

William L. Swann

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School of Public Affairs
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Education

- Ph.D., Public Administration, Florida State University, 2016.
M.P.A., Public Administration, University of Rhode Island, 2012.
B.S.B.A., Finance, *magna cum laude*, Bryant University, 2009.

Academic Appointments

Assistant Professor, School of Public Affairs, University of Colorado Denver, 2016–Present.

Publications

Peer-Reviewed Journal Articles

- [11] Kim, Serena, **William L. Swann**, Christopher M. Weible, Thomas Bolognesi, Rachel M. Krause, Angela Y. S. Park, Tian Tang, Kiernan Maletsky, and Richard C. Feiock. Forthcoming. “Updating the Institutional Collective Action Framework.” *Policy Studies Journal*.
- [10] **Swann, William L.**, Shelley McMullen, Dan Graeve, and Serena Kim. 2019. “Community Resistance and Discretionary Strategies in Planning Sustainable Development: The Case of Colorado Cities.” *Urban Planning* 4 (4): 98–110. doi:10.17645/up.v4i4.2384
- [9] **Swann, William L.**, Emily Brixey, and Wayne Wohler. 2019. “Linking Local Sustainability Policies to Health Outcomes: An Analysis of the Urban Sustainability-Health Nexus.” *Journal of Urban Affairs*. doi:10.1080/07352166.2019.1638268
- [8] Deslatte, Aaron, and **William L. Swann**. 2019. “Elucidating the Linkages Between Entrepreneurial Orientation and Local Government Sustainability Performance.” *The American Review of Public Administration*. doi:10.1177/0275074019869376
- [7] **Swann, William L.**, and Aaron Deslatte. 2019. “What Do We Know about Urban Sustainability? A Research Synthesis and Nonparametric Assessment.” *Urban Studies* 56 (9): 1729–1747.
- [6] **Swann, William L.**, and Seo Young Kim. 2018. “Practical Prescriptions for Governing Fragmented Governments.” *Policy & Politics* 46 (2): 273–292.

- [5] Deslatte, Aaron, and **William L. Swann**. 2017. “Context Matters: A Bayesian Analysis of How Organizational Environments Shape the Strategic Management of Sustainable Development.” *Public Administration* 95 (3): 807–824.
- [4] Deslatte, Aaron, **William L. Swann**, and Richard C. Feiock. 2017. “Three Sides of the Same Coin? A Bayesian Analysis of Strategic Management, Comprehensive Planning, and Inclusionary Values in Land Use.” *Journal of Public Administration Research and Theory* 27 (3): 415–432.
- [3] **Swann, William L.** 2017. “Modelling the Relationship Between Entrepreneurial Orientation, Organizational Integration, and Programme Performance in Local Sustainability.” *Public Management Review* 19 (4): 542–565.
- [2] **Swann, William L.** 2017. Examining the Impact of Local Collaborative Tools on Urban Sustainability Efforts: Does the Managerial Environment Matter? *The American Review of Public Administration* 47 (4): 455–468.
- [1] Deslatte, Aaron, and **William L. Swann**. 2016. “Is the Price Right? Gauging the Marketplace for Local Sustainable Policy Tools.” *Journal of Urban Affairs* 38 (4): 581–596.

Editorial-Reviewed Journal Articles

Swann, William L. 2019. “Local Sustainability Innovation Through Cross-Sector Collaboration: Lessons from a Neighborhood Energy Competition.” *Journal of Public and Nonprofit Affairs* 5 (3): 317–337.

Book Chapters

Kim, Serena, **William L. Swann**, and Richard C. Feiock. Forthcoming. “Collective Learning and Institutional Collective Action in Fragmented Governance.” In *Knowledge for Governance. Vol 15. Knowledge and Space*, edited by Johannes Glekler, Gary Herrigel, and Michael Handke. Berlin, Heidelberg: Springer.

Curley, Cali, and **William L. Swann**. 2018. “Voluntary Compliance in Environmental Programs.” In *Contextualizing Compliance in the Public Sector: Individual Motivations, Social Processes, and Institutional Design*, edited by Saba Siddiki, Salvador Espinosa, and Tanya Heikkila, 53-71. New York: Routledge.

Manuscripts Under Review

“Performance, Satisfaction, or Loss Aversion? A Meso-Micro Assessment of Local Commitments to Sustainability Programs” (with Aaron Deslatte and Richard C. Feiock). Revise and resubmit at *Journal of Public Administration Research and Theory*.

