



The University of Georgia

Abridged Curriculum Vitae
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Post-Secondary Education

- 2001 – Ph.D. in Public Administration, School of Arts and Sciences, Department of Political Science, University of Georgia.
- 1980 – MPA in Public Administration, School of Arts and Sciences, Department of Political Science, University of Georgia. Inducted in Pi Alpha Alpha National Honor Society for Public Affairs and Administration.
- 1978 – BS in Secondary Social Science Education, College of Education, Department of Social Science Education, University of Georgia. Full Gholston Academic Scholarship.

Summary of Academic and Professional Experience

I have been a scholar-practitioner in the field of Public Administration during most of my professional career. This means that I have been simultaneously employed in academic institutions and governmental organizations for many years.

Academic Employment

- 2002 to Present – Adjunct Professor of Public Administration and Policy, University of Georgia School of Public and International Affairs, Department of Public Administration and Policy, Athens, Georgia.
- 1986 to 2001 – Adjunct Professor of Political Science, Truett-McConnell College, Department of Political Science, Cleveland, Georgia.
- 1992 – Adjunct Instructor, Emmanuel College, School of Arts and Sciences, Department of Social Sciences, Franklin Springs, Georgia.

1985 to 1986 – Adjunct Instructor, Brenau University College of Business and Mass Communication, School of Business Administration, Gainesville, Georgia.

International Academic Appointments

2010 to Present – Visiting Professor of Public Management at Utrecht University in the Netherlands. Affiliate of the Faculty of Law, Economics and Governance, School of Governance, Governance Research Institute.

2009 to 2012 – International Scholar on Instruction, Curriculum Development, and Research Collaboration at the Georgian Institute of Public Affairs, School of Government, Republic of Georgia.

2004 to 2012 – Overseas Advisor on Public Service Performance, Cardiff University Business School in Wales. This affiliation began under the auspices of the UK’s Economic and Social Research Council/Advanced Institute for Management Research Fellowship Program and continued for several years.

Consulting Experience

2013 to Present – International Advisor for a research consortium funded by the Danish Council for Independent Research and associated with the University of Copenhagen and Aarhus University in Denmark. Area of expertise: leadership and public management.

2012 to Present – International Advisor on Factors Affecting Policy Leadership by Senior Public Managers in Taiwan: Contribution to Public Governance Theory and Democratic Effectiveness. Research funded by National Science Council of Taiwan and centered at National Chengchi University, Taiwan. Area of expertise: public service performance and the interface between politics and administration.

2011 to Present – International Advisor for a research consortium funded by the Dutch National Science Foundation and associated with Leiden University in the Netherlands and Catholic University in Leuven, Belgium. “Double Bind: How Professionals Cope with Contrasting Demands.” Area of expertise: public service motivation and public management.

2009 to Present – International Advisor for a research consortium funded by the Danish Council for Independent Research, and associated with the University of Copenhagen and Aarhus University in Denmark. Area of expertise: public service motivation and public management.

2009 to 2012 – International Scholar on Instruction, Curriculum Development, and Research Collaboration at the Georgian Institute of Public Affairs, School of Government, Republic of Georgia. Area of expertise: structuring academic programs in public administration and policy implementation.

2009 – Consultant and Expert Witness for a coalition of public interest law firms and voting rights groups who monitor state government compliance with the National Voter Registration Act (NVRA) of 1993, also known as the “Motor Voter Law.” Area of expertise: public management and policy implementation.

- 2008 to 2010 – Research Associate and Consultant, Study of Implementation of State Primary Stroke Center Legislation in the United States. Federal grant funded by the U.S. Centers for Disease Control and Prevention and the National Association of Chronic Disease Directors, Atlanta, Georgia. Area of expertise: public management and policy implementation.
- 2004 to 2012 – Overseas Advisor on Public Service Performance, Cardiff University Business School in Wales. This affiliation began under the auspices of the UK’s Economic and Social Research Council/Advanced Institute for Management Research Fellowship Program and continued until grant funding expired. Area of expertise: improving government performance.
- 1996 – Research Assistant, The Democracy Project, Institute of Political Science, University of Copenhagen, Denmark. Area of expertise: administrative reform and organization change in the public sector.

Invited Talks, Lectures, Roundtables and Workshops

- Forthcoming – Western Political Science Association, Seattle, Washington. Discussant for roundtable on “The Merit System: Past, Present and Future.”
- 2013 – Utrecht University School of Governance in Utrecht, Netherlands. “International Research Conference: One Step Beyond: Refining Public Service Motivation Theory and Research Methods.” Co-chair of roundtable on ‘The Relationship between Public Service Motivation and Performance.’
- 2013 – Bern University Center for Competence in Public Management in Bern, Switzerland. Gave lecture on “research and publication strategies” for faculty and Ph.D. students.
- 2012 – National Open University Department of Public Administration in Taipei, Taiwan. Gave “Reaction and Commentary on the Keynote Address,” 2nd International Conference on Constructing Civil Society: Public Values in Governance, and served as a roundtable discussant for a panel on “Public Participation.”
- 2012 – Indiana University, School of Public and Environmental Affairs, Bloomington. Gave research presentation on “Personnel Constraints in Public Organizations: The Impact of Reward and Punishment on Organizational Performance” for faculty and Ph.D. students.
- 2012 – Arizona State University, College of Public Programs, School of Public Affairs. Gave research presentation on “Personnel Constraints in Public Organizations: How Sticks and Carrots Impact Organizational Performance” for faculty and Ph.D. students.
- 2011 – City University of Hong Kong, Department of Public and Social Administration. “Publishing Workshop for Ph.D. Students and Faculty.” (Co-chair and co-presenter: Richard M. Walker)

