

KATHRYN S. QUICK

Associate Professor

Distinguished Teaching Professor

Chair of the Leadership and Management Area, Humphrey School of Public Affairs

Academic Co-Director, Center for Integrative Leadership

University of Minnesota

ksquick@umn.edu

RESEARCH AND TEACHING AREAS

Practices, processes, and methods for stakeholder inclusion; Collaborative planning, governance, and leadership; Whiteness and anti-racism; Diverse perspectives on policy problem definition; Public management (local, state, and tribal); Community-police relationships; Engaged scholarship; Qualitative research methods.

EDUCATION

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|-----|---|----------------------------|------|
| PhD | University of California, Irvine Planning, Policy, and Design | Advisor: Martha S. Feldman | 2010 |
| MCP | University of California, Berkeley Urban and Regional Planning | | 2002 |
| BS | Swarthmore College Biology (B.S. with Distinction) | | 1991 |

EMPLOYMENT

Academic Appointments

Associate Professor, University of Minnesota, Humphrey School of Public Affairs, 2016-present

Assistant Professor, University of Minnesota, Humphrey School of Public Affairs, 2010-16

Concurrent Appointments

Academic Co-Director, Center for Integrative Leadership, 2015-present

Chair, Public and Nonprofit Management and Leadership Area, Humphrey School of Public Affairs, 2020-

Faculty Member, Conservation Biology Program

Faculty Fellow, Center for Transportation Studies

Faculty Fellow, Institute on the Environment

Faculty Affiliate, Consortium on Law and Values in Health, Environment & the Life Sciences

AWARDS AND HONORS

Pollitt Best Paper Prize for the International Research Society for Public Management conference, 2021, for
“(De)Centering Whiteness: Lessons from Community Dialogues about Policing Problems and Solutions.”

University of Minnesota Outstanding Graduate and Professional Education Award, 2020-21.

<https://www.hhh.umn.edu/news/gifted-and-dedicated-humphrey-schools-kathy-quick-recognized-umns-outstanding-teaching-award>

Community-Engaged Scholar Collegiate Recipient, University of Minnesota, 2016 and 2017.

Top 50 at the 50th: Named one of the 50 top graduate and postdoc alumni of the University of California, Irvine, at the 50th anniversary of the university, 2016.

Best Instructor Award, Humphrey School of Public Affairs, University of Minnesota, 2016.

Evolution of Planning Thought Award. One of 4 early-career urban and regional planning scholars selected internationally from a pool of 30 applicants; only U.S. scholar accepted. 2014.

Resident Fellow, Institute for Advanced Study, University of Minnesota, for project entitled, “Practicing Resilience at the Intersection of Ecological and Institutional Paradigms and Contexts.” 2013.

Chester Rapkin Best Paper Award, from the Association of Colleges and Schools of Planning for *Journal of Planning Education and Research* for the paper, “Distinguishing Participation and Inclusion.” 2012.

Pedagogical Fellow, University of California, Irvine. Yearlong teaching development program for graduate students with outstanding teaching evaluations. 2009-10.

Faculty Mentor Program, University of California, Irvine. Fellowship and mentoring program for promising future faculty. 2006-07.

PUBLICATIONS

Peer-Reviewed Journal Articles

Narváez, G.E. & **Quick, K.S.** (In press) “Pedestrian safety: A critical, distinctive, and under-recognized priority for reducing roadway injuries in reservations.” *IHS Primary Care Provider* 44(11).

Narváez, G.E., Dufour, S., & **Quick, K.S.** (In press) Emergency medical services in response to motor vehicle crashes in American Indian reservations and communities.” *IHS Primary Care Provider* 44(11). [**Co-authored with master’s student.**]

Cira, T., **Quick, K.S.**, & Venette, R. (2019). “Watch your language! The consequences of linguistic uncertainty for insect management.” *American Entomologist* 65(4): 258-267. <https://doi.org/10.1093/ae/tmz068> [**Co-authored with PhD student.**]

Quick, K.S. (2019) “An American’s reflections on the relevance of the Skeffington Report at 50.” *Planning Theory & Practice* 20(5). <https://doi.org/10.1080/14649357.2019.1680165> Published online November 15, 2019.

Quick, K.S., Larsen, A., & Narváez, G.E. (2019) “Tribal transportation specialists’ priorities for reservation roadway safety: results of a national survey.” *Transportation Research Record* 2673(7): 652–661. <https://doi.org/10.1177/0361198119844979> [Co-authored with community partner.]

Quick, K.S. (2018). “The Narrative Production of Engagement Processes.” *Journal of Planning Education and Research*. <https://doi.org/10.1177/0739456X18791716>

Sandfort, J.R., & **Quick, K.S.** (2017). “Deliberative Technology: A Holistic Lens for Interpreting Resources and Dynamics in Deliberation.” *J. Public Deliberation* 13(1). <https://www.publicdeliberation.net/jpd/vol13/iss1/art7/>

Quick, K.S. (2017). “Locating and Building Collective Leadership and Impact.” *Leadership* 13 (4): 445–471 <https://doi.org/10.1177/1742715015605348> loop

Quick, K.S., & Feldman, M.S. (2014). “Boundaries as Junctures: Collaborative Boundary Work for Building Efficient Resilience.” *Journal of Public Administration Research and Theory* 24(3): 673-695. <https://doi.org/10.1093/jopart/mut085>

- Quick, K.S., & Sandfort, J.R.** (2014). "Learning to Facilitate Deliberation." *Critical Policy Studies* 8(3): 300-322. <https://doi.org/10.1080/19460171.2014.912959>
- Bryson, J.K., **Quick, K.S.**, Slotterback, C.S., & Crosby, B.C. (2013). "Designing Public Participation Processes." *Public Administration Review* 73 (1): 23-34. <https://doi.org/10.1111/j.1540-6210.2012.02678.x> **2nd most highly cited article in PAR over the last 10 years.**
- Quick, K.S., & Feldman, M.S.** (2011). "Distinguishing Participation and Inclusion." *Journal of Planning Education and Research* 31(3): 272-90. <https://doi.org/10.1177/0739456X11410979> **Winner of Association of Collegiate School of Planning's Award for Best Paper in JPER.**
- Feldman, M.S., & **Quick, K.S.** (2009). "Generating Resources and Energizing Frameworks through Inclusive Public Management." *International Public Management Journal* 12(2): 137-71. <https://doi.org/10.1080/10967490902873408>. Equal co-authorship.
- Feldman, M.S., Khademian, A.M., & **Quick, K.S.** (2009). "Ways of Knowing, Inclusive Management, and Promoting Democratic Engagement." *International Public Management Journal* 12(2): 123-136. <https://doi.org/10.1080/10967490902873424>

