

Leonard (Len) L. Lira

Chair, Department of Public Policy & Service
San Antonio College, Alamo College District
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Education

Doctor of Philosophy

August 2016

University of Kansas, Lawrence, KS

School of Public Affairs and Administration

Specialization: Organization Theory/Public
Management

Cognate: Global Public Administration

Dissertation: *The Effect of Collaboration on
Performance in Public Management: Evidence from
Community Policing*

Advisor: Professor **Rosemary O'Leary**

Master of Public Administration

May 2003

Syracuse University, Syracuse, NY

Maxwell School of Citizenship and Public Affairs

Master of Arts in International Relations

May 2003

Syracuse University, Syracuse, NY

Maxwell School of Citizenship and Public Affairs

**Certificate of Advance Studies:
Conflict Resolution**

May 2003

Syracuse University, Syracuse, NY

Maxwell School of Citizenship and Public Affairs

Bachelor of Arts

August 1994

Sam Houston State University, Huntsville, TX

College of Criminal Justice

Major: Police Sciences & Administration

Appointments

20022-Present—Chair, Department of Public Policy & Service, San Antonio College
2017- 2022—Assistant Professor, Department of Political Science, San Jose State University
2019- 2021—Faculty Fellow for the SJSU Veterans Resource Center, San Jose State University
2018-2020—Faculty in Residence –Business Innovation & Leadership Development Living Learning Center, San Jose State University

Teaching Experience

2020-Present Management of Transportation Master’s program, in the SJSU Lucas College and School of Business at San Jose State University, San Jose California

- Leadership & Management of Transportation Organizations (MTM 217)—Online Synchronous

2017-2022 Assistant Professor for the MPA program and International Relations of the Department of Political Science in the College of Social Sciences at San Jose State University, San Jose, California

- Public Management (PADM 214)—In-Classroom & Online Synchronous
- Public Budgeting (PADM 218)—In-Classroom & Online Synchronous
- Organization Theory (PADM 217)—In-Classroom & Online Synchronous
- Special Problems (PADM 298)—In-Classroom & Online Synchronous
- International Relations (POLS 4)—In-Classroom & Online Synchronous and Asynchronous
- American Politics in Global Perspective (POLS 170V)— Online Asynchronous

Mar 2017-Aug 2017 Adjunct Professor at the US Army Management Staff College (AMSC), Army University, Courses taught:

- Enterprise Leadership—In-Classroom
- Organization Management—In-Classroom

2009-2015 Assistant Professor at the US Army Command and General Staff College (CGSC), Army University. Courses taught: Graduate Level Courses for the Master of Military Arts and Science Degree. (Program is accredited by the Higher Learning Commission).

CGSC Core Courses (All graduate level) —In-Classroom

- The Operational and International Security Environment (C100)
- Critical and Creative Thinking (C125)
- Leader Development (C130)
- Ethical Development of Military Leaders (E100)
- Civil-Military Relations and the Army Profession (C160)
- The Strategic Environment (C200) – In-Class, Hybrid and Online Course
- The Joint, Interagency, Intergovernmental, and Multinational Environment (C300)
- U.S. Space Strategy, Policy, and Operations (C303)
- Joint Military Doctrine and Operations (C400)

CGSC Advanced Military Operations Courses (All graduate level) —In-Classroom

- Combined/Joint Force Land Component Command and Army Corps Planning (O100)
- National Security Strategy Policy Formulation (A512)
- U.S. Strategy and Policy for Combating Weapons of Mass Destruction (A525)

- Roots and Resolution of Conflict (A528)
- Joint and Interagency Planning and Synchronization Exercise (A533)
- Design for Military and Interagency Planning (A599)

2012–2012 Graduate Teaching Assistant /Assistant Professor for the Joint University of Kansas’ Global International Studies Program and US Army Command and General Staff College’s (CGSC) Interagency Studies Program–

- Innovation and Organizational Change (PUAD 854) *with Professor Marilu Goodyear*—In-Classroom

2003-2005 Assistant Professor at the Dept. of Social Sciences, U. S. Military Academy (USMA), West Point, NY (All undergraduate)

- Introduction to American Politics (SS202) —In-Classroom
- Legislative Politics (SS379) —In-Classroom
- Bureaucratic Politics (SS376) —In-Classroom
- Winning the Peace (SS490B) —In-Classroom

Research Experience & Grants

\$25,000 – Principal Investigator. "USC-SJSU ICCAE Consortium's National Security & Intelligence Scholars Research Program." (Award #PO00019321). 6/27/2021 to 6/26/2022.