- 2011 – City University of Hong Kong, Department of Public and Social Administration. Gave lecture on “Social Capital and School District Performance: Does Organizational Strategy Matter?” for faculty and Ph.D. students.
- 2011 – Utrecht University School of Governance in Utrecht, Netherlands. Gave lecture on “Conceptualizing and Measuring Public Service Performance” for human resources management faculty and Ph.D. students.
- 2011 – Leiden University in the Netherlands. Provided remarks and research critiques for researchers and Ph.D. students at an international expert seminar on “Double Bind: Public Service Professionals Coping with Contrasting Demands.”
- 2011 – Georgian Institute of Public Affairs, Tbilisi, Republic of Georgia. Gave a series of lectures on Research Methods for second year graduate students in the Master of Public Administration program, many of whom were public officials.
- 2011 – University of Illinois at Chicago, College of Urban Planning and Urban Affairs, Department of Public Administration. Gave keynote lecture on “Public Service Careers and Government Performance in an Age of Fiscal Austerity and Cutback Management” for biennial research conference for public administration faculty and graduate students.
- 2011 – Georgia State University, Andrew Young School of Policy Studies, Department of Public Management and Policy, Atlanta. Gave research presentation on “True Experiments in Public Administration and Public Management Research” for faculty and Ph.D. students.
- 2010 – Georgian Institute of Public Affairs, Tbilisi, Republic of Georgia. Gave a series of lectures on Policy Implementation for second year graduate students in the Master of Public Administration program, many of whom were public officials.
- 2010 – Utrecht University School of Governance in Utrecht, Netherlands. Gave lecture on “Government Bureaucracy, Red Tape and Public Service Performance” for advanced research-Masters students in public administration, some of whom were public officials.
- 2010 – University of Wisconsin at Madison. “Red Tape Research Workshop: Rethinking and Expanding the Study of Administrative Rules.” Gave lecture on ‘What Do We Know and What Do We Not Know’ for an international group of red tape researchers.
- 2010 – Cardiff University Business School in Wales (UK). Gave lecture on “Development of an International Masters of Public Administration Program: Constraints and Opportunities” for Cardiff University business school administrators and researchers with international interests.
- 2010 – Cardiff University Business School in Wales (UK). Gave lecture on “Social Capital and Government Performance: A Research Agenda” for UK researchers and Cardiff business school faculty. (Co-presenter: Rhys Andrews, Cardiff University)

- 2010 – Institute for Government, London, England, 1st Annual Public Management Research Conference, “Public Management after the Fall: The Public Management Policy and Research Agenda after the Financial Crisis and the Election.” Gave presentation on ‘Social Capital and Public Service Resilience’ for UK researchers and public officials. (Co-presenter: Rhys Andrews)
- 2009 – Georgian Institute of Public Affairs, Tbilisi, Republic of Georgia. Gave a series of lectures on Policy Implementation for second year graduate students in the Master of Public Administration program, many of whom were public officials.
- 2009 – U.S. Centers for Disease Control and Prevention, Atlanta, Georgia. Gave presentation on “Selecting Four Case Studies” for agency officials and other interested attendees.
- 2009 – University of North Carolina – Charlotte, Keynote Speaker for Pi Sigma Alpha National Political Science Honor Society’s Spring Banquet. Gave lecture on “Answering the Call of Public Service in a Time of Turbulence and Opportunity” for faculty, alumni, graduates, and their families.
- 2009 – University of North Carolina – Charlotte, Political Science Department. Gave a research presentation on “Parsing Public/Private Differences: An Experimental Study” for political science/public administration faculty and advanced graduate students.
- 2007 – Texas A&M University, “Public Management, Because We Feel Like It: A Workshop”, College Station, Texas. Gave a talk on government performance research entitled “Generalizability: Moving to Other Data Sets” for public service performance researchers and Ph.D. students.
- 2006 – Russian Academy of Public Administration, Moscow, Russian Republic. Gave a series of lectures on “Administrative Reform and Managing Bureaucratic and Governmental Performance” for several groups of Russian and Kazakhstanis public officials.
- 2006 – International Center for Democratic Governance, Beijing Administrative Institute, Beijing. Gave a series of lectures on Strategic Human Resource Management and Public Sector Reform for advanced graduate students in public administration and a consortium of Chinese public officials.
- 2006 – International Center for Democratic Governance, Qinghai Institute of Public Administration, Xining, China. Gave a series of lectures on Strategic Human Resource Management and Public Sector Reform for advanced graduate students in public administration and a consortium of Chinese public officials.
- 2005 – European Institute of Public Administration, Maastricht, Netherlands. Gave lectures on Civil Service Reform and Organizational Performance for a diverse group of European Union public managers.

Publications (Books and Monographs)

2010. Author and Editor, *Public Management and Performance: Research Directions*. Cambridge, UK and New York: Cambridge University Press. Note: a second Korean-language edition is in process. (Co-authors and co-editors: George A. Boyne and Richard M. Walker)
2001. Author, *A Portrait of Public Servants: Empirical Evidence from Comparisons with Other Citizens*. Ph.D. dissertation, University of Georgia.
2000. Author, *Administrative Reform and Organizational Change in the Public Sector*. Democracy Project AP 24/2000. Copenhagen, Denmark: University of Copenhagen.

Publications (Refereed Articles and Refereed Book Chapters)

2013. “An Experimental Assessment of Public Ownership and Performance: Comparing Perceptions in East Asia and the USA.” Symposium on East Asian Public Management, *International Public Management Journal*, DOI: <http://dx.doi.org/10.1080/14719037.2013.825480> An earlier version of the article was presented at a Workshop Meeting on Performance Practices in East and Southeast Asia, Hong Kong, December 1-3, 2011. (Co-authors: Barry Bozeman, M. Jae Moon, Richard M. Walker, and Jiannan Wu)
2013. “Does Societal Culture Affect Public Service Motivation? Evidence of Sub-National Differences in Switzerland.” Symposium on Advancing Public Service Motivation Research in a Globalized World, *International Public Management Journal*, 16, 2 (August): 224-251. Earlier versions of this article were presented at the Fourteenth Annual Meeting of the International Research Society for Public Management (IRSPM-XIV), Bern, Switzerland, April 6-9, 2010; and at the International Workshop on Public Service Motivation and Public Performance in a Globalized World, Wuhan/Xi’an, China, July 14-16, 2010. (Co-author: Adrian Ritz)
2013. “Public Administration Research in East and Southeast Asia: A Review of the English Language Evidence, 1999-2009.” Lead article in a symposium on Public Administration Research in Asia, *American Review of Public Administration*. DOI: 10.1177/0275074013497088. An earlier version of the article was presented at the Inaugural Meeting of the Asian Association for Public Administration (AAPA) and the ninth Asian Forum, Tokyo, Japan, January 29-31, 2010; and the PMRA.IRSPM.ASIA Conference, University of Hong Kong, October 14-16, 2010. (Co-authors: Richard M. Walker and Yujin Choi)
2013. “Public Management Contributions for Improving Social Service Performance: Public Values, Public Service Motivation, and Red Tape.” In Peter L. M. Leisink, Paul Boselie, Maarten van Bottenburg, and Dian Marie Hosking, eds. *Managing Social Issues: A Public Values Perspective*. Cheltenham and Camberley, UK: Edward Elgar Publishing Ltd. An earlier version of this chapter was presented at the Utrecht University School of Governance Tenth Anniversary Celebration and Conference on ‘Public Matters’, Utrecht, Netherlands, November 19-20, 2010.

