

KENNETH L. NICHOLS

Contact Information

Academic

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Education

<i>Degree</i>	<i>Field</i>	<i>Institution</i>	<i>Date</i>
Doctor of Public Administration	Change & Innovation	George Mason University	1993
Master of Public Administration	Management	George Mason University	1983
Bachelor of Arts (Cum Laude)	English Language & Literature	Weber State University	1968

Academic Experience

<i>Position</i>	<i>Affiliation</i>	<i>Dates</i>
Associate Professor with Tenure	University of Maine, Dept. of Public Administration	2002-present
Assistant Professor	University of Maine, Dept. of Public Administration	1996-2002
Adjunct Instructor	George Mason University, Dept. of Public & International Affairs	1995-1996
Adjunct Instructor	University of North Florida, Dept. of Social & Polit. Science	1984-1985

Professional Experience

<i>Position</i>	<i>Affiliation</i>	<i>Dates</i>
Sr. Program Analyst (Reengineering)	Internal Revenue Service, Planning & Finance, Washington, DC	1991-1994
Asst. to the Director	Internal Revenue Service, Ft. Lauderdale District	1987-1991
Legislative Analyst	Internal Revenue Service, Legislative Affairs, Washington, DC	1985-1987
Trend Analyst	Internal Revenue Service, Jacksonville District	1984-1985
Planning Analyst (Strategic Planning)	Internal Revenue Service, Planning, Finance & Research, Washington, DC	1981-1984
Program Coordinator (Information Returns)	Internal Revenue Service, Tax Systems, Washington, DC	1976-1980
Systems Analyst	Internal Revenue Service, Returns Processing & Accounts, Washington, DC	1972-1975
Tax Examiner	Internal Revenue Service, Ogden Service Center	1966-1971

Courses Taught

Undergraduate

- Public Management
- Organizational Change in Public Service
- Technical Writing and Communication in Public Service
- Pop!Tech: The Impact of Technology on Society
 - 1999: Popular Culture and the New Technologies
 - 2000: Being Human in the Digital Age
 - 2001: Online, Everywhere, All the Time
 - 2002: Artificial Worlds
 - 2003: Sea Change
 - 2004: The Next Renaissance
 - 2005: Grand Challenges
 - 2006: Dangerous Ideas
 - 2007: The Human Impact
- Public Leadership and Literature
- Neighborhood Leadership Skill-building
- Public Personnel Management

Graduate

- Strategic Planning Using Futures Techniques
- Applying Futures Studies Techniques to Public Management
- Administrative Theory
- Leadership and Administrative Theory in Public Service
- Maine Politics and Policy
- Program Analysis and Evaluation
- Methods of Analysis for Public Administration and Public Policy
- Advanced Methods of Analysis for Public Administration and Public Policy
- Information Technology and Public Policy
- Technology and Public Management
- Intergovernmental Relations
- Principles and Practices in Government Organization and Management

Professional Affiliations

- American Society for Public Administration
- World Future Society
- Pi Alpha Alpha Honor Society
- National Association of Schools of Public Affairs and Education
- National Education Association/Maine Education Association
- Associated Faculty of the University of Maine
- New York College English Association
- Northeast Popular Culture Association
- Police Futurists International
- Maine Library Association

Recent Service Activities

Public Service

- Advisory Board, Maine Digital Government Summit (2007)
- Member, Orono 2006 Bicentennial Planning Committee (2004-2006)
- Trustee, Orono Public Library (1999-2005; chair, 2000-2002)
- Member, former co-pres. (1999-2000), Friends of the Orono Public Library (1997-present)
- Member, Design Committee for Orono Public Library (1997-1999)
- Grant application reviews: New Century Library Foundation grant, \$7,000 (February 2000), \$13,000 (February 2002); Gates Foundation grant, \$17,000 (February 2001)
- Board member and publicity chair, Orono Land Trust (2000-2001)
- Founding member, UMaine Sustainability Coalition (2000-2003)
- Newsletter editor for a Virginia nonprofit organization that provides housing and social development skills to adults with mental disabilities (1995-2001)

Professional Service

- Pi Alpha Alpha
 - National Vice President (2007-present)
 - Member, National Board (2005-present)
 - Chair, Committee on Chapter Grants (2005-2007)
- American Society for Public Administration; World Future Society:
 - Coordinated bridge agreement between ASPA and the World Future Society (1999-2003)
 - National task group on awards and recognition (1999-2002)
 - 2003 national conference planning committee (2002-2003)
 - Chair, ASPA's Section on Historic, Artistic, and Humanistic Expression (2003-2004)
 - Board member, Maine Chapter (1997-2001, 2005)
 - Board member and former chair, ASPA's Section for Professional and Organizational Development (1997-2004)
- Futurist Advisory Board, Lifeboat Foundation (2008-present)
- Associated Faculty of the University of Maine: AFUM/UMS Distance Educ. Committee (2001-2006)
- Peer reviewer for journal articles, textbooks, and tenure outside UMaine
- Editorial Review Boards:
 - Public Administration Quarterly* (1999-present)
 - Ethics Today* (2000-2006)
 - Public Voices* (2001-present)