Other Publications

Ely, Todd L., Paul Teske, and William L. Swann. 2019, November. *Executive Summary: Learning from the State of Colorado's Recent Performance Improvement and Efficiency Initiatives*. Report No. 18-08A. Denver, CO: Colorado Evaluation and Action Lab at the University of Denver. <https://coloradolab.org/wp-content/uploads/2019/11/Executive-Summary.11.1.19.pdf>

Ely, Todd L., Paul Teske, and William L. Swann. 2019, November. *Looking Back, Thinking Forward: Leading Performance Improvement Initiatives in Colorado State Government*. Report No. 18-08B. Denver, CO: Colorado Evaluation and Action Lab at the University

of Denver. <https://coloradolab.org/wp-content/uploads/2019/11/Report-1-Leading-Performance.11.1.2019.pdf>

Ely, Todd L., William L. Swann, and Paul Teske. 2019, November. *Making it Work (Better): Implementing Performance Improvement Initiatives in Colorado State Government*. Report No. 18-08C. Denver, CO: Colorado Evaluation and Action Lab at the University of Denver. <https://coloradolab.org/wp-content/uploads/2019/11/Report-2-Implementing-Performance.11.1.19.pdf>

Ely, Todd L., Paul Teske, and William L. Swann. 2019, November. *Institutionalizing Performance: Colorados SMART Government Act*. Report No. 18-08D. Denver, CO: Colorado Evaluation and Action Lab at the University of Denver. <https://coloradolab.org/wp-content/uploads/2019/11/Report-3-SMART-Government-Act.11.1.19.pdf>

Ely, Todd L., Paul Teske, and William L. Swann. 2019, November. *Public Display of Performance: The Governors Dashboard in Colorado*. Report No. 18-08E. Denver, CO: Colorado Evaluation and Action Lab at the University of Denver. <https://coloradolab.org/wp-content/uploads/2019/11/Report-4-Governors-Dashboard.11.1.19.pdf>

William L. Swann, Todd L. Ely, and Paul Teske. 2019, November. *Leaning In: Process Improvement in Colorado State Government*. Report No. 18-08F. Denver, CO: Colorado Evaluation and Action Lab at the University of Denver. <https://coloradolab.org/wp-content/uploads/2019/11/Report-5-Lean-Process-Improvement.11.1.19.pdf>

William L. Swann, Todd L. Ely, and Paul Teske. 2019, October. *Good Government in the States: Placing Colorado in the National Landscape of Performance Improvement Initiatives*. Report No. 18-08G. Denver, CO: Colorado Evaluation and Action Lab at the University of Denver. <https://coloradolab.org/wp-content/uploads/2019/11/Report-6-National-Landscape.11.1.19.pdf>

Blogs

Swann, William L., and Seo Young Kim. 2018, May 17. "Strategies for Collaborating in Fragmented Governments." Policy & Politics Journal Blog. <https://policyandpoliticsblog.com/2018/05/17/strategies-for-collaborating-in-fragmented-governments/#more-4700>

Swann, William L., and Seo Young Kim. 2017, August 16. "How Can Governments Better Collaborate to Address Complex Problems?" Paul Cairney: Politics & Public Policy. <https://paulcairney.wordpress.com/2017/08/16/how-can-governments-better-collaborate-to-address-complex-problems/>

Awards & Honors

Excellence in Faculty Teaching Award Honorable Mention, School of Public Affairs, University of Colorado Denver, 2019.

Creative Research Collaborative (CRC) Faculty Fellowship, Office of Research Services, University of Colorado Denver, 2018–2019.

Excellence in Faculty Research/Service Award Honorable Mention, School of Public Affairs, University of Colorado Denver, 2018.

Staats Emerging Scholar Award, Network of Schools of Public Policy, Affairs, and Administration (NASPAA), 2015.

Donald C. Stone Best Student Paper Award, Section on Intergovernmental Administration and Management, American Society for Public Administration, 2015.

Founders Fellowship, American Society for Public Administration, 2015.

Askew Eminent Scholar Chair Assistantship, Askew School of Public Administration and Policy of Public Administration and Policy, Florida State University, 2012–2015.

Research Grants

“Learning from the State of Colorado’s Recent Performance and Efficiency Initiatives,” PIs: Paul Teske and Todd Ely, Team Member: William Swann, Colorado Evaluation and Action Lab (CEAL), Barton Institute for Philanthropy and Social Enterprise, University of Denver (\$69,000), 2018–2019.

Conference Participation

“Understanding Policy Commitment to Combating the Opioid Crisis: An Analysis of Barriers and Facilitators in Local Governments” (with Terri Schreiber, Sojeong Kim, Mark W. Davis, Serena Kim, and Alex Osei-Kojo). Paper presented at the Association of Public Policy Analysis and Management Fall Research Conference, Denver, CO, November 7–9, 2019.