2013. "Personnel Constraints in Public Organizations: The Impact of Reward and Punishment on Organizational Performance." *Public Administration Review* 73, 1 (January/February): 121-131. Earlier versions of this article were presented at the Eleventh Annual Meeting of the International Research Society for Public Management (IRSPM-XI), Potsdam, Germany, April 2-4, 2007; and the 10th Biennial Public Management Research Association (PMRA) Conference, Columbus, Ohio, October 1-3, 2009. (Co-author Richard M. Walker)
2013. "Social Capital, Management Capacity, and Public Service Performance: Evidence from the U.S. States." *Public Management Review* 15, 1 (January-February): 19-42. Earlier versions of this paper were presented at the Annual Meeting of the European Group of Public Administration, Rotterdam, Netherlands, September 3-6, 2008; and the Thirteenth Annual Meeting of the International Research Society for Public Management (IRSPM-XIII), Copenhagen, Denmark, April 6-8. (Co-author: Rhys Andrews)
2012. "External Control and Red Tape: The Mediating Effects of Client and Organizational Feedback." Symposium on Red Tape, *International Public Management Journal* 15, 3 (Autumn): 288-314. Earlier versions of this article were presented at the Twelfth Annual Meeting of the International Research Society for Public Management (IRSPM-XII), Brisbane, Australia, March 26-28, 2008; and the 20th Anniversary and 11th Biennial Public Management Research Association (PMRA) Conference, Syracuse, New York, June 2-4, 2011. (Co-authors: Richard M. Walker, Barry Bozeman, Claudia Avellaneda, and Gene A. Brewer Jr.)
2011. "Market Orientation and Public Service Performance: NPM Gone Mad?" *Public Administration Review* 71, 5 (September/October): 707-717. Earlier versions of this article were presented at a research conference at the National University of Singapore in 2007; and the Determinants of Performance in Public Organizations II Conference, University of Hong Kong, December 7-9, 2006. (Co-authors: Claudia Avellaneda, George A. Boyne, and Richard M. Walker)
2011. "Parsing Public/Private Differences in Work Motivation and Performance: An Experimental Study." Symposium on Public/Private Differences and Performance", *Journal of Public Administration Research and Theory* 21, 3 (July): 347-362. An earlier version of this article was presented at the International Comparisons of Public and Private Management Workshop, The University of Georgia, Athens, Georgia, November 4-5, 2008. (Co-author: Gene A. Brewer Jr.)
2011. "The Barriers and Facilitators to Implementing Primary Stroke Center Policy in the United States: Results from Four Case Study States", *American Journal of Public Health* 101, 3 (March): 561-566. An earlier version of this article was presented at the U.S. Centers for Disease Control and Prevention, Atlanta, Georgia, March 5, 2009. (Co-authors: Laurence J. O'Toole, Jr., Catherine P. Slade, and Lauren N. Gase)

2010. "Civil Service Reform under George W. Bush: Ideology, Politics, and Public Personnel Administration." Symposium on Personnel Policy in the George W. Bush Administration, *Review of Public Personnel Administration* 30, 4 (December): 404-422. An earlier version of this article was presented at the Annual Meeting of the American Political Science Association, Toronto, Canada, September 3-6, 2009. (Co-authors: J. Edward Kellough and Lloyd G. Nigro)
2010. "Substitution and Supplementation between Co-Functional Policy Instruments: Evidence from State Budget Stabilization Practices." *Public Administration Review* 70, 6: 914-924. (Co-author: Yilin Hou)
2010. "Explaining Variations in Perceptions of Red Tape: A Professionalism-Marketization Model." *Public Administration* 88, 2 (June): 418-438. An earlier version of this article was presented at the Tenth Annual Meeting of the International Research Society for Public Management (IRSPM-X), Glasgow, Scotland, April 10-12, 2006. (Coauthor: Richard M. Walker)
2010. "Social Capital and Fire Service Performance: Evidence from the U.S. States." *Social Science Quarterly* 91, 2 (June): 576-591. (Co-author: Rhys Andrews)
2010. "Why Elephants Gallop: Assessing and Predicting Organizational Performance in Federal Agencies." In Stuart Ira Bretschneider, Carolyn Heinrich, Beryl A. Radin, and Craig Thomas (eds.), *JPART Reader*. Available electronically: http://www.oxfordjournals.org/our_journals/jopart/collectionspage.html. An earlier version of this article was presented at the Annual Meeting of American Political Science Association, Atlanta, Georgia, September 2-5, 1999. (Co-author: Sally Coleman Selden)
2010. "Public Service Motivation and Performance." In Richard M. Walker, George A. Boyne, and Gene A. Brewer (eds.), *Public Management and Performance: Research Directions*. Cambridge, UK and New York: Cambridge University Press, pp. 152-177.
2010. "Red Tape: The Bane of Public Organizations?" In Richard M. Walker, George A. Boyne, and Gene A. Brewer (eds.), *Public Management and Performance: Research Directions*. Cambridge, UK and New York: Cambridge University Press, pp. 110-126. (Co-author: Richard M. Walker)
2010. "How Far has Market Orientation Penetrated Public Organizations? An Empirical Test on Customer Satisfaction." In M. Ramesh, Eduardo Araral Jr., and Xun Wu (eds.), *Reasserting the Public in Public Services: New Public Management Reforms*. London: Routledge, pp. 63-78. An earlier version of this chapter was presented at a research conference at the National University of Singapore in 2007. (Co-authors: Richard M. Walker and George A. Boyne)
2010. "The Impact of Red Tape on Governmental Performance: An Empirical Analysis." *Journal of Public Administration Research and Theory* 20, 1 (January): 233-257. An earlier version of this article was presented at the 27th Annual Fall Research Conference of the Association for Public Policy Analysis and Management (APPAM), Washington DC, November 3-5, 2005. (Co-author: Richard M. Walker)