\$25,000 – Principal Investigator. "USC-SJSU ICCAE Consortium's National Security Scholars Research Program." (Award #PO10926375). 6/27/2020 to 6/26/2021.

\$12,600 – Principal Investigator. “Faculty-In-Residence Impact on Student Success and Faculty Development.” as part of Project Succeed: Title III Strengthening Institutions Project and funded in part through the U.S. Department of Education (Award #P031A140081). 05/2019 to 05/2021.

\$2,160 – Principal Investigator. SJSU College of Social Science Research Award to develop a Veterans Policy Research Field of Study and a Veterans Studies Program, AY 2017-2020.

Assistant research and publication coordinator for the study of the Future of the Army Profession Research Project, with Dr. Don M. Snider. USMA, NY. Resulted in the 2005 publication of the Revised and Expanded 2nd Edition of the *Future of the Army Profession*, McGraw-Hill Publishing, New York. 2003-2004.

Research Coordinator for the U.S. Military Academy’s SENIOR CONFERENCE XLI- "Defense Transformation and the Army Profession.” Dr. Don M. Snider, 3-5 June 2004

\$5,000 Research Grant from the Foreign Military Studies Office, of the U.S. Army Combined Arms Center, for the “Transformation in Training: The Nation-Building Imperative” research project, with Sean Morgan & Christina Schweiss. USMA, NY. The project conducted an analysis on the post-combat/conflict environments. Resulted in the creation of an experimental course and proposed new curriculum, SS490B Winning the Peace at the USMA, NY. 2003-2004.

Papers in Progress

“Grey Zone Conflicts: A Scoping Review of hybrid threat evolution” with Bryan R. Reyes. (submitted February 2022 to *Intelligence and National Security- under revision*).

“The Perceived Impact of Faculty-in-Residence Programs on Faculty Development” with Luis Arabit, Jennifer Johnston, Lina Anastasovitou, Christine Ma-Kellams, Ravneet Tiwana, Kyle Hambrook, and Theodore Tsau. *The Journal of Further and Higher Education* (Submitted February 2022).

“The Larger Impact of Faculty-In-Residence Programs on Student Success: A Cross-sectional and Difference in Differences Approach” with Christine Ma-Kellams, Ravneet Tiwana,

Peer-Reviewed/Refereed Publications

- Lira, L. L. and F. Edwards (TBP). Risk Managements and Disasters. In A. Farazmand (Ed.), *Global Encyclopedia of Public Administration, Public Policy, and Governance* (**Peer Reviewed**) (**Accepted for Publication**).
- Lira, L., Edwards, F. (2022). Police Budgeting: Using Overtime as a Management Tool. *Public Organization Review*. <https://doi-org.libaccess.sjlibrary.org/10.1007/s11115-021-00542-4>.
- Lira, L. L., & Chandrasekar, J. (2020). The State of Research in Veterans Studies: A Systematic Literature Review. *Journal of Veterans Studies*, 6(2), 46–65. <https://doi.org/10.21061/jvs.v6i2.191>
- Lira, L. L. (2018). International Issues in Corruption Management. In A. Farazmand (Ed.), *Global Encyclopedia of Public Administration, Public Policy, and Governance* (pp. 45–46). Springer International Publishing. (**Peer Reviewed**) https://doi.org/10.1007/978-3-319-31816-5_3595-1.
- Driver, D., Jette, K., & Lira, L. (2008). Student Learning Identities: Developing a Learning Taxonomy for the Political Science Classroom. *Journal of Political Science Education*, 4(1), 61–85. <https://doi.org/10.1080/15512160701816135>.