Peer-Reviewed Book Chapters

- Quick, K.S., & Bryson, J.M.** (forthcoming, 2021) "Theories of Public Participation in Governance" *Handbook on Theories of Governance*, 2nd edition. Christopher Ansell and Jacob Torfing, eds. Northampton, MA: Edward Elgar. [Revised and updated for 2nd edition with additional content on equity, anti-racism, and remote participation technologies.]
- Quick, K.S.** (2021) "Tribal sovereignty and the limits and potential of inter-governmental collaboration in the U.S." *Handbook on Collaborative Public Management*. Jack Meek, editor. Northampton, MA: Edward Elgar Publishing, pp. 253-267.
- Quick, K.S., & Bryson, J.M.** (2016). "Theories of Public Participation in Governance." *Handbook on Theories of Governance*. Christopher Ansell and Jacob Torfing, eds. Northampton, MA: Edward Elgar.
- Quick, K.S., & Sandfort J.R.** (2016). "Learning to Facilitate: Implications for Skill Development in the Public Participation Field." *The Professionalization of the Public Participation Field*, L. Bherer, ed. New York: Routledge.
- Sandfort, J.R., & **Quick, K.S.** (2015). "Building Deliberative Capacity to Create Public Value: The Practices and Artifacts of the Art of Hosting." *Public Administration and Public Value*, pp. 39-52, Bryson, J.K., Bloomberg, L., & Crosby, B.C., eds. Washington, DC: Georgetown University Press.
- Quick, K.S.** (2014). "Public Participation: Role in Transportation Planning." *Encyclopedia of Transportation, Social Sciences, and Policy*, pp. 1132-1137, Garret, M., ed. Thousand Oaks, CA: Sage Publications.

Peer-Reviewed Comprehensive Research Reports

- Quick, K.S., Dufour, S., & Narváez, G.E.** (2019) "Emergency medical service response to roadway incidents in American Indian reservations and communities: results of a national survey." Center for Transportation Studies Report 2019-10. DOI: 10.13140/RG.2.2.10588.03209. Full report available [here](#) and blog summary [here](#).

Quick, K.S., & Narváez, G.E. (2018) “Understanding roadway safety in American Indian reservations: perceptions and management of risk by community, tribal governments, and other safety leaders.” Center for Transportation Studies Report 2018-20. DOI: 10.1177/0361198119844979 Full report available [here](#), blog summary [here](#), and podcast [here](#).

Other Journal Articles

Lemmie, V., **Quick, K.S.**, & Williams, B.N. (2021) “Community-led efforts to create safe communities: Diversity, dialogues, and directions for moving forward.” *National Civic Review* 110 (1).

Book Reviews

Quick, K.S. (2014). “Taking a relational turn in leadership studies. Review of *Advancing Relational Leadership Research* (M. Uhl-Bien and S.M. Ospina, eds.).” *Public Administration Review* 74 (4): 542-544

Journal Manuscripts in Progress

Whiteness and public safety

Quick, K.S. “(De)Centering Whiteness: Lessons from Community Dialogues about Policing Problems and Solutions.” *Under review*.

Quick, K.S., Narvaez, G.E., and Dufour, S. “Sovereignty, conflict, and cooperation: Tribal governments’ accounts of inter-jurisdictional coordination for roadway safety.”

Civic engagement approaches and their consequences for shared leadership, problem-solving, and trust

Zhang, C. & **Quick, K.S.** “The Causal Effects of Rural-to-Urban Migration on Migrants’ Trust in Local Government: Evidence from China,” [Co-authored with PhD student.] *Under review*.

Zhang, C. & **Quick, K.S.** “Rural-to-Urban Migration and Political Trust: A Multi-Level Analysis of Chinese Rural-to-Urban Migrants.” [Co-authored with PhD student.] Preparing for resubmittal

Quick, K.S., & Narváez, G.E. “Changing Minds through Stakeholder Dialogue: Participants’ Accounts of Deliberation’s Effects.” Resubmission in preparation.

Quick, K.S., Narváez, G.E., and Clinton, J. “Complications in the rural-urban divide: values and policy preferences for transportation infrastructure in Minnesota.” [Co-authored with master’s student]

Quick, K.S., Pflughoeft, B. Schneider, I.S., Peck, M., & Gronowski, B. “Using social media in transportation projects and planning: Lessons from a comparative analysis of four Minnesota case studies.” [Co-authored with two master’s students]

Other Research Reports

Schneider, I.E., **Quick, K.S.**, Peck, M., & Pflughoeft, B. (2018). “Effective social media engagement options for Minnesota’s diversifying population.” Saint Paul, MN: Minnesota Department of Transportation. Research Report MN/RC 2018-##. Available [here](#). [Co-authored with two master’s students.]

Narváez, G.E., & **Quick, K.S.** (2017). “Stakeholder Attitudes, Knowledge and Engagement in Local Road Systems Planning and Decision Making.” Saint Paul, MN: Minnesota Department of Transportation. Research Report MN/RC 2017-39. Available [here](#).

- Dressel, E., assisted by **Quick, K.S.** (2017). "Evaluation of the Falcon Heights community conversations process." St Paul, MN: Office of Collaboration and Dispute Resolution (Minnesota Bureau of Mediation Services) and Dispute Resolution Institute (Mitchell Hamline School of Law). **[Co-authored with master's students.]**
- Quick, K.S.**, Narváez, G.E., Saunoi-Sandgren, E., & Zhao, Z. (2014). "Building Local Agency Capacity for Public Engagement in Local Road Systems Planning and Decision-Making." Saint Paul, MN: Minnesota Department of Transportation. Research report MN/RC 2014-17. Available [here](#).
- Sandfort, JR., Stuber, N., & **Quick, K.S.** (2012). "Practicing the Art of Hosting: Exploring What Art of Hosting and Harvesting Participants Learn and Do." Minneapolis, MN: Center for Integrative Leadership, University of Minnesota. Available [here](#). **[Co-authored with master's students.]**
- Dunens, E., Haase, R., Kuzma, J., & **Quick, K.S.** (2012). "Facing the Emerald Ash Borer in Minnesota: Stakeholder Understandings and Their Implications for Communication and Engagement." White paper. **[Principal author.]** Available [here](#). **[Co-authored with two master's students.]**
- Quick, K.S.**, & Zhao, Z. (2011). "Suggested Design and Management Techniques for Enhancing Public Engagement in Transportation Policy-Making." Minneapolis: Center for Transportation Studies, University of Minnesota. Research report CTS 11-24. Available [here](#).