2009. "Assessing the Impact of Crises on the Performance and Governance of Asian Countries." In Clay Wescott, Bidhya Bowornwathana and Lawrence R. Jones (eds.), *Research in Public Policy Analysis and Management, Vol. 18 – The Many Faces of Public Management Reform in the Asia-Pacific Region*. Bingley, UK: Emerald Group Publishing Limited, pp. 361-381. (Co-authors: Yu Jin Choi and Richard M. Walker)
2009. "Can Management Strategy Minimize the Impact of Red Tape on Organizational Performance?" *Administration & Society* 41, 4 (July): 423-448. Earlier versions of this article were presented at the Second Transatlantic Dialogue (2TAD) meeting in Leuven, Belgium, June 1-3, 2006; and the Annual Meeting of the Midwest Political Science Association, Chicago, Illinois, April 12-15, 2007. (Co-author: Richard M. Walker)
2009. "Can Public Managers Reduce Red Tape? An Empirical Analysis of Environmental Constraints and Internal Management." *Policy & Politics* 37, 2 (April): 255-272. An earlier version of this article was presented at the Annual Meeting of the American Political Science Association, Philadelphia, Pennsylvania, August 31 – September 3, 2006. (Co-author: Richard M. Walker)
2008. "Linking Accountability, Corruption and Government Effectiveness in Asia: An Examination of World Bank Governance Indicators." In Bidhya Bowornwathana and Clay Wescott (eds.), *Research in Public Policy Analysis and Management, Vol. 17 – Comparative Governance Reform in Asia: Democracy, Corruption, and Government Trust*. Bingley, UK: Emerald Group Publishing Limited, pp. 227-245. (Co-authors: Richard M. Walker and Yujin Choi)
2008. "An Organizational Echelon Analysis of the Determinants of Red Tape in Public Organizations." *Public Administration Review* 68, 6 (November/December): 1112-1127. An earlier version of this article was presented at the Eighth Biennial Public Management Research Association (PMRA) Conference, Los Angeles, California, September 29 – October 1, 2005. (Co-author: Richard M. Walker)
2008. "Federal Farm Policy and the Role of Agricultural Agencies in Rural America." In Gary A. Goreham (ed.), *Encyclopedia of Rural America: The Land and the People*, 2d ed. Millerton, New York: Grey House Publishing.
2008. "Employee and Organizational Performance." In James L. Perry and Annie Hondeghem (eds.), *Motivation in Public Management: The Call of Public Service*. Oxford and New York: Oxford University Press, pp. 136-156.
2007. "Accountability, Corruption and Government Effectiveness in Asia: An Exploration of World Bank Governance Indicators." In Asian Forum Symposium, *International Public Management Review* 8, 2 (October): 200-219. (Co-authors: Yu Jin Choi and Richard M. Walker)
2007. "The Status of Organization Development in Public Administration: Another Case of Practice Being Ahead of Theory." In Thomas G. Cummings (ed.), *Handbook of Organizational Development*. Thousand Oaks, CA: Sage Publications, pp. 541-551. (Co-author: Robert T. Golembiewski)

2006. "All Measures of Performance are Subjective: More Evidence on U.S. Federal Agencies." In George A. Boyne, Kenneth J. Meier, Laurence J. O'Toole Jr., and Richard M. Walker (eds.), *Public Service Performance*. Cambridge, UK and New York: Cambridge University Press, pp. 35-54.
2006. "Designing and Implementing E-Government Systems: Critical Implications for Public Administration and Democracy." *Administration & Society* 38, 4 (September): 472-499. (Co-authors: Bruce J. Neubauer and Karen Geiselhart)
2005. "In the Eye of the Storm: Frontline Supervisors and Federal Agency Performance." *Journal of Public Administration Research and Theory*, 15, 4 (October): 505-527. An earlier version of this article was presented at the Determinants of Performance in Public Organizations: Advancing Knowledge in Public Management Conference, Cardiff, Wales, May 6-8, 2004.
2004. "Does Administrative Reform Improve Bureaucratic Performance? A Cross-Country Empirical Analysis." *Public Finance and Management* 4, 3 (Summer): 399-428. An earlier version of this article was presented at a Research Workshop on the Empirical Study of Governance, Management, and Performance, College Station, Texas, February 21-23, 2001.
2004. "Virtual Scholarly Collaboration: A Case Study." *The Journal of Computing Sciences in Colleges* 19, 4 (April): 92-98. (Co-author: Bruce J. Neubauer)
2003. "Building Social Capital: Civic Attitudes and Behavior of Public Servants." *Journal of Public Administration Research and Theory* 13, 1 (January): 5-26. An earlier version of this article was presented at the 6th Biennial Public Management Research Association (PMRA) Conference, Bloomington, Indiana, October 18-20, 2001.
2003. "Bureaucratic Politics." In Jack Rabin (ed.), *Encyclopedia of Public Administration and Public Policy*. New York, New York: Marcel Dekker, Inc., pp. 141-146.
2001. "Measuring Power and Presence: Bureaucratic Representation in the American States." *Journal of Public Administration Research and Theory* 11, 3 (July): 379-402. Earlier versions of this article were presented at the Annual Meeting of the Midwest Political Science Association, Chicago, Illinois, April 27-30, 2000; and the Annual Meeting of American Political Science Association, Atlanta, Georgia, September 2-5, 1999. (Co-authors: Vernon L. Greene and Sally Coleman Selden)
2001. "The Great Transformation? Administrative and Civil Service Reform in Western Democracies." In Stephen E. Condrey and Robert A. Maranto (eds.), *Radical Reform of the Civil Service*. Lexington, MD: Lexington Books, pp. 43-68.
2000. "Why Elephants Gallop: Assessing and Predicting Organizational Performance in Federal Agencies." *Journal of Public Administration Research and Theory* 10, 4 (October): 685-711. An earlier version of this article was presented at the Annual Meeting of American Political Science Association, Atlanta, Georgia, September 2-5, 1999. (Co-author: Sally Coleman Selden)