Solicited Publications

- Lira, L. L. (2020). When Two or More Rights Make a Wrong: How Conflicts between ethical standards affect ethical behavior. In C. L. Jurkiewicz (Ed.), *Global Corruption & Ethics Management: Transforming Theory into Action* (pp. 63-71). Rowman & Littlefield.
- Lira, L. L., & Beurskens, K. R. (2017). An Engine for Army Learning Army University's Center for Teaching and Learning Excellence. *Journal of Military Learning*, 1(2), 44–55.
- Lira, L. L. (2017). Negotiation in the Military. In C. Honeyman & A. Schneider (Eds.), *Negotiator's Desk Reference* (Volume 2) (pp. 327–354). DRI Press.
- Docherty, J. S., & Lira, L. L. (2013). Adapting to the Adaptive: How Can We Teach Negotiation for Wicked Problems? In C. Honeyman, J. Coben, & A. W.-M. Lee (Eds.), *Educating Negotiators for a Connected World: Volume 4 in the Rethinking Negotiation Teaching Series*. DRI Press.
- Lira, L. L., & Parish, R. (2013). Making it up as You Go: Educating Military and Theater Practitioners in “Design.” In C. Honeyman, J. R. Coben, & A. W.-M. Lee (Eds.), *Educating Negotiators for a Connected World: Volume 4 in the Rethinking Negotiation Teaching Series*. DRI Press.
- Chrustie, C., Docherty, J. S., Lira, L., Mahuad, J., Gadlin, H., & Honeyman. (2010). Negotiating Wicked Problems: Five Stories. In C. Honeyman, J. Coben, & G. D. Palo (Eds.), *Venturing Beyond the Classroom: Volume 2 in the Rethinking Negotiation Teaching Series* (pp. 449–480). DRI Press.
- Lira, L. (2010). "Design: The U.S. Army's Approach to Negotiating Wicked Problems. In C. Honeyman, J. Coben, & G. D. Palo (Eds.), *Venturing Beyond the Classroom: Volume 2 in the Rethinking Negotiation Teaching Series* (pp. 511–528). DRI Press.
- Re-Published in Chapter 3 of *The Secrets of Gaining the Upper Hand in High Performance Negotiations*, edited by Manon Schonewille and Felix Merks. Apeldoorn, The Netherlands: Maklu. 2011.
- Lira, L. L. (2006). The Military Learns to Negotiate. In A. K. Schneider & C. Honeyman (Eds.), *The Negotiator's Fieldbook* (pp. 675–685). American Bar Association Section of Dispute Resolution.

Book Reviews

- Lira, L. L. (2021). Review of Joseph Kopser and Bret Boyd, *Catalyst: Leadership and Strategy in a Changing World*. *Public Administration Review*, 81 (1). 169-171. <https://doi.org/10.1111/puar.13344>

- Lira, L. (2019). Review of *The Beauty of a Darker Soul: Overcoming Trauma Through the Power of Human Connection*. *Journal of Veterans Studies*, 4(2). <http://journal-veterans-studies.org/articles/abstract/126/> < <https://journal-veterans-studies.org/articles/abstract/126/>>
- Lira, L. L. (2017). *New Wars and New Soldiers: Military Ethics in the Contemporary World*: By Paolo Tripodi and Jessica Wolfendale (Eds.), Burlington, VT: Ashgate, 2012. *Public Integrity*, 19(5), 547–550. <https://doi.org/10.1080/10999922.2016.1272034>
- Lira, L. C. L. L. (2014). Tackling Wicked Government Problems: A Practical Guide for Developing Enterprise Leaders. *The Interagency Journal*, 5(1), 75–77. <https://thesimonscenter.org/wp-content/uploads/2014/03/IAJ-5-1Winter-2014-75-77.pdf>
- Lira, L. L. (2013). Strategic Reflections: Operation Iraqi Freedom, July 2004–February 2007: By George W. Casey, Jr. *Interagency Journal*, 4(1), 87–88. <https://thesimonscenter.org/wp-content/uploads/2013/03/IAJ-4-1-pg.-87-88.pdf>

Conference Proceedings

- Lira, L. L. (2010). Transformation and the Evolution of the Professional Military Ethic: A current assessment. *Fort Leavenworth Ethics Symposium: Exploring the Professional Military Ethic*, 221–234. <https://www.cgscfoundation.org/wp-content/uploads/2014/03/FtLvnEthicsSymposiumReport-2010.pdf>