ENGAGED SCHOLARSHIP (*combining basic research and community service*)

- Member, Advisory Committee for Truth and Action: Addressing Systemic Racism in the Minnesota Criminal Justice System. Convened by the Dispute Resolution Institute of Mitchell Hamline School of Law, 2020-present. <https://www.twincities.com/2021/04/18/help-us-address-systemic-racism-in-minnesotas-criminal-justice-system/>
- Convenor, Community-Police Relations and Safety working group. Co-facilitator and co-convenor of a series of overnight retreats gathering community leaders, law enforcement, survivors, and scholars from 10 communities across the United States, Kettering Foundation, 2018-present.
- Co-PI, Tribal Transportation Safety project. Collaboration with four tribal governments - Red Lake Band of Chippewa, Fond du Lac Band of Lake Superior Chippewa, Leech Lake Band of Ojibwe, and Mille Lacs Band of Ojibwe - on extensive fieldwork with their tribal governments, reservation residents, and overlapping governments to address key roadway safety concerns in their reservations. This project also involved ongoing consultation with the following native-oriented transportation committees to formulate research projects to address their key concerns: Minnesota's Advocacy Council on Tribal Transportation, the Native Transportation Issues committee (ABE80) of the Transportation Research Board, and the tribal Safety Management System committee, 2015-19.
- Co-Facilitator, Falcon Heights Task Force on Inclusion and Policing, Falcon Heights, MN. 2016-17.
- Designer, facilitator, and evaluator, series of community deliberations on policy options, costs, and revenue stability trade-offs for maintaining the city road infrastructure. City of Brooklyn Park, MN. May – August 2015.
- Organizer and Convenor, 3 small group dialogues and large-group policy roundtable. Topic: Challenges and options for managing the local road system. Beltrami County, MN. August – September 2013.
- Evaluator of community feedback on prior engagement process. Topic: Major road engineering and design projects. Dakota County, MN. Spring 2014.
- Convenor and mediator, 3 small-group stakeholder meetings. Topic: Rural road safety conflict. Jackson County, MN. August 2013-April 2014.

Organizer and Convenor, 3 focus groups and statewide policy roundtable. Topic: Facing the emerald ash borer in Minnesota. Minneapolis, MN. November 2011-April 2012.

RESEARCH GRANTS (PI or co-PI of US\$1,489,735 in grants)

Current Research Grants

PI with PhD student Julia Brokaw, UMN Institute on the Environment
\$2,524 “Uprooting Assumptions in Pollinator Conservation Policy,” 2020-21

Collaborator, [Storygathering project of the Committee for Truth and Action: Addressing Systemic Racism in the Minnesota Criminal Justice System](#).

\$5000 mini-grant from Mithcell Hamline Law School to co-fund/co-mentor graduate researcher Jay Anderson

Completed Research Grants

PI, Kettering Foundation
\$20,000 “Learning from Community-Led Initiatives for Improving Community-Police Relations” 2017-20

Co-PI with 3 other faculty collaborators, Provost’s Office, University of Minnesota
\$300,000 “Shared Leadership Lab” Grand challenges research grant, 2016-19

PI, US Department of Transportation
\$100,000 “Improving Emergency Medical Service Response to Motor Vehicle Crashes in American Indian Reservations,” 2018-19

PI, US Department of Transportation
\$280,773 “Collaborating with Tribal Governments to Interpret and Address Roadway Safety Risks”
2014-18

PI, Center for Urban and Regional Affairs, University of Minnesota
\$50,688 “Reforming Policing and Healing Community-Police Relations through Community Engagement” Faculty Interactive Research Program grant, 2017-18

Co-PI / Suzanne Gagnon, PI. Social Science & Humanities Research Council of Canada
\$18,030 “Collective leadership research findings workshop” 2017-19

PI, Dispute Resolution Institute, Mitchell Hamline School of Law
\$5,000 “Evaluating Falcon Heights Policing & Inclusion Community Dialogues,” 2017

Co-PI / Ingrid Schneider, PI. Minnesota Department of Transportation – Research Innovation Group
\$141,652 “Evaluating Methods of Public Engagement among Traditionally Marginalized Populations”
2016-17

Key Personnel / Gina Baas, PI. National Cooperative Highway Research Program.
\$498,810 “Guidance for the Implementation of the Toward Zero Deaths National Strategy on Highway Safety” 2016-17

Co-PI / Guillermo Narváez, PI. Minnesota Department of Transportation, Local Road Research Board
\$139,793 “Stakeholder Attitudes, Knowledge, and Engagement in Local Road Systems Planning” 2014-17

PI, Minnesota Department of Transportation, Local Road Research Board

\$140,062 “Building Capacity for Public Engagement to Address Local Road System Sustainability”
2012-14

PI, Office for Equity and Diversity, University of Minnesota

\$5,709 “Collaborating with American Indian Communities to Re-Interpret and Strategize about
Transportation Safety Risks,” Multicultural Research Award 2014-15

PI, Kettering Foundation

\$46,300 “Challenges and Advantages of Enacting Platform Government” 2012-14

PI, University of Minnesota Grant-in-Aid Program

\$35,430 “Practicing Resilience at the Intersection of Ecological and Institutional Paradigms and Contexts”
2012-14

Co-PI / Jennifer Kuzma, PI, Consortium on Law and Values in Health, Environment, and the Life Sciences

\$27,500 “Public/Expert Knowledge in Environmental Risk Management: The Emerald Ash Borer”
2011-12

Co-PI / Zhirong Zhao, PI. Center for Transportation Studies, University of Minnesota

\$25,000 “Engagement Strategies for Public Participation in Transportation Planning” 2011

ACADEMIC PRESENTATIONS (* denotes refereed presentation)

* **Quick, K.S.** “(De)Centering Whiteness through deliberative dialogues about policing and racism,” *Public Administration Review* Symposium: Beyond Representative Bureaucracy: Race, Gender, and Social Equity in Governance, Washington, DC / Remote synchronous, September 25-26, 2020. Also presented at International Research Society for Public Management, London, UK / Remote synchronous, April 21-23, 2021. **Winner of Pollitt Best Paper Prize at the IRSPM Conference.**

Quick, K.S. “Addressing Minnesota’s Transportation Inequities and Disparities,” Moderator of opening panel discussion, Minnesota Transportation Research Conference, November 5, 2020.