2000. "Individual Conceptions of Public Service Motivation." *Public Administration Review* 60, 3 (May/June): 254-264. (Co-authors: Sally Coleman Selden and Rex L. Facer II)
2000. "Work Motivation in the Senior Executive Service: Testing the High Performance Cycle Theory." *Journal of Public Administration Research and Theory* 10, 3 (July): 531-550. Earlier versions of this article were presented at the Annual Meeting of the American Political Science Association, New York, New York, September 1-4, 1994; and the Twenty-Fifth Anniversary Celebration Conference for the Doctor of Public Administration Program, The University of Georgia, Athens, Georgia, May 9-10, 1997. (Co-author: Sally Coleman Selden)
2000. "Comparing the Roles of Political Appointees and Career Executives in the U.S. Federal Executive Branch." *The American Review of Public Administration* 30, 1 (March): 69-86. An earlier version of this article was presented at the Annual Meeting of the American Political Science Association, Boston, Massachusetts, September 3-6, 1998. (Co-author: Robert A. Maranto)
1999. "Determinants of Graduate Research Productivity in Doctoral Programs of Public Administration." *Public Administration Review* 59, 5 (September/October): 373-382. An earlier version of this article was presented at the Annual Meeting of the National Association of Schools of Public Affairs and Administration, Miami, Florida, October 13-19, 1999. (Co-authors: James W. Douglas, Rex L. Facer II, and Laurence J. O'Toole, Jr.)
1999. "What's in a Name? Comparing DPA and Ph.D. Programs." *Journal of Public Affairs Education* 5, 4 (October): 309-317. (Co-authors: Rex L. Facer II, Laurence J. O'Toole, Jr., and James W. Douglas)
1999. "The Role of City Managers: Are They Principals, Agents, or Both?" *The American Review of Public Administration* 29, 2 (June): 124-148. An earlier version of this article was presented at the Annual Meeting of the American Political Science Association, Washington, DC, August 28-31. (Co-authors: Sally Coleman Selden and Jeffrey L. Brudney)
1999. "Reconciling Competing Values in Public Administration: Understanding the Administrative Role Concept." *Administration & Society* 31, 3 (May): 171-204. An earlier version of this article was presented at the Annual Meeting of the American Political Science Association, San Francisco, California, August 29 - September 1, 1996. (Co-authors: Sally Coleman Selden and Jeffrey L. Brudney)
1999. "Supervisors' Perceptions of the Performance of Cooperative Education Employees Working in Federal Agencies." *Review of Public Personnel Administration* 19, 2 (Spring): 50-60. An earlier version of this article was presented at the Annual Meeting of the Southern Political Science Association, Atlanta, Georgia, October 28-31, 1998. (Co-author: James W. Douglas)

1998. "Whistle-blowers in the Federal Civil Service: New Evidence of the Public Service Ethic." *Journal of Public Administration Research and Theory* 8, 3 (July): 413-439. An earlier version of this article was presented at the Annual Meeting of the American Political Science Association, Chicago, Illinois, August 31 - September 3, 1995. (Co-author: Sally Coleman Selden)
1998. "The State of Doctoral Education in Public Administration: Developments in the Field's Research Preparation." *Journal of Public Affairs Education* 4, 2 (April): 123-135. An earlier version of this article was presented at the Annual Meeting of the Southeastern Conference on Public Administration, Miami, Florida, October 3-5, 1996. (Co-authors: Rex L. Facer II, Laurence J. O'Toole, Jr., and James W. Douglas)
1982. "Does It Pay? The Case of Mobile Coronary Care Units." *Journal of Health and Human Resources Administration* 5, 3 (Summer): 90-103. (Co-author: Frank K. Gibson)

Publications (Invited and Non-Refereed Works)

- Forthcoming. "Why Should We Care about Another Special Issue or Symposium on Public Service Motivation?" Introduction to a symposium on Public Service Motivation scheduled for publication in *Public Administration* (UK). (Co-editors I am guest editor of the symposium and helped write the introduction and Adrian Ritz and Wouter Vandenabeele.)
2012. "Introduction to the Symposium on Public Service Motivation: An International Sampling of Research." Special Issue on Public Service Motivation in the *International Journal of Public Administration* 35, 1 (Special Issue): 1-4. (Co-editors Adrian Ritz and Wouter Vandenabeele.)
2011. "Public Service Motivation: Expanding the Frontiers of Theory and Empirical Research." *Review of Public Personnel Administration* 31, 1 (March): 3-9.
2009. "Case History: Drafting the Bolero Plan." *Public Administration Review* 64, 6 (November/December): 1162-1171.
1995. "Professional Norms Discussed." *Administration and Politics* 5, 1 (Fall): 2-3.

Conference and Working Papers (Only Those Not Yet Published)

2013. "Social Capital and School District Performance: Does Managerial Strategy Matter?" (Co-author: Rhys Andrews)
2013. "Public Service Motivation: A Systematic Literature Review and Outlook." Paper presented at the Annual Meeting of the International Research Society for Public Management (IRSPM-XVII), Prague, Czech Republic, April 10-12; and the 12th Biennial Public Management Research Association (PMRA) Conference, Madison, Wisconsin, June 20-22. Under review by *Public Administration Review*. (Coauthors: Adrian Ritz and Oliver Neumann)