“Local Managers, Risk Aversion, and Sustainability Performance: A Survey Experiment of Entrepreneurial Orientation” (with Aaron Deslatte). Paper presented at the Public Management Research Conference, University of North Carolina Chapel Hill, Chapel Hill, NC, June 11–14, 2019.

“What are Local Communities Doing to Resolve the Opioid Crisis? A Survey of Colorado Local Governments” (with Sojeong Kim). Paper presented at the annual conference of the Urban Affairs Association, Los Angeles, CA, April 24–27, 2019.

“Stuck Between a Rock and a Hard Place? How Disadvantaged Local Government Organizations Achieve Change and Innovation” (with Aaron Deslatte). Paper presented at the annual conference of the American Society for Public Administration, Denver, CO, March 9–13, 2018.

“Are Sustainable Cities Healthier? An Exploratory Analysis of the Urban Sustainability-Health Nexus” (with Emily Brixey and Wayne Wohler). Paper presented at the annual conference of the American Society for Public Administration, Denver, CO, March 9–13, 2018.

“Practical Prescriptions for Governing Fragmented Governments” (with Seo Young Kim). Paper presented at the Southeastern Conference for Public Administration, Hollywood, FL, October 4–7, 2017.

“Revisiting the Bureaucratic Entrepreneur Thesis: Career Mobility, Risks, and Innovation in Local Government Administration” (with Aaron Deslatte). Paper presented at the Public Management Research Conference, American University, Washington, DC, June 8–10, 2017.

“Measurement Validity in Urban Sustainability: Advances in Spatial Models of Public Policy Choices” (with Aaron Deslatte). Paper presented at the annual meetings of the Southern Political Science Association, New Orleans, LA, January 12–14, 2017.

“Choices Make Places: A Bayesian Analysis of How Land-Use Policy Choices Shape Sustainable Development in Institutionally Fragmented Urban Environments” (with Aaron Deslatte). Paper presented at the Association of Public Policy Analysis and Management Fall Research Conference, Washington, DC, November 3–5, 2016.

“Distributional Development, Local Protectionism, and Social Equity: Three Sides of the Same Coin?” (with Aaron Deslatte and Richard C. Feiock). Paper presented at the annual conference of the Midwest Political Science Association, Chicago, IL, April 7–10, 2016.

“Activating the Entrepreneurial Spirit Within Green Cities: Modeling the Relationship Between Organizational Entrepreneurial Orientation and Urban Sustainability Performance.” Paper presented at the annual conference of the American Society for Public Administration, Seattle, WA, March 18–22, 2016.

“Examining the Impact of Local Collaborative Tools on Urban Sustainability Efforts: Does the Managerial Environment Matter?” Paper presented at the annual conference of the American Society for Public Administration, Chicago, IL, March 6–10, 2015.

“Political Market Commitments to Local Government Sustainability Tools” (with Aaron Deslatte). Paper presented at the annual meetings of the Southern Political Science Association, New Orleans, LA, January 15–17, 2015.

“Collaborative Management in Local Sustainability Efforts: An Empirical Analysis Using National Survey Data.” Paper presented at the Southeastern Conference for Public Administration, Atlanta, GA, September 17–20, 2014.

“Seeking Causal Explanations in Public Performance Measurement Systems (with Aaron Deslatte and Kaifeng Yang). Paper presented at the annual conference of the American Society for Public Administration, Washington, DC, March 14–18, 2014.

“Modeling the Unique DNA of Local Government Provision of Green Goods” (with Aaron Deslatte). Paper presented at the annual meetings of the Southern Political Science Association, New Orleans, LA, January 9–11, 2014.

“Effects of Participation Time and Early Entry in Voluntary Environmental Programs: Assessing Performance Outcomes in Florida’s Green Lodging Program.” Paper presented at the Southeastern Conference for Public Administration, Charlotte, NC, September 25–28, 2013.

Campus & Departmental Talks

“A Hybrid Approach to Elucidating Motivational Drivers for Local Sustainability Policy Commitment Based on Survey Data.” CRC Fellows Talk, University of Colorado Denver, Denver, CO, November 6, 2018.

“Introduction to Item Response Theory: Applications for Public Affairs Research.” Methods workshop for the School of Public Affairs Ph.D. Student Association, School of Public Affairs, University of Colorado Denver, Denver, CO, October 12, 2018.

“Equity in Housing and Development” (with Geoffrey Propher). Exploring Equity and Equality in the Field of Public Affairs: A 2017 Fall Seminar Series in the School of Public Affairs, University of Colorado Denver, Denver, CO, September 20, 2017.

“Practical Prescriptions for Governing Fragmented Governments” (with Seo Young Kim). Practical Lessons from Policy Theories Workshop, University of Colorado Denver, Denver, CO, May 15–16, 2017.

