

CURRICULUM VITAE  
**GILL ROBINSON HICKMAN, Ph.D.**

Address:  
8200 Yolanda Road  
Richmond, Virginia 23229

Telephone:  
Home (804) 288-8619  
Office (804) 287-6097

**EDUCATION**

Ph.D., University of Southern California, 1978.  
Field: Public Administration

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, Jepson School of Leadership Studies, University of Richmond, 1992 -present.  
Participate in the development and implementation of the academic program in the first school of leadership studies in the country. Responsible for developing and teaching new courses, such as Leadership In Organizations and The Leading Change, as well as teaching sections of the Foundations of Leadership Studies and Senior Project courses. As a member of the faculty of a new school, participate in the initial formation and structuring of new committees, programs and academic policies. Participate in the planning of the annual Leadership Education Conference for leadership educators throughout the country.

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.

### **PROFESSIONAL CONSULTING**

Consultant, City of Inglewood, 1990, 1985 - 1987

Projects implemented for the Department of Personnel include: conducting the City's self-study for compliance with 504 Handicap Regulations; implementing specialized recruitment and selection processes; conducting classification studies; and analyzing and reporting the City's EEO-4 data to the Federal government.

Consultant, Sierra University: A University Without Walls, 1986-1987

As a consultant to the University, developed the bachelor's, masters and doctoral degree programs in Business and Public Administration. Conducted workshops on curriculum in preparation for the school's self-study.

Consultant, Arthur Young and Company, 1986 - 1987

Conducted human resource management review and total institutional audit for clients as a project team member and subcontractor.

Consultant, Dobbs Associates, 1980

In collaboration with company president designed and conducted managerial effectiveness programs in the areas of leadership, motivation, communications, problem solving, planning, decision-making, and time management. Seminar participants included representatives from Xerox Corporation, Northrop Corporation, Rockwell International, Los Angeles County, City of Compton, Equitable Life, Title Insurance and Trust.

### **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.

### **PUBLICATIONS**

#### **Books:**

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

Hickman, G.R. & Lee, D. Managing personnel in the public sector: The department manager's role. Fort Worth: Harcourt Brace. (Under contract, manuscript complete).

Hickman, G.R. & Creighton-Zollar, A. Understanding Leadership and Diversity – Volume 1 and 2. (Under review).

#### **Journal Articles:**

Hickman, G.R. & Creighton-Zollar, A. (1998). Diverse self-directed work teams: Developing strategic initiatives for 21<sup>st</sup> 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.

**Book Chapters:**

Hickman, G.R. Transforming Leadership in Transformistic Organizations: A Framework for Institutional and Societal Capacity Building. In Global leadership: Concepts and challenges. College Park: University Press of Maryland. (Accepted for publication).

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

**Working Paper Series:**

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.

**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).

**Papers:**

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.

**Training Manual:**

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

**GRANTS AND RESEARCH**

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**

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.

Scholar, Kellogg Leadership Studies Project. "Concepts in Leadership" Cross-Group Seminar. As one of four KLSP scholars, served as a seminar presenter for 24 Kellogg Fellows, August 14-16, 1997.

**SCHOLARSHIP IN PROGRESS**

Hickman, G.R. Leadership During Personal Crisis.

This qualitative study examines the experiences of individuals who have endured personal crisis while serving in leadership roles.

**INTERNATIONAL PRESENTATIONS**

"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.

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

## **PRESENTATIONS AND SPEECHES**

### **Leadership Studies:**

“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, 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.

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

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

"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.

### **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.

## **NEW COURSE DEVELOPMENT**

### **Leadership Studies:**

Senior Project, Jepson School of Leadership Studies, University of Richmond, spring 1994 (with Drs. Couto and Ciulla).

The Leader as a Change Agent, Jepson School of Leadership Studies, University of Richmond, fall 1993.

Leadership in Formal Organizations, Jepson School of Leadership Studies, University of Richmond, spring 1993.

### **Public Administration:**

Current Issues in Human Resource Management, Department of Public Administration, California State University, Dominguez Hills.

Staffing, Selection and Performance Appraisal, Department of Public Administration, California State University, Dominguez Hills.

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

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.

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

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

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

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

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.

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:**

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

Subcommittee Chair and Member, Strategic Planning Committee, 1996.

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

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

Member, Jepson School Academic Council, 1992 - present.

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, General Education Committee, 1997- present.

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

Mentor, CIGNA Scholars Program, 1992 - present.

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 MEMBERSHIP**

Academy of Management

American Society for Public Administration

International Leadership Association

International Personnel Management Association

### **HONORS**

Omicron Delta Kappa, National Leadership Honor Society

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.