2013. "Bureaucratic Malaises and their Remedies in Public and Nonprofit Organizations." Paper presented at the 12th Biennial Public Management Research Association (PMRA) Conference, Madison, Wisconsin, June 20-22. (Co-authors: Richard M. Walker and Chan Su Jung)
2013. "How Does Red Tape Affect Government Employees' Public Service Motivation?" Paper presented at the Seventeenth Annual Meeting of the International Research Society for Public Management (IRSPM-XVII), Prague, the Czech Republic, April 10-12. (Co-authors: Peter L. M. Leisink, Nina van Loon, and Eva Knies)
2013. "An Experimental Study of 'Publicness', Value Tradeoffs, and Cross-National Differences in East Asian Public Administration." Paper presented at the International Conference on the Uniqueness of 'Asian' Public Administration – Claims, Critiques, and Contributions, Seoul National University, Seoul, Korea, February 25-26, and the Seventeenth Annual Meeting of the International Research Society for Public Management (IRSPM-XVII), Prague, the Czech Republic, April 10-12. (Co-authors: Richard M. Walker, M. Jae Moon and Jiannan Wu)
2013. "Strengthening Bureaucratic Leadership and Performance Management for Senior Executives with Political Participation." Paper presented at the Annual Meeting of the American Society for Public Administration, New Orleans, Louisiana, March 15-19. (Co-author: Evan M. Berman)
2013. "The Impact of Rules on Performance: Evidence from Different Public Services." Paper presented at the International Conference on Political Legitimacy and the Paradox of Regulation, Leiden University in the Netherlands, January 23-25. (Co-authors Richard M. Walker and Claudia Avellaneda)
2012. "When Does Red Tape Hurt Performance? Evidence from Different Policy Arenas." Paper presented at the 34th Annual Fall Research Conference of the Association for Public Policy Analysis and Management (APPAM), Baltimore, Maryland, November 8-10. (Co-authors: Richard M. Walker and Claudia Avellaneda)
2012. "Pre-Career Public Service Motivation: Public Service Orientation among New College Freshmen" (Co-authors: Robert K. Christensen, Justin M. Stritch, and J. Edward Kellough)
2012. "Red Tape and Overspending." Paper presented at the Public Management Research Conference 2012, Fudan University, Shanghai, PRC, May 25-27, 2012. (Co-authors: Rhys Andrews and Richard M. Walker).
2012. "Public Servants in the Public Square: Comparing Civic Voluntarism of Public and Nonprofit Sector Managers." Paper presented at the Sixteenth Annual Meeting of the International Research Society for Public Management (IRSPM-XVI), Rome, Italy, April 11-13, and the Annual Meeting of the Midwest Political Science Association, Chicago, Illinois, April 12-15. (Co-author: Meg Haller)

2012. "Emergent Public Service Motivation among University Students: A Preliminary Look." Paper presented at the Sixteenth Annual Meeting of the International Research Society for Public Management (IRSPM-XVI), Rome, Italy, April 11-13. (Co-authors: J. Edward Kellough, Robert K. Christensen, and Justin M. Stritch)
2012. "When Does Red Tape Hurt Performance? Evidence from Different Policy Arenas." Paper presented at the Sixteenth Annual Meeting of the International Research Society for Public Management (IRSPM-XVI), Rome, Italy, April 11-13. (Co-authors: Richard M. Walker and Claudia Avellaneda)
2012. "Red Tape and Local Authority Overspending: The Moderating Effect of Political Competition." Paper presented to the Local Politics Specialist Group, Annual Meeting of the Political Studies Association, Belfast, Ireland, April 3-5. (Co-authors: Rhys Andrews and Richard M. Walker)
2011. "Rolling Back State Civil Service Systems: Assessing the Erosion of Employee Rights and Protections, and Their Impacts." Paper presented at the Annual Meeting of the American Political Science Association, Seattle, Washington, September 1-4, 2011. (Co-author: Sally Coleman Selden)
2011. "Public Administration in East and Southeast Asia." Paper presented at the Annual International Conference of the Asian Association for Public Administration, Depok, Indonesia, February 7-9. (Co-authors: Yujin Choi, Jie Gao, Masao Kikuchi, Gongrok Kim, Myong Jin Lee, Jessica Yu-Wen Lin, M. Jae Moon, Milan Sun, and Richard M. Walker)
2011. "Social Capital and Public Service Performance: Does Managerial Organizational Strategy Matter? Paper presented at the 20th Anniversary and 11th Biennial Public Management Research Association (PMRA) Conference in Syracuse, New York, June 2-4. (Co-author: Rhys Andrews)
2011. "Public Management and Performance: Moving the Research Agenda Forward in Times of Fiscal Austerity." Paper presented at the Fifteenth Annual Meeting of the International Research Society for Public Management (IRSPM-XV), Dublin, Ireland, April 11-13. An earlier version of the paper was presented at the Annual Meeting of the American Political Science Association, Washington, DC, September 2-5, 2010. (Co-authors: George A. Boyne and Richard M. Walker)
2010. "Public Service Motivation and Performance: An Organizational Perspective." Paper presented at the Fourteenth Annual Meeting of the International Research Society for Public Management (IRSPM-XIV), Bern, Switzerland, April 6-9. (Co-author: Claudia Avellaneda)
2009. "Summary of Primary Stroke Center Policy in the States". Working paper, Department of Public Administration and Policy, The University of Georgia; and U.S. Centers for Disease Control and Prevention, Atlanta, Georgia. (Co-authors: Laurence J. O'Toole Jr., Catherine P. Slade, Beth Anne Leech, Nick Grinstead, and Eujin Rho)

2009. "Administrative Values and Administrative Reform: An Assessment in the Wake of the New Public Management." Paper presented at the International Conference for Administrative Development: Towards Excellence in Public Sector Performance, Institute of Public Administration, Riyadh, Saudi Arabia, November 1-4. (Co-author: J. Edward Kellough)
2009. "Public Service Motivation: Three Dilemmas." Paper presented at the 10th Biennial Public Management Research Association (PMRA) Conference, Columbus, Ohio, October 1-3.
2009. "Human Resource Management Reforms in the Public Sector: Problems and Prospects." Paper presented at the Thirteenth Annual Meeting of the International Research Society for Public Management (IRSPM-XIII), Copenhagen Business School, University of Copenhagen, Denmark, April 6-8. (Co-author: J. Edward Kellough)
2009. "The Possibility of an Ethical Dimension of Public Service Motivation." Paper presented at the International Public Service Motivation Research Conference, Bloomington, Indiana, June 7-9.
2008. "Management Capacity and Public Service Performance: Evidence from the U.S. States." Paper presented at the Annual Meeting of the European Group of Public Administration (EGPA), Rotterdam, Netherlands, September 3-6. (Co-author: Rhys Andrews)
2008. "The Impact of Federal Employee Perceptions of Justice and Fairness on Job Satisfaction, Organizational Performance, and Turnover Intentions." Paper presented at the Annual Meeting of the American Political Science Association, Boston, Massachusetts, August 28-31.
2008. "Employee Assessments of Fairness in U.S. Federal Agencies: An Exploratory Analysis." Paper presented at the Twelfth Annual Meeting of the International Research Society for Public Management (IRSPM-XII), Brisbane, Australia, March 26-28. A previous version of this paper was presented at the 9th Biennial Public Management Research Association (PMRA) Conference, Tucson, Arizona, October 25-27, 2007. (Co-author: J. Edward Kellough)
2008. "Civil Service Reform and Employee Perceptions of Organizational Justice." Paper presented at the Twelfth Annual Meeting of the International Research Society for Public Management (IRSPM-XII), Queensland University of Technology, Brisbane, Australia, March 26-28. (Co-author: J. Edward Kellough)
2007. "Working Both Sides of the Street: Bringing Together Policy and Organizational Perspectives on Public Service Performance." Paper presented at the 9th Biennial Public Management Research Association (PMRA) Conference, Tucson, Arizona, October 25-27. (Co-author: Peter L. Hupe)
2007. "Toward a Performing Public Sector: A Cross-Country Study of Democracy's Impact on Government Performance." Paper presented at the Eleventh Annual Meeting of the International Research Symposium on Public Management (IRSPM-XI), Potsdam, Germany, April 2-4. (Co-author: Yujin Choi)