Academic Service

- University of Maine System (UMS):
 - Online Course Evaluation Form Revision Committee (2005)
 - AFUM/UMS Joint Committee on Distance Technology and Education (2001-2006)
- University of Maine (UM):
 - Interdisciplinary Disabilities Studies Advisory Committee (2006-present; chair 2008)
 - Center for Teaching Excellence Steering Committee (2008)
 - Undergraduate Program Curriculum Committee (2000-2004; chair, 2002-2004)
 - Strategic Planning Committee for Distance Education (2005)
 - Diversity Grants Review Committee (2005)
 - Faculty Search Committees
 - Parks, Recreation, and Tourism for asst./assoc. prof. (2004)
 - Maine Business School for asst./assoc. prof. (2007-2008, chair)
 - University Human Subjects Review Board (1999-2002)

- College of Business, Public Policy, and Health:
 - Human Subjects Unit Review Committee (1998-2002, 2005-2007)
 - Reappointment Review Committee – Director of Nursing (2002)
 - Center on Aging (faculty associate, 2002)
 - Committee for Initial Planning of the William S. Cohen Center for Public Policy and Commerce (1997-1999)
 - Graduate Programs Committee (1998-1999)
- Department of Public Administration:
 - Graduate Studies Committee (ongoing); Undergraduate Studies Committee (ongoing)
 - Peer Committee (ongoing); Policy Advisory Committee (ongoing)
 - Strategic Planning Committee (ongoing)
 - Promotion & Tenure Committee (ongoing); Chair Search Committee (1999, 2001, 2008)
 - Interim director for public administration graduate programs (1998-1999)
 - Advisor for Pi Alpha Alpha, Graduate Assoc. of Public Administrators (1998-present)
 - Advising students at undergraduate, masters, and doctoral levels
 - Overseeing training research grants for graduate student projects (2003-2006)

Publications

Articles (refereed)

- “Creating Classroom Links between Public Administration and Civil Engineering Disciplines” *Leadership in Management and Engineering*. Co-author with Phillip Dunn (forthcoming, October 2008).
- “Turning Bad Situations into Good Outcomes: The Role of Triggers and Lures in Shaping the Future.” *Futures Research Quarterly* 23 (2, 2007): 31-44.
- “Decoding Postmodernism for Busy Public Administrators.” *The Public Manager* 36 (1, Spring 2007): 60-62.
- “Tax Policy and the Principles Underlying a ‘Good Tax.’” *Maine Policy Review* 14 (Winter 2005): 12-14.
- “Domestic Violence at the Top of New England: An Analysis Based on Law Enforcement Incident Reports in Aroostook County, Maine.” Co-author with Carolyn Ball. *New England Journal of Policy* 17 (2, Spring/Summer 2002): 39-53.
- “Ethics Education in the MPA Curriculum: What Difference Does It Make?” Co-author with Carole L. Jurkiewicz. *Journal of Public Affairs Education* 8 (2, April 2002): 103-114.
- “Optimizing the Silver-collar Worker: In the Shoes of the Older Employee,” *International Journal of Organization Theory and Behavior* 4 (3&4, Fall 2001): 225-246.
- “The Crucial Edges of Reinvention: A Primer on Scoping and Measuring for Organizational Change.” *Public Administration Quarterly*. (Winter 1997): 405-418.
- “Constitutionally Speaking: A Conversation with Lycurgus of Sparta on the Role of the Lawgiver in Society.” *Public Voices*. (July 1996): 59-67.

Book Chapters

- “Strategic Planning.” *Handbook of Technology Management*, Hossein Bidgoli, editor. Co-author with Stephanie Welcomer. (Invited; under review.)
- “Policy Issues on Aging and Social Security: Does It Pay to Get Old?” *American Politics: Diversity and Unity*. John Rourke and Scott Furlong, eds. (Invited; publication delayed)
- “Technology Transfer and Diffusion.” *Encyclopedia of Life Support Systems*. Oxford, United Kingdom: Baldwin House, 2005 (online).
- “Micromanagement.” *International Encyclopedia of Public Policy and Administration*. Jay M. Shafritz, editor-in-chief. New York: Westview Press, 1998, pp. 1398-1403.
- “Technology Transfer.” *International Encyclopedia of Public Policy and Administration*. Jay M. Shafritz, editor-in-chief. New York: Westview Press, 1998, pp. 2233-2239.

