Upward Mobility Within A Professional's Field of Endeavor", National Conference of the American Society for Public Administration, 1982.

"How Young Professionals Manage Career Transitions", National Conference of the American Society for Public Administration, 1981.

"Education and Employment of Women and Minorities," Regional Conference of the American Society for Public Administration, 1980.

"Management Compensation Policies and Issues", American Association of School Administrators, 1977.

"Women and Minority Students in Public Administration", National Conference of the American Society for Public Administration, 1971.

Training Manual:

Dobbs, M.F. & Robinson, G. (1988). *Teaching superwoman to fly: Women pursuing multiple goals*. Los Angeles: Authors.

GRANTS AND RESEARCH

Jepson Research Grants, 2004-2007.

Principal Investigator. Teaching leadership for a diverse society. Grant from Eisenhower Leadership Development Program, U.S. Department of Education, 1993-94 and 1994-95.

Principal Investigator. Leadership During Personal Crisis. Grant from University of Richmond Research Committee, 1994-95.

Principal Investigator, Full resource employment program. Grant from U.S. Intergovernmental Personal Act. Inglewood California, 1972-74.

SCHOLARLY PROJECT PARTICIPATION

Leadership for Transformation. Member of Stewardship Group for Fetzer Institute grant to convene three groups on the topic of leadership for transformation and produce edited publications, 2008-2009.

General Theory of Leadership (GTOL). Participant with a small group of leadership scholars led by James MacGregor Burns and Georgia Sorenson to develop a general theory of leadership, 2003-2006.

Kellogg Leadership Studies Project (KLSP). As a member of the Focus Group on Transformational Leadership and a scholar in KLSP, served as co-convenor with James MacGregor Burns, convenor, recorder and member, 1993-1997.

RESEARCH IN PROGRESS

Leaders in Personal Crisis

Entrepreneurship:

"Black Entrepreneurs", Black Emphasis Series, CSU Dominguez Hills, 1987.

"Women Entrepreneurs", Women's Dialogue Associates, CSU, Dominguez Hills, 1987.

Community Issues:

"Community Reinvestment, Citizen Involvement and Race Relations" - Panel Member at Statewide Conference on Leadership and Community at Virginia Union University, January 15, 1993.

COURSES TAUGHT

Leadership Studies (Jepson School of Leadership Studies, University of Richmond):

New course development:

Leadership and Film

Leading Socially Active Businesses

Theories and Models of Leadership (jointly developed with colleagues)

Leadership in a Diverse Society

Senior Project (jointly developed with colleagues).

Senior Seminar (jointly developed with colleagues)

Leading Change (formerly The Leader as a Change Agent)

Leadership in Organizations (formerly Leadership in Formal Organizations)

Courses taught in core curriculum:

Theories and Models of Leadership

Foundations of Leadership studies

Leading Groups

Service Learning

Internship in Leadership Studies

Public Administration (California State University, Dominguez Hills):

New course development:

Current Issues in Human Resource Management

Staffing, Selection and Performance Appraisal

Courses in general curriculum:

Public Personnel Administration

Collective Bargaining

Seminar in Public Personnel Administration

Seminar in Public Administration

INTERVIEW

Wiley, Ed. "Cal State University Dominguez Hills Puts Teeth into Diversity Commitment." Black Issues In Higher Education, 6:12-13, April 13, 1989.

BOARD AND COMMITTEE SERVICE

Member, Core Planning Team, Fetzer Institute-International Leadership Association Partnership for ILA 2009 Global Conference in Europe, 2007-2008.

Vice Chair (2006-2008) and Board Member, International Leadership Association (ILA) Board, 2002-2008.

Vice President (2005-2007) and Board Member, Seven Hills School Board, 2004-2008.

Board Member, Center for the Advanced Study of Leadership, Burns Academy of Leadership, 1997-99.

Committee Member, Kellogg National Leadership Program (Group XVI) Primary Review and Interview Team, 1997.

Committee Member, Steering Committee (formerly Advisory Board), Leadership Studies Project, Kellogg Foundation grant, 1995 - 1996.