Professional Journal Articles

- McConnel, R., Lira, L. L., McCollum, B., Long, K., & Gerges, M. (2011). How We Think: Thinking Critically and Creatively and How Military Professionals Can Do It Better | *Small Wars Journal*. *Small Wars Journal*. <https://smallwarsjournal.com/jrnl/art/how-we-think-thinking-critically-and-creatively-and-how-military-professionals-can-do-it-be>
- Lira, L. (2010). An Integrative Approach to the Interagency Process. *The Interagency Journal*, 1(1), 46–55. **1st place winner of the 2010 Faculty Writing Competition** for the COL Arthur D. Simons Center for the Study of Interagency Cooperation. <https://thesimonscenter.org/wp-content/uploads/2010/11/IAJ-1-1-pg46-55.pdf>
- Mackey, T. H., Lira, L. L., & Fitzgerald, C. (2010). Sab' al Bor, The City of Peace: A Case Study Using the Principles of Clear, Hold, Build to Reverse Insurgency. *Cavalry & Armor Journal*, 1(1), 4–11. <https://www.dvidshub.net/publication/issues/33589>
- Lira, L. L. (2010). Military Innovation in Russia and Japan during the Interwar Years: A Relevant Case Study in Strategic Analysis. *Strategos*, 2(1). https://www.academia.edu/34967720/Military_Innovation_in_Russia_and_Japan_during_the_Interwar_Years_A_Relevant_Case_Study_in_Strategic_Analysis
- Snider, D. M., & Lira, L. L. (2004). The Future of the Army Profession. *Assembly*, LXIII(I), 37–39. https://www.google.com/books/edition/Assembly/XCVNS9M_zc0C?hl=en&gbpv=1&kptab=editions

Conferences

Conferences Organized

- 1st Army University Educational Symposium, 2-3 December 2015, Fort Leavenworth, KS

Panels Organized/Chaired/Moderated

- Panel Moderator of the session “Critical Issues Facing Student Veterans in Higher Education: Access, Benefits, Credits and Student Experience” for the Track *Winning the War: Military in Public Administration* during the 2018 Annual ASPA Conference, March 9-13, Denver, CO.

Panel Organizer & Chair “Civil/Military Collaboration: Integrating the Interagency Process and Leveraging International Organizations/Institutions to Enhance the Capacity of Defense, Development and Diplomacy” The 2011 Conference of the Inter-University Seminar on Armed Forces and Society, October 21-23, Chicago, ILL

Research Presented

- “When Two or More Rights Make a Wrong: How Conflicts between ethical standards affect ethical behavior.” [Conference Session]. 2020 ASPA Conference. April 2020. Anaheim, CA (Paper accepted, Conference Cancelled due to COVID 19).
- “Bringing Faculty Fellows into your Veteran Resource Center” 2020 NASPA Symposium on Military-connected Students. February 2020, Seattle, Washington.
- “Creating a Center for Teaching Excellence” presented on Track 7: Winning the War: The Military in Public Administration during the 2018 American Society for Public Administration Conference, March 2018, Denver, CO.
- “Community Policing Implementation Strategies: Predictors of organizational application & predictions of organizational performance” Presented to Section 68: Public Administration during the 76th Midwest Political Science Conference, April 2018, Chicago, IL.
- “Creating a Veteran Policy Field of Study: A survey of the veteran research literature” presenting to Section 2: Literature Reviews during the 76th Midwest Political Science Conference, April 2018, Chicago, IL.
- “Evaluating the Effect of Collaborative Public Management on Organizational Performance” Section 53-15: Teaching Political Science during the 69th Midwest Political Science Conference, April 2013, Chicago, IL.
- “Searching for the Philosopher’s Stone: An Integrative Approach to the Problems in the Interagency Process” presented in Section 52: Bureaucratic Politics during the 69th Midwest Political Science Conference, April 2011, Chicago, IL.
- “Teaching Design: Challenges and Opportunities in National Security Curriculum” presented in Section 57: Teaching Political Science during the 69th Midwest Political Science Conference, April 2011, Chicago, IL.
- “Transformation and the Evolution of the Professional Military Ethic: A Current Assessment” presented at The United States Army Command and General Staff College’s Conference on Exploring the Professional Military Ethic, November 2010, Fort Leavenworth, KS.
- “Complex Conflict Management Planning” presented in the Section on Conflict Processes at the 68th meeting of the Midwest Political Science Association, April 2010, Chicago, IL.
- “Discovering and Using Learning Identities: Establishing Strategies by Sorting Out Learning Styles Among Students” –With Darrell Drive and Kyle Jette, presented at the Southern Political Science Association Conference, January 2006, Atlanta, GA.
- “To Change an Army: Understanding Defense Transformation” - Presented at the 2004 Annual Conference of the International Security Studies Section of the American Political Science Association and the International Security & Arms Control Section of the International Studies Association’s, OCT 2004, Washington, D.C.
- “To Change an Army: Understanding Transformation and the Proper Process of Change Required for a Public and Professional Organization in a Democratic Society” –presented in the Public Administration section at the 2004 Midwest Political Science Association conference, Chicago, IL.