* **Quick, K.S.** “Deliberative problem / solution re-definition and the emergence of shared leadership: An instructive case from community deliberations on policing, race, and safety in the U.S.,” 5th International Public and Political Leadership (PUPOL) Conference, Leiden, Netherlands / Remote synchronous, October 15-16, 2020.

Myers, S. and **Quick, K.S.** “Law Enforcement–Community Relations and Racial Injustice in Public Policy” - National Academy of Public Administration and the Humphrey School of Public Affairs webinar, June 10, 2020, <https://www.youtube.com/watch?v=3rNvcexJg7I&feature=youtu.be>

Quick, K.S. “Prospects for collaborating on transportation investment, given stakeholders' diverse and competing priorities,” How Strategic Investments in Transportation Forge Regional Economic Vitality Workshop, Federal Reserve Bank of Minneapolis, December 2019.

Quick, K.S. “Public opinion on values and policy preferences for transportation infrastructure and finance,” Center for Transportation Studies Conference, Minneapolis, November 2019.

Quick, K.S. “Roadway safety in American Indian Reservations: Perspectives from tribal governments in Minnesota,” Center for Transportation Studies Conference, Minneapolis, November 2019.

Quick, K.S., “Toward Zero Deaths: A self-assessment tool for stakeholder involvement,” Towards Zero Deaths Minnesota conference, St Cloud, MN, October 2019.

- * **Quick, K.S.** “The potential and peril of deliberative processes to redefine community-police relations: Lessons from Falcon Heights.” Public Management Research Conference, Chapel Hill, June 2019.
- Quick, K.S., & Narváez, G.E.** “Pedestrian and other priorities for reservation roadway safety: results of four collaborative studies with Minnesota tribes.” Lifesavers annual conference, Louisville, KY, April 2019.
- Quick, K.S.** “Stakeholder involvement: a self-assessment tool for Toward Zero Deaths implementation.” Center for Transportation Studies webinar, April 2019.
- Quick, K.S., & Narváez, G.E.** “Reservation roadway safety risks and priorities: results of four collaborative studies with Minnesota tribes.” America Walks! webinar, March 2019.
- * **Quick, K.S.,** Larsen, A., & Narváez, G.E. “Tribal transportation specialists’ priorities for reservation roadway safety: results of a national survey.” Transportation Research Board Conference, Washington, DC, January 2019. Archived: https://drive.google.com/file/d/1dNC8LhBsXWG1PXNenywJ_TL_B-8Zvfq0/view?usp=sharing
- Quick, K.S.,** B. Pflughoeft, I. Schneider, & M. Peck. Using social media in transportation projects and planning: Lessons from a comparative analysis of four Minnesota case studies. Center for Transportation Studies Conference, Minneapolis, MN, November 2018.
- * **Quick, K.S.** “Deliberative problem / solution re-definition and the emergence of collective leadership: An instructive case from community deliberations on policing, race, and safety.” Co-LEAD workshop on empirical advances in collective leadership research, McGill University, May 2018.
- Quick, K.S.** “Assessing public engagement for community transformation,” National DRI Symposium: An Intentional Conversation about Community Engagement: Weaving Threads to Strengthen the Fabric of Our Communities. Dispute Resolution Institute / Mitchell Hamline School of Law, October 2017.
- * **Quick, K.S.** “What’s special about roadway safety in American Indian reservations?” Association of Collegiate Schools of Planning Conference, Portland, OR, November 2016.
- Narváez, G.E., & **K.S. Quick.** “What’s special about roadway safety in reservations? Multiple perspectives from the ground.” Minnesota Towards Zero Death Conference, Duluth, MN, Minneapolis MN, November 2016.
- * **Quick, K.S., & Feldman M.S.** “Connecting Inclusive Management and Collective Leadership through Emergence.” Paper presented at Co-LEAD workshop on critical issues in collective leadership research, Wagner School of Public Service, New York University, October 2016.
- * Narváez, G.E., & **Quick, K.Q.** “New Methods for Assessing and Addressing Roadway Safety Priorities in American Indian Reservations.” National Academy of Sciences national webinar (Transportation Research Board), Feb 4, 2016. Archived: <http://www.trb.org/ElectronicSessions/Blurbs/173634.aspx>
- * Narváez, G.E., & **Quick, K.S.** “Methodological Innovations for Identifying Roadway Safety Priorities in American Indian Reservations.” Transportation Research Board Conference, Washington, DC, January 2016.
- Quick, K. S. & G.E. Narváez.*** “Interpreting Roadway Safety Risks in American Indian Reservations: New Views from the Ground.” Roadway Safety Institute lecture series. Minneapolis MN, November 2015.
- Quick, K.S. & G.E. Narváez.*** “Changing Minds through Deliberation: Participants’ Accounts.” Humphrey School Faculty Lecture Series, Minneapolis MN, October 2015.
- Quick, K.S.** “From Polarization to Dialogue: Lessons from Engaged Scholarship.” Public Engagement and Decision-Making: Moving from Dysfunction and Polarization to Dialogue and Understanding, National Symposium of *Hamline Law Review* and Dispute Resolution Institute, October 2015.
- Quick, K.S. & G.E. Narváez.** “New Methods for Assessing Roadway Safety Priorities in Reservations.” Minnesota Tribes and Transportation Biannual Summit. Lower Sioux Agency, MN, October 2015.