2006. "Layers of Red Tape: Using Multilevel Modeling to Study the Effects of Red Tape, Management, and the Environment on Performance." Paper presented at the Determinants of Performance in Public Organizations II Conference, University of Hong Kong, December 7-9, 2006. (Co-authors: Alisa K. Hicklin and Richard M. Walker)
2006. "An Empirical Analysis of the Impact of Environmental Constraints and Internal Management Practices on Red Tape." Paper presented at the Annual Meeting of the American Political Science Association, Philadelphia, Pennsylvania, August 31 – September 3. (Co-author: Richard M. Walker)
2006. "Public Service Motivation: Theory, Evidence, and Prospects for Research." Paper presented at the Tenth Annual Meeting of the International Research Society for Public Management (IRSPM-X), Glasgow, Scotland, April 10-12. An earlier version of this paper was presented at the Annual Meeting of the American Political Science Association, Boston, Massachusetts, August 29 – September 1, 2002.
2005. "Red Tape, Management Reform, and Organizational Performance: An Empirical Evaluation." Paper presented at the Annual Meeting of the Association of Public Policy Analysis and Management, Washington, DC, November 3-5. (Co-author: Richard M Walker)
2005. "The Impact of Performance Budgeting on State Government Performance: An Empirical Analysis." Paper presented at the Annual Meeting of the Association of Public Policy Analysis and Management, Washington, DC, November 3-5. (Co-author: Hui Li)
2005. "Federal Agencies in Transition: Assessing the Impact on Federal Employee Job Satisfaction and Performance." Paper presented at the 8th National Public Management Research Conference, Los Angeles, California, September 29 – October 1. (Co-author: Soo-Young Lee)
2005. "Implementation of Performance Budgeting in the States: The Impact of Management and Organizational Capacity." Paper presented at the Annual Meeting of the American Political Science Association, Washington, DC, September 1-4, 2005. (Co-author: Hui Li)
2005. "When Top-Down Meets Bottom-Up: Lessons Learned From Implementing Large-Scale Reforms in a Federal Agency." Paper presented at the Ninth Annual Meeting of the International Research Society for Public Management (IRSPM-IX), Milan, Italy, April 6-8.
2005. "Implementation of Performance Budgeting in the States: Status and Factors." Paper presented at the Annual Meeting of the Western Social Science Association, Albuquerque, New Mexico, April 13-15, 2005. (Co-author: Hui Li)
2004. "Improving Public Schools: Leadership, Performance, and Diversity." Paper presented at the Annual Meeting of the Association of Public Policy Analysis and Management, Atlanta, Georgia, October 28-30. (Co-author: Yi Lu)

2003. "When Core Values and Missions Collide: Gut-Wrenching Change in the U.S. Department of Agriculture." Paper presented at the 7th National Public Management Research Association (PMRA) Conference, Washington, DC, October 9-11.
2003. "Bureaucratic Representation in U.S. State Governments: Determinants of Minority and Female Employment Success." Paper presented at the Annual Meeting of the American Political Science Association, Philadelphia, Pennsylvania, August 28-31. (Co-author: Sally Coleman Selden)
2003. "The Implementation of a World Wide Web Presence for the Nebraska Unicameral Legislature." (Co-author: Bruce J. Neubauer)
2002. "Public Workforce Integration: A Field Essay." Paper presented at the Annual Meeting of the Southern Political Science Association, Savannah, Georgia, November 6-8.
2001. "Personality Differences between Public Servants and Other Citizens." Paper presented at the Annual Meeting of the American Political Science Association, San Francisco, California, August 30 - September 2.
1998. "Conflict between Political Appointees and Career Executives: An Empirical Study." Paper presented at the Annual Meeting of the Southern Political Science Association, October 28-31, Atlanta, Georgia. (Co-author: Robert A. Maranto)
1998. "The Promise of Active Citizenship: Does Participation Increase Trust in Government?" Paper presented at the Annual Meeting of the American Political Science Association, Boston, Massachusetts, September 3-6. (Co-author: Sally Coleman Selden)
1996. "Incidence of Whistle-blowing in the Public and Private Sectors." Working Paper, Department of Political Science, University of Georgia (this working paper has been cited in the Social Science Citation Index).
1995. "Does Previous Work Experience in the Private Sector Affect How Public Employees Rate the Difficulty of Their Work?" Working Paper, Department of Political Science, University of Georgia (this working paper has been cited in the Social Science Citation Index).