Books/Monographs

- Organization Theory: A Public and Nonprofit Perspective*, Harold Gortner and Carolyn Ball, co-authors. Thomson-Wadsworth, 2007.
- Enterprise Government: Franchising and Cross-Servicing for Administrative Support*, Arie Halachmi, co-editor. Burke, Virginia: Chatelaine Press, 1996, 1997.

Professional Presentations and Documents

Conference Papers, Presentations

- "IT [Information Technology] and Education." Conference panel at the Maine Digital Government Summit (convenor), Augusta, Maine, October 2007.
- "Undergraduate Public Administration Programs and the NASPAA Connection." Panel presentation at the annual conference of the National Association of Schools of Public Affairs and Administration, Seattle, October 2007.
- "Ethics in the Public Workplace." Workshop for Maine State employees and managers, Augusta, Maine, July 2007.
- "Situational Management." Workshop for supervisory campus police officers, Orono, Maine, June 2005.
- Catch-22*. Discussion moderator for the film at the annual conference of the American Society for Public Administration, Washington, DC, March 2003.
- "Ethics and the Futurist." Presented for the Master of Science in Studies of the Future Program at the University of Houston – Clear Lake in Houston, Texas, February 2003.
- "Blurred Sectors Don't Mean Fuzzy Ethics: A Pragmatic Perspective." Presented at the annual conference of the National Association of Schools of Public Affairs and Administration, Los Angeles, October 2002.
- "Maine Local Law Enforcement Communication Technology Survey Results." Presentation to the Maine Association of Chief Law Enforcement Officers, Bar Harbor, Maine, June 2002.
- Thirteen Days: The Cuban Missile Crisis*. Discussion moderator for the film at the annual conference of the American Society for Public Administration, Phoenix, Arizona, March 2002.
- "A Conversation on Student Writing." Panel, University of Maine, Orono, Maine, March 2002.
- "Using 'Unreal Administrators' to Teach Real Administrators: Applying Fiction and Poetry in Public Administration Education." Presented at the 24th Annual Conference on Teaching Public Administration, Tempe, Arizona, February 2001.
- "Advisory Update: Criminal Justice Information System Upgrade." Presented with Dr. Carolyn Ball at a meeting of the Maine Justice Assistance Council, Augusta, Maine, February 2001.
- "Opinion Survey Results: Orono Public Library." Presented at a joint session of the Orono Town Council and the Orono Public Library Trustees, Orono, Maine, February 2001.
- "James Thurber's 'The Unicorn in the Garden': A Case Study in Community-level Social Responsibility." Presented at the New York College English Association Conference on *Literature and Criminal Justice*, Hamburg, New York, September 2000.
- "Marketing the MPA." Presented at the annual conference of the National Association of Schools of Public Affairs and Administration, Miami Beach, October 1999.
- "Enforcement Administration: The Blend of Marketing and Muscle." Presented at the annual conference of the American Society for Public Administration, Seattle, May 1998.
- "Ethics in Public Administration: No Place for Wimps." Presented at a meeting of the American Society for Public Administration in Augusta, Maine, March 1998.
- "IRS: Not as Scary as They Seem." Joint presentation with Barbara Nichols. Part of the social issues series of the Orono Methodist Church, February 1997.
- "*Star Trek* and Public Leadership Roles: Employing Popular Culture in the Classroom to Introduce Administrative Concepts." Presented at the annual meeting of the Northeast Popular Culture Association, Boston, October 1997.
- "Why Federal Agencies Adopt TQM." Presented at the annual conference of the American Society for Public Administration, 1994. Reprinted in *Total Quality Management*, a volume of the ASPA Resource Paper Series, Peter Brace, ed., 1996.
- "Robert Browning's *My Last Duchess*: A Contrast in Management Styles." *Conference Proceedings on Administrative Leadership: Lessons from Liberal Learning*. White Plains, New York: Pace University, 1991, pp. 287-300.
- "Technology, Ethics, and Tax Administration." Presented at the annual conference of the American Society for Public Administration, Denver, Colorado, 1983.

Interviews

- "Can Business and Ethics Coexist?" Interview and article by George Manlove. *UMaine Today*. (September-October 2004):10-11.
- "Brand-New Mainers: For many newcomers, especially those in their fifties, the distinction between relocation and retirement is a bit blurry." Interview and article by Jeff Clark, Senior Editor, *Down East*, v.47, no. 8 (March 2001): R4-R8.
- "UMaine Professor Offers Information, Tips on Tax Filing." Interview by Peter Cook, Public Affairs, University of Maine (March 2000).