- * **Quick, K.S.**, Narváez, G.E., & Saunoi-Sandgren, E. "Participants' Accounts of Changing Minds through Deliberation." Public Management Research Conference, Minneapolis, MN, June 2015.
- Quick, K.S.** & G.E. Narváez. "Tribal-State Relations and Other Opportunities for Improving Transportation Safety Risks in Tribal Lands." National Congress of American Indians' National Tribal Leader/Scholar Forum, Saint Paul, MN, June 2015.
- Quick, K.S.** "Heading Off Commonly Encountered Misunderstandings in Publishing Qualitative Research." Contributor and organizer of Adventures in Publishing Qualitative Research pre-conference workshop, Public Management Research Conference, Minneapolis, MN, June 2015.
- Quick, K.S.**, & Narváez, G.E. "Collaborating with American Indian Communities to Understand Transportation Safety Risks in Tribal Lands." Roadway Safety Showcase, Saint Paul, MN, May 2015. *Opening speaker of the conference.*
- Quick, K.S.** "Rapid Fire: Stakeholder/ Public Engagement and Communication." Center for Transportation Studies Conference, Saint Paul, MN, May 2015.
- Feldman, M.S., & **Quick, K.S.** "A Longitudinal Analysis of the Emergence of Co-Production." Faculty Research Seminar, University of California, Irvine, May 2015.
- Quick, K.S.** "Insights from the Research Workshop on Collective Leadership." Center for Integrative Leadership Seminar, Minneapolis, MN, May 2015.
- Quick, K.S.** "Teaching Leadership as an Integrative Experience." Research Workshop on Collective Leadership. Research Center for Leadership in Action at New York University, New York, NY, April 2015.
- Quick, K.S.** "Resilience as a Context for the Once and Future River." Sawyer International Symposium on the Mississippi River, University of Minnesota, Minneapolis, MN, April 2015.
- * **Quick, K.S.** "Practices and Pitfalls of Building Public Value through Engagement." American Society for Public Administration Conference, Chicago, IL, March 2015.
- * **Quick, K.S.**, Narváez, G.E., & Saunoi-Sandgren, E. "Citizens' Accounts of Their Changing Local Transportation Policy Preferences." Transportation Research Board, Washington, DC, January 2015.
- * **Quick, K.S.**, Narváez, G.E., & Saunoi-Sandgren, E. "Changing Minds through Deliberation: Participants' Accounts of Deliberation's Effects." Association of Colleges and Schools of Planning, Philadelphia, PA, October 2014.
- Quick, K.S.**, Narváez, G.E. & Saunoi-Sandgren, E. "Evaluating Public Engagement Methods in Local Road Systems Decision-Making." Center for Transportation Studies Conference, St. Paul, MN, May 2014.
- * **Quick, K.S.**, Narváez, G.E., & Saunoi-Sandgren, E. "Citizens' Accounts of Their Changing Policy Problem Definitions and Preferences." International Research Society for Public Management, Ottawa, Canada, April 2014.
- Quick, K.S.** "Resilience, Nativity, and Invasives." Northrop Auditorium Grand Re-Opening Event of Institute for Advanced Study, University of Minnesota, Minneapolis, April 2014.
- * **Quick, K.S.** "The Narrative Production of Public Engagement." Southern Political Science Association conference, New Orleans, January 2014.
- Quick, K.S.** "The Work of Resilience." Institute for Advanced Study's International Symposium on Resilience and Sustainability, University of Minnesota, Saint Paul, November 2013. *Opening speaker.*

- Quick, K.S.** "Testing Deliberative Interventions: Grappling with Local Road Systems Dilemmas in Minnesota." Humphrey School Faculty Research Seminar, October 2013.
- * Feldman, M.S., **Quick, K.S.**, & Narváez, G.E. 2014. "The Emergence of Co-Production: Learning from History." Public Management Research Conference, Madison, WI, June 2013.
- Quick, K.S.**, Narváez, G.E. & Saunoi-Sandgren, E. "Communication Gaps and Strategies for Local Road System Sustainability Policy." Center for Transportation Studies Conference, St. Paul, MN, May 2013.
- * **Quick, K.S.** "Cultivating 'America's Greenest City' through Integrative Leadership." Tobias Leadership Institute Conference, Colorado Springs, CO, February 2013.
- * Sandfort, J.R., & **Quick, K.S.** "The Influence of Adaptive Paradigms for Public Participation on Community Resilience." Association of Colleges and Schools of Planning Conference, Cincinnati, OH, November 2012.
- * **Quick, K.S.** "Cultivating the 'Greenest City in America' through Integrative Leadership." International Leadership Association Conference, Denver, CO, October 2012.
- Quick, K.S.**, Kuzma, J., Dunens, E., & Haase, R. "Stakeholders' Divergent Understandings of the Emerging Emerald Ash Borer Threat: Implications for Public Engagement and Management." Upper Midwest Invasive Species Conference, La Cross, WI, October 2012.
- * Sandfort, J.R., & **Quick, K.S.** "Resourcing Public Value through Deliberative Processes: The Practices and Artifacts of the Art of Hosting." Creating Public Value Conference, Minneapolis, MN, September 2012.
- * Sandfort, J.R., & **Quick, K.S.** "Exploring the Logic and Practice of Hosting Dialogue in Local Communities." International Society for Third Sector Research, Sienna, Italy, July 2012.
- * **Quick, K.S.**, & Feldman, M.S. "Boundary Work and Boundary Zones in Collaborative Management." Interpretive Policy Analysis Conference, Tilburg, Netherlands, July 2012.
- * **Quick, K.S.**, & Sandfort, J.R. "Seasoning and Situating Judgment: Learning to Facilitate." Interpretive Policy Analysis Conference, Tilburg, Netherlands, July 2012.
- Quick, K.S.** "Reflective Narration in Public Engagement." Contribution to Writing Workshop in Strategy as Practice Study Group, Master Class and Writing Workshop on Publishing Qualitative Research in Management Journals, organized by the *Journal of Management Studies*. Montreal, Canada, June 2012. *Participation by application only.*
- Quick, K.S.** "A Typology of Evidence-Based Practices for Designing Public Engagement in Transportation Planning." Center for Transportation Studies Conference, St. Paul, MN, May 2012.
- * Bryson, J.K., **Quick, K.S.**, Slotterback, C.S., & Crosby, B.C. "Designing Public Participation: A Literature Review and Set of Propositions." Association for Public Policy Analysis and Management, Washington, D.C., November 2011.
- * **Quick, K.S.**, & Feldman, M.S. "Inclusive Boundary Work in Collaborative Planning." Association of Colleges and Schools of Planning Conference, Salt Lake City, UT, October 2011.
- * **Quick, K.S.**, & Feldman, M.S. "Boundary Work in Inclusive Public Management." Public Management Research Conference, Syracuse, NY, June 2011.
- Quick, K.S.** "Practicing Expertise in Public: Managing the Emerald Ash Borer in Urban Forests." Entomology Department Seminar, University of Minnesota, Saint Paul, MN, March 2011.
- * **Quick, K.S.** "From Stuck to Unstuck: Re-Narrating a Contentious Neighborhood Planning Process." Association of Colleges and Schools of Planning Conference, Minneapolis, MN, October 2010.