Co-Chair, Leadership Education Conference Program Committee, Jepson School of Leadership Studies, University of Richmond, 1994.

Commission Member, Commission on Peer Review and Accreditation, National Association of Schools of Public Affairs and Administration, 1991-1994.

Committee Member, Committee on Faculty Recognition, National Association of Schools of Public Affairs and Administration, 1991-92.

Committee Member, Nominating Committee, National Association of Schools of Public Affairs and Administration, 1990.

Committee Member, Standards Committee, National Association of Schools of Public Affairs and Administration, 1988-90.

Committee Member, Diversity Committee, National Association of Schools of Public Affairs and Administration, 1989-90.

Board Member, Women's Hospital, Memorial Health Services, Long Beach, California, 1990-1991.

Board Member, Sierra University: A University Without Walls, Santa Monica, California, 1987.

Council Member, American Society for Public Administration, Los Angeles Chapter, 1977 - 1983.

Executive Council Member, California Women in Government, 1980 - 1982.

Chairperson, Nominations Committee for the Harry Scoville Award, American Society for Administration, Los Angeles Chapter, 1980.

Committee Member, Policy Committee, American Society for Public Administration, Los Angeles Chapter, 1977 - 1982.

Advisor, Student Board of American Society for Public Administration, 1980 - 1982.

Vice Chairwoman, National Committee on Women in Public Administration, American Society for Public Administration, 1974 - 1975, and 1976 - 1977.

UNIVERSITY SERVICE : University of Richmond

Jepson School:

Member, Faculty Selection Committee, 2011-2012.

Member, Student Selection Committee, 2010-2012.

Assessment Committee – 2009-2011.

Chair, Promotion Committee, Summer-Fall 2009

Chair, Scholarship Committee, 2002-2004; Member 2002-2009

Member, Master of Leadership Studies Curriculum Committee, 2002-2004

Member, Jepson School Tenure Track Faculty Position, 2002-2003.

Chair, Jepson School Dean Search Committee, 2002.

Chair, Program Committee (combined curriculum and assessment), 1997-98; member 1996 - 2001.

Subcommittee Chair and Member, Strategic Planning Committee, 1996.

Chair, Speaker's Committee, 1995; member 1995 - 1996.

Co-chair, Leadership Education Conference Committee, 1994; member 1992-95.

Member, Jepson School Academic Council, 1992 - 1996.

Faculty Co-representative (with Dr. R. Couto), elected 1993-94.

Member, Assessment Committee, 1992-1995

Member, Student Selection Committee, 1992-1995

Member, Associate Dean Search Committee, 1994.

University:

Member, Cross-School Curricular Oversight Committee, 2010-2012.

Member, Advancement Committee, University of Richmond Board of Trustees, 2007-2009.

Member, Westhampton College Student Affairs Committee, 2007-2009.

Member, Search Committee for Vice President for Advancement, 2007.

Member, Committee on Committees, 2005-2006

Member, Common Ground Action Committee, 2004-2005.

Chair Sub-Committee, Diversity in Curriculum and Co-curricular Programs

Member, Faculty Council, 2002-2004.

Chair, Faculty Council Subcommittee, Dean Assessment, 2002-2003.

Member, General Education Petition Committee, 2001-2004.

Member, General Education Committee, 1997- 2000.

Member, Search Committee for University Librarian, 1997- 1999.

Mentor, CIGNA Scholars Program, 1992 - 1999.

Member, University Library Committee, 1994-1997

Member, Task Force on the Co-Curricular Experience of the Planning and Priorities Committee, 1993-94.

Member, Women and Leadership Conference Committee, Women's Center, 1992-93.

Member, Oldham Scholars Committee, 1993-95.

Member, Program for the Enhancement of Teaching Effectiveness Committee (PETE), 1993.

UNIVERSITY SERVICE : Virginia Commonwealth University, California State University Dominguez Hills and Other Universities

Member, Dissertation Committees for Public Policy Ph.D. Program, Virginia Commonwealth University, 1992-97.