Commentaries

- "'Good Tax' Has Basic Principles." OpEd in the *Bangor Daily News* (January 6, 2005). Basis for a longer journal article.
- "Professional Development Never Ends," *PA [Public Administration] Times* (November 1998).
- "The Last Word," a feature in *Ethics Today* (Fall 1998).
- "Maybe We Should Split the IRS." OpEd in the *Bangor Daily News* (November 18, 1997). Based on a longer, unpublished article.
- "The MPA Is Great, But Way Too Late." *PA Times* (October 1998).
- "The Schools and the Search for Customers." *PA Times* (October 1995).
- "A Resourcing Support Study Scenario -- A First-line Field Manager in 2001 Could Have Powerful Electronic Help." *Leader's Digest* (Summer 1993): 24-25.
- "Building the Bridge to TQO [Total Quality Organization]." *Leader's Digest* (Spring 1993): 20-21.
- "Core Business Systems." *IRS Controller Newsletter* (1992).
- "Trends in IRS Budgets." *IRS Controller Newsletter* (1992).
- "Social Technology'? What's That?" *Leader's Digest* (Fall 1990): 18.

Selected Reports and Handbooks

- "Integration of Law Enforcement Computer Technology." Report co-authored with Carolyn Ball for the Maine Criminal Justice Assistance Council. September 2002.
- "Report of the Library Design Committee to the Town Council, Orono, Maine." Co-authored with James Bird. May 2000.
- "Productivity Definition: Report for the Internal Revenue Service's *Business Master Plan*." Advisory report for the U.S. Internal Revenue Service, 1994.
- "Streamlining Plan for the Internal Revenue Service." Report to the Treasury Department and the Office of Management and Budget, 1994.
- "Planning, Funding, and Assessing Servicewide Performance: An IRS Core Business Subsystem." Documentation for an aspect of business process improvement within the Internal Revenue Service, 1994.
- "Why Public Organizations Adopt Total Quality Management: Factors Influencing Decisions to Invest in TQM." Doctoral dissertation, George Mason University, 1993.
- "Budget Overview for Fiscal Year 1994." Prefatory statement to the Internal Revenue Service budget submission, 1992.
- "Responsibility, Authority, and Organizational Hodge-podge: A Polemic." Advisory report for the Internal Revenue Service, 1992.
- "Budget Overview for Fiscal Year 1993." Prefatory statement to the Internal Revenue Service budget submission, 1991.
- "Budget Framework and Guidance for Fiscal Year 1993." Guidance document for Internal Revenue Service budget development, 1991.
- "Strategic Initiative: Addressing International Corporate Tax Noncompliance." Advisory report for the IRS, 1990.
- "How Major Corporations Implement Total Quality Management." Advisory report for the Internal Revenue Service, 1990.
- "Strategic Initiative: Improve IRS Examinations." Advisory report for IRS, 1990.
- "Excel Thru People Survey -- Interpretive Guide." Guidance document for Internal Revenue Service managers, 1988.
- "Environmental Scan: Electronic Financial Recordkeeping." Advisory report for the Internal Revenue Service, 1984.
- "IRS Safeguards to Assure Taxpayer Rights." Advisory report for the Internal Revenue Service and the Congress, 1982.
- "Recommendations for Systems Improvements to Information Returns Processing." Advisory report for the Internal Revenue Service, 1979.
- "Perfecting Taxpayer Identification Numbers on Information Returns." Procedural handbook for Internal Revenue Service employees, 1975.

Other Research Interests

FUTURES RESEARCH TECHNIQUES – Research oriented around possible, probable, and preferred futures in the context of strategic planning and policy development

- Practices and issues in transnational governance
- Applying futures research techniques within public administration
- Creating a practical guide for strategic management and futures techniques (with P. Bishop)

ETHICS AND PUBLIC ADMINISTRATION — A line of research, with Carole Jurkiewicz and others, focusing on the relationship between ethical behavior in the workplace and ethics emphasis in the curriculum. Areas in development:

- The relationship between undergraduate ethics education and ethics in the workplace
- Teaching ethics in public service.

NORTH AMERICAN BORDER ISSUES — A line of research with Howard Cody about social, political, economic, and security aspects of national borders in North America. Areas in development:

- New England-Canadian border communities' changing potential for shared public and nonprofit services.
- Considerations in redefining national borders within North America.

CRIMINAL JUSTICE — A line of research with Carolyn Ball examining interrelated issues in criminal justice administration. Areas in development:

- Law enforcement administration's dual-perspective of enforcement and assistance
- Maine's evolving criminal justice information system and its law enforcement communications technology. Funded through the Maine Department of Public Safety, Justice Assistance Council, and MCJUSTIS Policy Board (\$24,000)

REVENUE ADMINISTRATION — A line of research examining aspects of federal and state tax policy and administration. Areas for pursuit:

- Administrative issues surrounding potential internet and interstate sales taxes.
- Managing federal accounts receivable
- Nonpolicy aspects of international tax administration

LITERATURE AND PUBLIC ADMINISTRATION – Developing links between administration education and the liberal arts. Funded through the Bird and Bird Instructional and Faculty Development Grants Program (\$1,600).