- * **Quick, K.S.** “Narrative Work in Emergent Democratic Processes.” Center for the Study of Democracy, University of California, Irvine. Irvine, CA, May 2010.
- * **Quick, K.S.** “Building ‘The Greenest City in America’: Strategic Leadership Practices by Politicians and Public Managers.” Association of Colleges and Schools of Planning Conference, Crystal City, VA, October 2009.
- * **Quick, K.S., & Feldman, M.S.** “Distinguishing Participation and Inclusion.” Public Management Research Conference, Columbus, OH, October 2009.
- * **Quick, K.S., & Feldman, M.S.** “Boundary Work: Supporting Inclusive Communities of Practice.” European Group on Organizational Studies annual conference, Barcelona, Spain, July 2009.
- * **Quick, K.S., & Feldman, M.S.** “Distinguishing Participation and Inclusion.” Urban Affairs Association Conference, Chicago, IL, March 2009.
- * **Quick, K.S., & Feldman, M.S.** “Distinguishing Participation and Inclusion in Public Management.” Association of Colleges and Schools of Planning Conference. Milwaukee, WI, October 2007.
- * **Feldman, M.S., & Quick, K.S.*** “Resource Generation and Public Participation.” Public Management Resource Association biannual meeting, Tucson, AZ, October 2007.

GRADUATE TEACHING AND ADVISING

Graduate Teaching

PhD Integrative Seminar in Public Affairs (PA 8003)

Civic Engagement in Public Affairs (PA 5145, formerly PA 5190-Special Topics)

Integrative Leadership: (PA 5105/MGMT 6402/OLPD 6402/PUBH 6702/LAW 6623)

Qualitative Research Methods for Mid-Career Public Administration Professionals (PA 5055)

Leadership for Mid-Career Public Administration Professionals (2-semester course, PA 5051 & PA 5052)

Management of Organizations (PA 5011)

Master’s Capstone Workshop on Public Participation and Collaboration (PA 8081)

Graduate Advising Summary

As a PhD mentor, I have been advisor/co-advisor to 2 students in the PhD in Public Affairs program, have been lead advisor for two natural sciences PhD students for their public policy minors, served on an additional 9 final dissertation committees, and have worked with a total of 18 PhD students to prepare them for their qualifying examinations.

As a mentor of master's students, I have been involved in 6 theses (2 as chair) and 26 professional master's papers (21 as chair, including 11 students who have won our school's best paper awards for individual or team projects). I have trained and supervised 17 master's level Research Assistants in literature review, data collection and analysis, and writing, and trained and supervised 17 Teaching Assistants. I have also served as graduate academic advisor to 76 master's students, providing guidance on course selection, final projects, and ongoing career development and placement.

In 2021, I began mentoring two individuals selected through the University of Minnesota's President's Postdoctoral Fellowship Program, who will join the Humphrey School's leadership and management area in mid-2021.

Doctoral Dissertation Chair

1. Chen Zhang, Public Affairs, "The danger and power of being in-between: Rural-urban inbetween identity in contemporary China." Graduated July 2019. Visiting Assistant Professor at Yale-National University of Singapore.
2. Ahmad Bahmad, Public Affairs. 3rd year PhD student, co-chair.

Interdisciplinary Doctoral Fellows, lead advisor for second disciplinary area

1. Julia Brokaw, Entomology, "Equity Impacts of Pollinator-Friendly, Voluntary Household Practices." Expected graduation 2022. I am her sponsor and lead advisor for this work through a UMN Interdisciplinary Doctoral Fellowship, 2020-21.

Doctoral Dissertation Committees

1. Rashad Williams, Public Affairs, The emergence and impacts on planning of racial equity offices in city governments.
2. Rebecca Walker, Public Affairs, Green infrastructure, equity, and gentrification intersections
3. Danbi Seo, "Resourcing and resources in the early stages of collaboration." Graduated 2020. Assistant Professor, Department of Public Policy and Administration, California State University Bakersfield.
4. Kaylee Myhre Errecaborde, "Understanding how boundary-spanning organizational structures influence collaborative efforts: Comparative case study of government-mandated One Health ministerial engagement in Thailand and Vietnam." Graduated 2020. Technical Consultant, Health Emergencies Program, World Health Organization.
5. Andrew Fang, "Developments in air pollution modeling for understanding connections between carbon and air pollution co-benefits in urban systems." Graduated 2019. Science Technology Policy Fellow, American Association for the Advancement of Science.
6. Andrew Guthrie, "Favorable conditions for and active promotion of transit-oriented development and economic development." Graduated 2018. Assistant Professor, University of Memphis.

7. Nick Wallace, Organizational Leadership and Policy Development, “The Development of Financial Literacy for First-Generation, Low-Income, Undergraduate Students of Color.” Graduated 2018. Dean of Liberal Arts and STEM, Dakota County Technical College.
8. Theresa Cira, Entomology, Graduated 2017. Supervised her public policy minor and project for her Interdisciplinary Doctoral Fellowship. Subsequently coauthored paper published in *American Entomologist*, “Watch your language! The Consequences of Linguistic Uncertainty in Pest Management.” Research Scientist II, Pesticide and Fertilizer Division, Minnesota Department of Agriculture.
9. Andrea Hefty, Entomology, Tentative chapter title, “Stakeholder Risk Perception and Communication for the Management of Non-Native Forest Species.” Graduated 2016. Forest Entomologist, U.S. Forest Service.
10. Abby Felber-Smith, Organizational Leadership and Policy Development. Tentative title, “Evaluating School Leaders' Practices for Engaging Students and Other Marginalized Stakeholders in Improving School Effectiveness.” Graduated December 2015. Principal, Nokomois Montessori South Campus, St Paul Public Schools

Master's Thesis Chair

1. Patrik Dousa (M.S.-Science, Technology, and Environmental Policy, 2012) "Using Actor Network Theory to Enhance the Mediating Activities of Grassroots Support Organizations"
2. Kathleen Matter (M.S.-Science, Technology, and Environmental Policy, 2016) "Interpreting the Need and Merit of Mobile Home Residents Requesting Household Energy Assistance"

SERVICE

International / National Academic Association Leadership

Steering Committee member, Co-LEAD Network for international research conferences on collective leadership, 2017-present

Vice President (elected), Faculty Women's Interest Group. Association of Collegiate Schools of Planning, 2015- 2017.