Discussant/Commentator/Moderator

Moderator – “Critical Issues Facing Student Veterans in Higher Education: Access, Benefits, Credits and Student Experience” 2018 Annual Conference of the American Society of Public Administration, 9-13 March, Denver, CO.

- Moderator – “Producing Relevant and Rigorous Curriculum” 1st Annual Army University Education Symposium, 2-3 December 2015, Fort Leavenworth, KS.
- Discussant - Civil/Military Collaboration: Integrating the Interagency Process and Leveraging International Organizations/Institutions to Enhance the Capacity of Defense, Development and Diplomacy” The 2011 Conference of the Inter-University Seminar on Armed Forces and Society, October 21-23, Chicago, IL.
- Discussant and Commentator for the “*Developing a Second Generation in Global Negotiation Education*” Conference, sponsored by Hamline University School of Law, The Negotiation Journal, The Judicial Arbitration Mediation Service Foundation, and the Alternate Dispute Resolution Center Foundation (Italy), May 2008, Rome Italy,

Campus Talks

[Talking @ The End To America’s Longest War: a Teach-in In Series of Panel Discussions and Presentations. Fall of 2021](#)

- “Transitioning from Military to Student Veterans,” Presented to the Faculty and Staff of the SJSU Student Wellness Center during their professional development training session on Providing Trauma Based Care to Student Veterans, 21 February 2018.
- “Improving Professional Public Service Education.” Presented to the Faculty, Staff, and Students of the KU School of Public Affairs and Administration and the Public Management Center. 18 July 2014

Academic & Professional Service

Academic Department, College, University Service, Discipline, Community

Department

- Member**, Department Master of Public Administration Program Committee, 2017 until present
- Chair**, Assessment & Curriculum Sub-Committee to the MPA committee, 2018 to present
- Member**, Recruitment Sub-Committee to the MPA committee, 2018 to present
- Faculty Advisor** SJSU Student Chapter for ICMA, 2018 until present
- Member, Political Science Administrative Coordinator I Hiring Committee Fall 2021**
- Member, SJSU MPA Tenure Track Hiring Committee, 2020-2021**
- Member**, Alumni Sub-Committee to the Political Science Department, 2018-2019
- Member**, Department Planning/Assessment/Curriculum (PAC) Committee, 2017-2021
- Academic Advisor** Department undergraduate and graduate Academic Advisor, 2017-2018.

University

- Member**, SJSU Veterans Advisory Committee, 2017 until present
- Chair**, Academic Policy Sub-Committee, SJSU Veterans Advisory Committee, 2017-Present
- Faculty Advisor**, SJSU Veterans Student Organization, 2018 until present
- Faculty Fellow** for SJSU Veterans Resource Center, 2019 until 2021
- Chair**, SJSU Veterans Advisory Committee, 2019 until 2021
- Member**, SJSU Veteran Resource Center’s search committee for the position of Veterans Counselor/Certifying Official, Spring of 2018.
- [Moderator and Co-Coordinator, SJSU Don Edwards Lecture Series](#), 2018.
- Faculty in Residence** for Business Innovation & Leader Development (BUILD) Living Learning Community & Apartments Community, 2018 until 2020.
- Faculty Advisor**, Comparative Politics and Global Awareness Club, 2017 until 2018.

