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# The University of Georgia

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## Curriculum Vitae

### **GENE A. BREWER**

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### **Formal 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. Recipient of Gholston Academic Scholarship.

### **Summary of Professional Qualifications**

I am a scholar and former practitioner of Public Administration, having served in various professional capacities in academia and government simultaneously over much of the past 48 years. I am currently a Professor in the Department of Public Administration and Policy at the University of Georgia School of Public and International Affairs, where I have held a faculty appointment for the past 19 years. I am Visiting Professor of Public Management at Utrecht University School of Governance in the Netherlands; Visiting Fellow of Public Management at Catholic University Public Governance Institute in Leuven, Belgium; and Professor of Global Public Administration at the Georgian Institute of Public Affairs in Tbilisi, Republic of Georgia. I am, in addition, a partner and science advisor for several large-scale, grant-funded research projects run by universities in the United States, Europe and Asia. I have substantial international experience and have served as a consultant to foreign governments, universities, and research institutes

on a variety of topics related to public administration, management, and the policy process. My academic experience is explained in more detail in the sections that follow, and my practitioner experience is summarized briefly at the end.

### **Research and Teaching Interests**

I have expertise in public administration, management, and the policy process. In recent years, I have taught graduate seminars on public administration and democracy, government performance improvement, public personnel administration and human resource management, public and nonprofit management (including organization theory and behavior), organization development and change, policy implementation, international and comparative administration, research methods and design, data applications, and emerging topics in public management research such as public values, leadership, street-level bureaucracy, networks, public service motivation, rules and red tape, experimental methods and replications, co-production, and managing governmental/public service performance. I actively mentor doctoral students and post-docs in my areas of expertise and serve in various leadership roles in my profession.

### **Academic Employment and Teaching**

2002 to Present – Adjunct/Associate/Full Professor of Public Administration and Policy, University of Georgia School of Public and International Affairs, Department of Public Administration and Policy, Athens, Georgia. Note: my appointment was part-time from 2002 to 2014 and full-time from 2015 onward. I have taught the following graduate-level courses:

1. Public Administration and Democracy (Spring 2003, Summer 2015, Fall 2015, Spring 2016, Fall 2017, and Fall 2018).
2. Public Personnel Administration (Fall 2002, Summer 2008, Spring 2009, Summer 2010, Spring 2014, Summer 2016, Fall 2016, Spring 2017, Spring 2019, Spring 2021, and scheduled for Summer 2021 and Fall 2021).
3. Public Policy Implementation (Fall 2003, Summer 2004, Fall 2004, Fall 2005, Fall 2007, Fall 2008, Fall 2017, Fall 2018, Fall 2019, Fall 2020, and scheduled for Fall 2021).
4. Public Management – formerly Organization Theory and Behavior (Fall 2008, Fall 2009, and Fall 2010 – two sections, Summer 2011, Spring 2013, Spring 2014, Spring 2017, Spring 2020, and Spring 2021).
5. Research Methods in Public Administration (Spring 2004, Spring 2005, Spring 2006, Fall 2006, Spring 2007 – two sections, Spring 2009, Summer 2009, Spring 2010, Spring 2011, Summer 2011, Spring 2012, Fall 2012, Summer 2013, and Fall 2013).
6. Data Applications in Public Administration (Fall 2006).
7. Managing Government Performance (Spring 2006, Fall 2007, Fall 2009, Spring 2013, Spring 2016, Spring 2018, Spring 2019, and Spring 2020).
8. International and Comparative Administration – formerly Seminar in Comparative Administration (Spring 2010, Spring 2015, Fall 2016, Spring 2018, Fall 2019, and Fall 2020).

9. Organization Development and Change (Fall 2014).
10. Special Topics in Educational Theory and Practice: Comparing Public Education in the United States and Scotland (undergraduate level, Summer 2017)
11. Special Topics in Comparative Politics: Comparative Study of Governance in the United Kingdom and Scotland (undergraduate level, Summer 2017)
12. Various Independent Studies for MPA and Ph.D. students.

1986 to 2001 – Adjunct Professor of Political Science, Truett-McConnell University, School of Public Service, Cleveland, Georgia. I taught the following undergraduate courses:

1. American Government (more than 100 sections over a 15-year period).
2. Contemporary World Politics (multiple sections taught).
3. Introduction to Global Issues (multiple sections taught).
4. Introduction to Public Administration (multiple sections taught).
5. Various Independent Studies.