Organizing and Host Committee Member, Public Management Research Association, 2015

Member, Editorial Board of *Journal of Public Deliberation*, 2015-present

Member, Research Committee, Committee on Native American Transportation Issues of the Transportation Research Board (ABE 80), 2015-present

Member, Kettering Foundation Research Group on Administrator – Public Relationships, 2008-present

Member, Curriculum Workshop Group, American Commonwealth Project on public land grant university participation in civic engagement and education, 2013-14

University-Related Community Service

Member,

Member, Advisory Council for Office of Collaboration and Dispute Resolution, State of Minnesota, 2019-present

Faculty advisor, 4 student team projects for the City of Brooklyn Park through the University of Minnesota Resilient Communities Project, Fall 2016.

Faculty advisor, capstone project for Carver County Parks and Recreation through the University of Minnesota Resilient Communities Project, Fall 2016. Winner of RCP best project award.

Faculty advisor, student team project, "Improving Community Engagement Strategies for the City of Rosemount Park and Recreation Department." Implemented through the University of Minnesota Resilient Communities Project, Spring 2015.

Member, Task Force on Restoring Civility, League of Minnesota Cities and Minnesota City/County Management Association, 2013

Facilitator, St. Paul District Councils, Series of deliberations on inter-district collaboration, Summer 2013

Consultations (pro bono) with senior leadership of the following organizations regarding enhancing equity and stakeholder engagement in policy-making

Association of Minnesota Counties, 2018

City of Brooklyn Park, 2015-17

City of Falcon Heights, 2016-17, 2020

City of Richfield, 2020

Carver County Parks and Recreation Dep, 2016

Environment Initiative, 2013

Friends School of Minnesota, 2015-19

Hamline Midway Neighborhood Coalition, 2011

Hennepin-University Partnership, 2012, 2020

Hispanic Advocacy and Community

Empowerment through Research, 2013

League of Minnesota Cities, 2012, 2013

Local Road Research Board, 2011, 2012

MetroTransit Public Engagement Team, 2011, 2014

Midway Murals (Knight Found. art project), 2015

Minnesota Council of Nonprofits, 2011

Minnesota County Engineers Association, 2013

Minnesota Dept. of Commerce, 2020

Minnesota Dept. of Health Services, Divisions for Aging and Disabled Persons, 2013

Minnesota Dept. of Natural Resources, 2016-19

Minnesota Dept. of Transportation, 2012-19

Minnesota Environmental Quality Board, 2012

Minnesota Forest Resources Council, 2012

Minnesota Pollution Control Agency health impacts assessment division, 2013

Minnesota State Agency for the Blind, 2012

Minnesota State Office of Collaboration and Dispute Resolution, 2106-present (member of advisory council, 2019-present)

Native Governance Center, 2019

Northern Forest Pest Management Assoc, 2013

Ventura Village neighborhood residents, 2013

Wilder Foundation, 2012, 2014

Peer Referee

Journals: *Administration & Society*; *Ecology & Society*; *Environment and Planning C: Government and Policy*; *Higher Education Quarterly*; *Human Relations*; *Journal of Environmental Planning and Management*; *Journal of Planning Education and Research*; *Journal of Public Administration Research and Theory*; *Journal of Public Deliberation*; *Journal of Urban Affairs*; *Leadership*; *Long Range Planning*; *Nonprofit and Voluntary Sector Quarterly*; *Politics & Policy*; *Public Administration*; *Public Administration Review*; *Public Management Review*; *Public Performance and Management Review*; *Social Science Quarterly*; *Transportation Research Record*; *Transportation Research Part D: Transport and Environment*

Conferences: Public Management Research Association; International Leadership Association; Transportation Research Board; Co-LEAD collective leadership workshops

Community extension and executive education

- “Statement supporting officers’ duty to intervene to stop inappropriate use of force and to report use of force.” Testimony to the Minnesota Legislature Committee on Judiciary and Public Safety Finance and Policy, June 16, 2020. *Legislative testimony*. Recording: <https://youtu.be/93xv6nUVk5o>, beginning at 1:33:50
- “Effective Social Media Engagement Options for Minnesota's Diversifying Population,” workshop with Association of Minnesota Counties annual meeting (September 2018) and Minnesota Department of Transportation metro region senior managers (December 2018).
- “Civility and Discord: Working with Divided Groups across Differences,” Keynote speaker, Community Vitality Unit, University of Minnesota Extension, April 2017.
- “Integrative leadership for Environmental Professionals,” Boreas Leadership Program of the Institute on the Environment, University of Minnesota, November 2016.
- “Strategies for Civic Engagement,” Minnesota Senior Leadership Institute, October 2016.
- “Introducing Integrative Leadership,” “Gender and Leadership,” and “Civic Engagement Strategies and Opportunities,” workshops for the Mandela Washington Fellows program, July 2016.
- “Problem-Solving through Stakeholder Engagement,” Hennepin County Innovation Day, November 2015.
- “Working Across Boundaries,” Minnesota Senior Leadership Institute, October 2015.
- “Problem-Solving through Stakeholder Engagement: Design Strategies.” Young African Leaders Initiative, July 2015.
- “Explanations and Strategies to Address Elevated Road Fatalities and Injuries among American Indians.” National Congress of American Indians (NCAI) annual Tribal Leader-Scholar conference, Saint Paul, MN, June 2015. With Guillermo Narváez. *Invited to brief the Transportation Committee to help inform their policy platform and advocacy priorities.*
- “Explanations and Strategies to Address Elevated Fatalities and Injuries among American Indians from Vehicle-Related Crashes.” Advisory Council for the Roadway Safety Institute, Minneapolis, MN, May 2015. With Guillermo Narváez.
- “Supporting Productive Public Engagement in Transportation Policy-Making: Evidence from Field Research in Minnesota.” Seminar for the House and Senate Transportation Committees of the Minnesota Legislature, April 2015. *Legislative testimony.*
- “Introducing Senator Amy Klobuchar.” Voting Rights and the Struggle for Democracy: 50th Anniversary of the Voting Rights Act of 1965, Humphrey School of Public Affairs, April 2015.
- “Boundary Work as an Innovative Approach to Problem-Saving.” Humphrey Public Innovation Seminar, December 2014.
- “Civic Engagement.” Minnesota Senior Leadership Institute, October 2014.
- “Generating Resources through Stakeholder Participation.” Young African Leaders Initiative, June 2014.
- “Modes of Public Engagement.” Minnesota Senior Leadership Institute, October 2013.
- “Public Engagement Models and Challenges in the United States.” Humphrey School International Fellows and India Fellows, August 2013.