“The Tallahassee Neighborhood Energy Challenge.” RCN Sustainable Human Building Ecosystems Workshop, Florida State University, Tallahassee, FL, May 19–20, 2016.

“Introduction to Maximum Likelihood Estimation: A Practical Tutorial.” Research methods workshop for the Ph.D. Colloquium Series, Askew School of Public Administration and Policy, Florida State University, Tallahassee, FL, November 2, 2013.

Teaching Experience

Graduate Courses

Capstone Seminar (University of Colorado Denver)
Organizational Management and Behavior (University of Colorado Denver)
Quantitative Methods I (University of Colorado Denver)
Research and Analytic Methods (University of Colorado Denver)

Undergraduate Courses

Financial Management for Public Service (University of Colorado Denver)
Public Administration in American Society (Florida State University)

Short Courses

International Spring School on Public Policy, Denver Edition 2019 (International Public Policy Association)

Dissertation Committees

Sojeong Kim (Ph.D. Student)
Stephanie Bultema (Ph.D. Student)
Sharon Smolinski (Ph.D. Candidate)
Youn Suk Jung (Ph.D., K-water, Graduated 2019)
Kristin Olofsson (Ph.D., Oklahoma State University, Graduated 2019)
Eric Butz (Ph.D., Oracle Corporation, Graduated 2018)

Other Research Experience

Research Assistant, Local Governance Research Lab, Florida State University, Tallahassee, FL: Conducted interviews for NSF-funded study of Energy Efficiency and Conservation Block Grant program and collected data on regional planning organizations to measure their engagement in climate protection (PI: Richard Feiock), 2015–2016.

Intern/Research Assistant, Task Force on Consolidated Government, City of Jacksonville, FL: Examined internal services and long-range plans in consolidated governments nationally to inform Task Force recommendations for legislative reform (Supervisor: Damien Cook), 2014.

Intern, Planning and Research Unit, Rhode Island Department of Corrections, Cranston, RI: Designed process evaluation manual for reentry services, aided in survey design, evaluated gender responsiveness in female offender programs, and assisted in job task analysis of adult counselors (Supervisor: Jeffery Renzi), 2012.

Professional Service

Editorial Service

Member, Editorial Board, *Urban Planning*, 2018–Present.

Journal Reviewer

Climatic Change • Evaluation and Program Planning • Journal of Public Administration Research and Theory • Local Environment • Policy Studies Journal • Public Administration • Public Administration Quarterly • Public Administration Review • Public Performance & Management Review • Review of Public Personnel Administration • Urban Affairs Review • Urban Planning • Urban Studies

Conference Service

Member, Reviewer Committee, PMRC Annual Conference, University of Hawaii at Manoa, Honolulu, HI, June 24–27, 2020.

Panel Chair, “Examining the Effects of and Policy Responses to the Opioid Epidemic,” APPAM Fall Research Conference, Denver, CO, November 7–9, 2019.

Panel Chair, “Public Health Challenges for the 21st Century,” ASPA Annual Conference, Denver, CO, March 9–13, 2018.

Panel Chair, “Environmental Politics, Governance, and Institutional Design,” APPAM Fall Research Conference, Washington, DC, November, 3–5, 2016.

Departmental & University Service

Member, Master of Public Administration (MPA) Committee, School of Public Affairs, University of Colorado Denver, 2019–Present.

Member, Academic Personnel Committee (APC), School of Public Affairs, University of Colorado Denver, 2019.

Member, Faculty Search Committee, School of Public Affairs, University of Colorado Denver, 2018.

Director, Research Methods Workshop, School of Public Affairs, University of Colorado Denver, 2017–Present.

Faculty Advisor, International City/County Management Association (ICMA) Student Chapter, University of Colorado Denver, 2017–present.

Member, Faculty Search Committee, School of Public Affairs, University of Colorado Denver, 2016.

Member, Bachelor of Arts in Public Service (BAPS) Committee, School of Public Affairs, University of Colorado Denver, 2016–2019.

Other Training

“R: Learning by Example,” Inter-University Consortium for Political and Social Research (ICPSR), Summer Program in Quantitative Methods of Social Research, University of Colorado Boulder, 2019.

Online Skills Mastery (OSM), Fundamentals of Course Development and Delivery, CU Online, University of Colorado Denver, 2019.

Responsible Conduct of Research (RCR) Training, Collaborative Institutional Training Initiative (CITI) Program, 2018.

“Maximum Likelihood Estimation,” ICPSR, Summer Program in Quantitative Methods of Social Research, University of Michigan, 2013.

Software Skills

L^AT_EX, Mplus, R, and Stata.

Professional Membership

Association for Public Policy Analysis and Management

Colorado City and County Management Association

International City/County Management Association

Public Management Research Association

Urban Affairs Association