Symposia in Process

- Forthcoming. "Symposium on Public Service Motivation." Symposium scheduled for publication in *Public Administration* (UK). (Co-editors Adrian Ritz, Wouter Vandenabeele, and Zeger Van Der Wal)
- Forthcoming. "Symposium on Public Service Motivation." Symposium tentatively scheduled for publication in *Public Administration Review*. (Co-editors Adrian Ritz, Wouter Vandenabeele, and Zeger Van Der Wal)

Research Panels Formed for Professional Meetings

- Organizer, Panel on “Strategic Human Resource Management and Organizational Behavior in the Public Sector”, International Institute of Administrative Sciences, Ifrane, Morocco, June 13-17, 2014. (Co-organizers: Sangmook Kim, Eva Knies and Wouter Vandenabeele)
- Organizer, Panel on “Public Service Motivation, Public Values, and Red Tape”, Annual Meeting of the International Research Society for Public Management (IRSPM-XVIII), Ottawa, Canada, April 9-11, 2013 (Co-organizers: Adrian Ritz, Wouter Vandenabeele, and Zeger Van Der Wal)
- Organizer, Panel on “Public Service Motivation, Public Values, and Red Tape”, Annual Meeting of the International Research Society for Public Management (IRSPM-XVII), Prague, Czech Republic, April 10-12, 2013 (Co-organizers: Adrian Ritz, Wouter Vandenabeele, and Zeger Van Der Wal)
- Organizer, Panel on “Rule Evolvement, Rule Proliferation, and Red Tape”, International Conference on Political Legitimacy and the Paradox of Regulation, Leiden University in the Netherlands, January 23-25, 2013. (Co-organizer: René Torenvlied)
- Organizer, Panel on “Public Service Motivation and Public Values”, Annual Meeting of the International Research Society for Public Management (IRSPM-XVI), Rome, Italy, April 11-13, 2012. (Co-organizers: Adrian Ritz, Wouter Vandenabeele, and Zeger Van Der Wal)
- Organizer, Panel on “The Politics of Rights: Civil Service Reform and the Erosion of Public Employee Rights”, Annual Meeting of the American Political Science Association, Seattle, Washington, September 1-4, 2011. (Co-organizer: Sally Coleman Selden)
- Organizer, Panel on “Public Service Motivation”, Annual Meeting of the International Research Society for Public Management (IRSPM-XV), Dublin, Ireland, April 7-9, 2010. (Co-organizers: Wouter Vandenabeele and Adrian Ritz)
- Organizer, Panel on “Public Service Motivation”, Annual Meeting of the International Research Society for Public Management (IRSPM-XIV), Bern, Switzerland, April 7-9, 2010. (Co-organizers: Wouter Vandenabeele and Adrian Ritz)
- Organizer, Panel on “Public Management and Education Reform”, Association for Public Policy Analysis and Management’s 26th Annual Fall Research Conference, Atlanta, Georgia, October 28-30, 2004.

Journal Roles and Assignments

- Editorial Board Member – *Public Personnel Management*, 2013 to Present.
- Co-editor and Case Editor – *Public Administration Review*, 2009 to 2011.
- Editorial Board Member – *Public Administration Review*, 2004 to 2008.
- Editorial Board Member – *Journal of Public Administration Research and Theory*, 2006 to 2011.

Other Professional Service

- Vice President for North America, International Research Society for Public Management (IRSPM), 2011 to Present.
- Member of Scientific Committee and Site Selection Committee, International Research Society for Public Management (IRSPM), 2013.
- Co-chair for Study Group on Strategic Human Resources Management and Organizational Behavior, International Institute of Administrative Sciences (IIAS), Brussels, Belgium, 2011 to Present. (Co-chairs: Sangmook Kim, Eva Knies and Wouter Vandenabeele)
- Treasurer, American Political Science Association, Section on Public Administration, 2009 to Present.
- Member, International Research Society for Public Management (IRSPM) Routledge Prize for Outstanding Contribution to Public Management Research Selection Committee, 2012.
- Chair, Herbert A. Simon Best Book Award Selection Committee for 2009-2010, American Political Science Association, 2011.
- Paper Proposal Reviewer, British Academy of Management, 2011.
- Member, Public Management Research Association (PMRA) Radin Award Selection Committee for the best *JPART* Article Published in 2009, Public Management Research Association, 2010.
- Member, Academy of Management Public and Nonprofit Division Best Article Award Selection Committee, 2004.
- Member, Academy of Management Public and Nonprofit Division Program Committee, 2005, 2006.
- Member, American Society for Public Administration's Dwight Waldo Award Selection Committee, 2006.
- Member of Graduate Faculty, University of Georgia Graduate School, Term 2005 – Present.
- Chaired various panels at meetings of the Public Management Research Association, International Research Society for Public Management, American Political Science Association, American Society for Public Administration, Southern Political Science Association, Association for Public Policy Analysis and Management, and various other more specialized research meetings, workshops, and colloquiums, both in the U.S. and abroad. Also served as paper discussant at many of these meetings.
- Book Proposal Reviewer for Cambridge University Press, 2013 to Present; Routledge Publishers Taylor & Francis, 2011 – Present; Cengage Learning's Wadsworth Division, 2011 – Present; Longman-Pearson Publishers, 2010 – Present; and CQ Press, 2009 – Present.

Grant Reviewer for Netherlands Organization for Scientific Research (NOW), 2009 – Present.

Hosted post-doctoral visiting scholar Dr. Adrian Ritz from Bern University Center of Competence in Public Management, University of Bern, Switzerland, for intensive research on the topic of public service motivation, 2009-2010.

Served on the following doctoral committees in recent years: Raouf Kaouache (Ph.D. anticipated in Humanities and Social Sciences, University of Mentouri – Constantine, Algeria); Karlien Delbeke (Ph.D. awarded in Social Sciences, Catholic University in Leuven, Belgium); Chung-An Chen (Ph.D. awarded in Public Administration, University of Georgia); Soo-Young Lee (Ph.D. awarded in Public Administration, University of Georgia); Don Lloyd (Ph.D. awarded in Political Science, University of Georgia); Jared Lorens (Ph.D. awarded in Public Administration, University of Georgia); Mike Martinez (Ph.D. awarded in Public Administration, University of Georgia); Sung Min Park (Ph.D. awarded in Public Administration, University of Georgia); Darlene Rodriguez (Ph.D. awarded in Public Administration, University of Georgia); and Henrik Schatzinger (Ph.D. awarded in Political Science, University of Georgia).

Supervised the following research assistants in recent years: Matthew Gore, Soo-Young Lee, Beth-Anne Leech, Eunju Rho, and Taesik Yun.

Interviewed and quoted by various news organizations including the Associated Press (AP), British Broadcasting Corporation (BBC), *The New York Times*, and National Public Radio (NPR) as a subject matter expert on topics related to public administration, management and the policy process.

Academic Memberships – American Society for Public Administration; Association for Public Policy Analysis and Management; American Political Science Association; European Group for Public Administration; Southern Political Science Association; Public Management Research Association; International Public Management Network; International Research Society for Public Management; and International Institute of Administrative Sciences.