Member, Task force on the Future of the School of Community and Public Affairs, Virginia Commonwealth University, 1993-94.

Chair, Search Committee for Associate Vice President for Academic Personnel, CSU, Dominguez Hills, 1990.

Member, University Conference Planning Committee, CSU, Dominguez Hills, 1989.

Member, Task Force to Consider Organizational Alternatives for an Academic Unit Within CSU, Dominguez Hills for the Statewide Nursing Program, 1988.

Chair, MPA Accreditation Self-Study Committee, CSU, Dominguez Hills, 1986-87.

Program Director, Administrative, Management and Executive Development Program, CSU, Dominguez Hills, 1987-88.

Mentor, Graduate Equity Fellowship Program, CSU, Dominguez Hills, 1986.

Member, Committee to Review Administrative Structure and Processes, CSU, Dominguez Hills, 1985.

Member, Search Committee for Vice President Academic Affairs, CSU, Dominguez Hills, 1985.

Chair, Retention, Tenure and Promotion Committee, Department of Public Administration, CSU, Dominguez Hills, 1985.

Member, Commission on the Urban University, CSU, Dominguez Hills, 1980 - 1982.

Member, Task Force on Graduate Education, CSU, Dominguez Hills, 1982.

Member, Task Force on the Future of the School of Management, California State University, Dominguez Hills, 1980 -1981.

Faculty Advisor and Originator of Campus Chapter, Pi Alpha Alpha Honorary Society, 1981 - 1984.

Faculty Advisor and Founder, Dominguez Public Administration Association, 1980 - 1984.

Member, Safety Committee, CSU, Dominguez Hills, 1980 - 1981.

Proposal Review Committee for the Affirmative Action Faculty Development Program, CSU, Dominguez Hills, 1980 - 1981.

Ex-Officio member, Affirmative Action Committee, CSU, Dominguez Hills, 1977 - 1979.

Ex-Officio member, Staff Council, CSU, Dominguez Hills, 1977 - 1979.

Member, Doctoral Selection Committee, University of Southern California, 1975.

Member, Student Policy Committee for Public Administration, UCLA, 1971.

Member, Black Graduate Students' Association, UCLA, 1970 - 1972.

PROFESSIONAL CONSULTING

Deloitte University (Europe, Middle East, Asia), Brussels, Belgium

School of Government, University of the Western Cape, South Africa

Leadership Center, Franklin College

Institute for Leadership Excellence, Florida A&M University

Leadership Training Institute, John F. Kennedy High School, Montgomery County, Maryland

City of Inglewood

Sierra University: A University Without Walls

Arthur Young and Company

Dobbs Associates

BUSINESS MANAGEMENT

Founder and General Partner, The Rodeo Rainbow, A California Limited Partnership, 1983 - 1985

Executive management of a retail specialty business on Rodeo Drive in Beverly Hills. Responsibilities included management of business' starting operation; negotiation of financing and lease; development of store design; coordination of promotional activities; direction of store operations involving merchandising, buying, and staff development.

PROFESSIONAL MEMBERSHIP

International Leadership Association

HONORS

International Leadership Association Leadership Legacy Lifetime Achievement Award, 2016

Jepson School Award for Leadership and Service, 2012

Distinguished Educator Award, University of Richmond, 2003-2004

Omicron Delta Kappa, National Leadership Honor Society.

Most Outstanding Member of the Faculty, Black Students of the University of Richmond, 2000

Who's Who Among Black Americans

Who's Who In California

Donald R. Gerth Service Award, Department of Public Administration, CSU, Dominguez Hills, 1989.

Woman of Achievement Award Nominee, Women's Council of the State University, 1989.

Pi Alpha Alpha, National Honorary in Public Administration

Soroptimist Club Recognition Award, 1974.

Fellow, Graduate Advancement Program, UCLA, 1970-1972.

Pi Gamma Mu, National Honorary in Political Science, 1970.

A Better Chance (ABC) Scholar, 1964-1966.