Discipline

Editorial Review Board Member, *Public Integrity*, 2017 until Present.

Editorial Board Member, *Journal of Veteran Studies*, 2021 until Present.

Board Member, Section on Personal Administration and Labor Relations of the American Society for Public Administration, 2014-2017.

Manuscripts Reviewed for Journals:

Journal of Public Administration Research & Theory

Public Integrity

Journal of Intervention and State-Building

Armed Forces and Society Journal

Journal of Public Personal Management

Service to the Community

Member, SJSU & San Jose Public Library Veterans Outreach Committee, 2017 until present

Moderator, Panel of local community and SJSU veteran poets for SJSU's MLK

Remembrance of Vietnam for April Poetry Month, 30 April 2018.

Moderator, Film screening and panel discussion of the documentary, *Almost Sunrise*, to the local San Jose community, on behalf of the SJSU Veterans Resource Center. SJSU

Student Union Theater, 15 March 2018.

Board Member, Kentucky Center for Veterans Studies Advisory Council, 2021 until present

Professional Military Education Service

Chair of selection committee for the Brigadier General Benjamin H. Grierson Award for Excellence in Strategic Studies (Master Strategist Award). CGSC. 2011- 2015.

Critical and Creative Thinking Curriculum Development Working Group – Develop curriculum changes to enhance student critical and creative thinking curriculum. CGSC. 2010- 2013.

Interagency Studies and Outreach Working Group – focused on providing outreach projects to the greater U.S. Government agencies to develop Whole of Government Approaches to solving complex problems. CGSC. 2010 – 2015.

Strategic Studies Curriculum Development Working Group – Focused on assessing and making changes to the security studies curriculum. CGSC. 2009 -2015.

Oral Comprehensive Examination Board member for the Master of Military Arts and Science for Strategic Studies. CGSC. 2010 - 2015

Thesis Committee member and advisor for the Master of Military Arts and Science for Strategic Studies. CGSC. 2010 - 2015

Staff Group Advisor for sixteen military & DA Civilian students in the Academic Year 2010-2011 for Command and General Staff College. Provided counseling, mentorship, and overall academic and professional development for sixteen field grade (Major) officers. CGSC. 2010.

Department Lead, United States Institute of Peace and U.S. Army's Combined Arms Center Symposium, "Interagency Transitions in Iraq, Afghanistan, and Beyond." Participated in panels focused on exploring conflict termination in Iraq / Afghanistan, the study of mid-campaign conflict transitions (OIF to New Dawn), analyzing interagency capability requirements, and leverage potential for expanded educational opportunities. CGSC. February 3-4, 2011.

Picatinny Arsenal Homeland Security First Responder project lead—a Department of Social Science, USMA outreach project that assisted in establishing a first responder coordination program with federal, state, and local governments in the State of New Jersey. 2004-2005.

Department Academic Counselor- American politics stem, responsible for advising 100 cadets on their eight-term academic program of study resulting in their successful completion of

all degree requirements for a Bachelor of Science degree in American Politics. The American Politics majors' thesis coordinator, responsible for coordinating student thesis interest, faculty advisors, and cadet research opportunities. USMA. 2004-2005.
Mentor for Truman, Rhodes, and Marshall Scholarship candidates. USMA. 2003-2005.

Academic & Professional Affiliations

American Society of Public Administration
ASPA: Section on Personal Administration and Labor Relations
Armed Forces and Society Fellow
National Association of Student Personnel Administrators
Midwest Political Science Association
Public Management Research Association
United States Military Association of Strategists

Relevant Professional Experience

1989-2017 US Army; Unit, Operational, and Strategic Leadership experience. Multiple positions from first line supervisor to chief operating officer, strategic executive officer, working with interagency organizations and foreign governments during two deployments to Iraq and one deployment to Afghanistan. Last active-duty position was as Director of the Center for Teaching and Learning Excellence of the Army University. Retired at the rank of Colonel.