- “Designing Public Participation.” Graduate class on Public Dispute Resolution, Southern Methodist University, March 2013.
- “Engaged Scholarship on Grand Challenges: Addressing the Emerald Ash Borer Challenge.” Humphrey School Advisory Board, February 2013.
- “Navigating Different Paradigms for Civic Engagement.” Minnesota Leadership Institute, November 2012.
- “Meaningful Involvement: Organizing Productive Engagement with Stakeholders.” Minnesota State Services for the Blind Annual Retreat, October 2012. *Keynote speaker.*
- “Stakeholder Perceptions and Preferences of an Emerging Risk: Implications for Managing the Emerald Ash Borer in Minnesota.” Minnesota Forest Resources Council, July 2012. *Legislative testimony.*
- “Strategies for Involving Stakeholders in Problem-Solving.” Minnesota Council of Nonprofits Conference, June 2012.
- “Key Considerations in Designing Public Engagement.” Hennepin County-University of Minnesota Partnership Conference, March 2012.
- “Citizen Engagement and New Information Technologies,” Minnesota Senior Leadership Institute, February 2012.
- “Managing the Emerald Ash Borer: Public Involvement in a Wicked Policy Problem.” Guest lecture in Entomology 4251 (Forest and Shade Tree Entomology), November 2011.
- “Communications and Public Engagement for Management of Local Transportation Systems.” Local Road Research Board workshop, Shoreview, MN, October 2011. *Keynote speaker.*
- “Practices for Productive Civic Engagement,” Minnesota Council of Nonprofits Leadership Conference, Chanhassen, MN, June 2011.
- “Observations from Singapore and Batam: A Microcosm of Transnational Metropole-Hinterland Relationships.” Urban Anthropology Seminar, Hamline University, April 2011.
- “Public Engagement Challenges and Opportunities in Urban Forest Management: A Provocative Example.” Entomology 4251 (Forest and Shade Tree Entomology), November 2010.
- “Political Participation in Urban Politics.” Introduction to Urban Studies, University of California, Irvine, Winter 2009.
- “Citizen Participation in Planning in the 1960s and 1970s in the United States.” Graduate Seminar in the History of Urban Planning, University of California, Irvine, Fall 2007.
- “Methods and Examples of the Narrative Analysis of Policy.” Policy Analysis, University of California, Irvine, Spring 2007.

MEDIA APPEARANCES

- “Humphrey School policing experts talk community-law enforcement relations,” KMSP (FOX9), 10 June 2020 <https://www.fox9.com/news/humphrey-school-policing-experts-talk-community-law-enforcement-relations>
- “Experts, activists speak on the calls for change as peaceful protest continues,” KSTP (ABC) 5 pm and 6:30 pm news, 3 June 2020. <https://kstp.com/minnesota-news/experts-activists-speak-on-the-calls-for-change-as-peaceful-protest-continues-june-2-2020/5749200/>

- “Businesses’ Role in Policing, Policy, and Change: Local leaders weigh in on the business community’s role in driving change following George Floyd’s death.” *Twin Cities Business*, 2 June 2020, <http://tcbmag.com/news/articles/2020/june/businesses-role-in-policing-policy-and-change>
- “Report shows that pedestrian safety is a major concern on Minnesota's American Indian reservations,” *Star Tribune*, 18 February 2019. <http://www.startribune.com/report-shows-that-pedestrian-safety-is-a-major-concern-on-minnesota-s-american-indian-reservations/505941632/>
- "Philando Castile died one year ago today. Nothing has changed," *Twin Cities Daily Planet*, 6 July, 2017. <https://www.tcdailyplanet.net/author/michael-kleber-diggs/>
- "Delano: The town saying no to hate. An act of racism stunned Delano. Now residents are fighting for a better future - for all," *Star Tribune*, 27 June 2017. <http://www.startribune.com/the-town-saying-no-to-hate/431034233/>
- "Cause and consequence," *Pioneer Press* editorial board editorial on the principles and use of civil disobedience, 30 July, 2016. <http://www.twincities.com/2016/07/31/editorial-cause-and-consequence/>
- “U-City Programs to Create ‘Smart Cities’” *Minnesota Daily*, 28 September 2015. <http://www.mndaily.com/news/campus/2015/09/28/u-city-programs-create-”smart-cities”>
- “Survey of Golden Valley officials reveals tension in the ranks,” *Star Tribune*, July 22, 2015. <http://www.startribune.com/survey-of-golden-valley-officials-reveals-tension-in-the-ranks/318074161/>
- “Rebuilding Minnesota,” KSTP 10 pm news series on local infrastructure, November 6, 2014. <http://kstp.com/article/stories/S3612141.shtml?cat=12829>
- “Promoting public engagement in local road planning.” *Infrastructure USA* (trade newsletter), August 5, 2014. www.infrastructureusa.org/promoting-public-engagemetn-in-local-road-planning
- “Future of bridge, road safety in Minnesota.” KSTP 10 pm news roundtable, August 1, 2014. <http://www.kstp.com/article/12303/?vid=5257410&v=1>
- "Closing ranks on an invader: Two faculty members got the ball rolling on a common defense against the emerald ash borer," featured on University of Minnesota Homepage, June 28, 2013. <http://discover.umn.edu/news/politics-governance/community-responds-emerald-ash-borer>
- “In St. Paul, new tools for listening on public issues.” *Pioneer Press*, September 26, 2012. http://www.twincities.com/ci_21475852/editorial-st-paul-new-tools-listening-public-issues

PRIOR PROFESSIONAL EMPLOYMENT

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| City of Garden Grove, California Project Manager, Neighborhood Improvement unit | 2003-04 |
| City of Alameda, California Program Manager, Community Development unit | 1998-2003 |
| Tetra Tech EMI (formerly PRC, Inc.), San Francisco and Batam, Indonesia Team Leader and Indonesian Country Representative | 1995, 1997-1998 |
| Volunteers in Asia, Jakarta, Indonesia English Resource Volunteer at Indonesian Environmental Forum (Walhi) | 1991-1994 |