1992 – Adjunct Instructor, Emmanuel College, School of Arts and Sciences, Department of Social Sciences, Franklin Springs, Georgia. I taught the following undergraduate course: American Government.

1985 to 1986 – Adjunct Instructor, Brenau University, College of Business and Mass Communication, School of Business Administration, Gainesville, Georgia. I taught the following undergraduate courses:

1. Business Communication
2. Marketing (multiple sections taught)
3. Money and Banking (multiple sections taught)
4. Personnel Management (multiple sections taught)
5. Small Business Management
6. Supervisory Techniques
7. Various Independent Studies

### **International Academic Appointments**

2017 to Present – Professor of Global Public Administration at the Georgian Institute of Public Affairs, School of Government, Republic of Georgia. Key liaisons: Rector Maka Ioseliana, Dean Irina Gorgiladze, and MPA Program Director Ilo Chkheidze.

2014 to Present – Visiting Fellow of Public Management at Catholic University (KU-Leuven) in Leuven, Belgium. Affiliate of the Faculty of Social Sciences, Public Governance Institute. Key liaisons: Department Chair and Professor Annie Hondegheem, and Professors Geert Bouckaert and Trui Steen.

- 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. Key liaisons: Department Chair and Professor Paul Boselie, Emeritus Professor Peter L. M. Leisink and Professor Eva Knies.
- 2009 to 2012 – Visiting Professor of Public Administration and International Advisor on Instruction, Curriculum Development, and Research Collaboration at the Georgian Institute of Public Affairs, School of Government, Republic of Georgia. Key liaisons: Dean Maka Ioseliana and MPA Program Director Irina Gorgiladze.
- 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. Key liaisons: Pro Vice Chancellor, Dean and Professor George A. Boyne and Associate Dean for Research and Post-Graduate Studies and Chair Professor Richard M. Walker, now at City University of Hong Kong.

### **Consulting Experience**

- 2020 to Present – Consultant on planned study of “Artificial Intelligence in the United Arab Emirates: Public Organizations, Culture, and the Employees’ Perspective,” run by University of Sharjah, United Arab Emirates. Key liaison: Associate Professor Raouf Kaouache)
- 2019 to Present – Consultant on planned study of “The Socio-economic Impact of the ‘One Belt, One Road’ Strategy on Fragile States: A Case Study of Afghan Socio-economic Development,” run by Jilin University in Changchun, China. Key liaison: Professor Y. Z. Zhang.
- 2017 to Present – William J. Fulbright Specialist, U.S. Department of State, Bureau of Educational and Cultural Affairs and World Learning. Eligible to consult on international projects designed by host institutions in over 150 countries globally.
- 2017 to Present – Professor of Global Public Administration at the Georgian Institute of Public Affairs, School of Government, Republic of Georgia. Duties include serving as principal advisor for the development of a new international Master of Public Administration (MPA) program for students in post-Soviet countries in Eastern Europe. Key liaisons: Rector Maka Ioseliana, Dean Irina Gorgiladze, and MPA Program Director Ilo Chkheidze.
- 2016 – Performance Expert for the Prime Minister’s Office in Dubai, United Arab Emirates. Evaluated federal ministry performance in accordance with the Sheikh Khalifa Government Excellence Program – 4<sup>th</sup> Cycle. The review process included site visits and rendering assessments on the National Qualifications Authority and its international standing and comparative achievements. Contract No. PMO-2016-267.

- 2015 to 2018 – Scientific Advisory Committee Member for a Dutch NWO VENI Grant on Public Value Creation and Human Resource Management run by Utrecht University School of Governance in the Netherlands. Areas of expertise: public value creation, human resource management, and public service performance. Key liaison and principal investigators: Emeritus Professor Peter L. M. Leisink and Professor Eva Knies.
- 2014 to Present – International Board Member of the Public Management Evidence Lab (PuMEL), renamed the Laboratory for Public Management and Policy (LaMP), in the Department of Public Policy and Administration at City University of Hong Kong, PRC. Areas of expertise: experimental methods and replications in public management and public policy research. Key liaison and principal investigator: Chair Professor Richard M. Walker.
- 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 on the topics of Leadership and Performance (LEAP) and Executive Leadership in Public Organizations (ELIPO). Areas of expertise: leadership and performance in public sector contexts. Key liaisons and principal investigator – Professor Lotte Bøgh Andersen.
- 2012 to 2014 – International Advisor on a research project investigating ‘Factors Affecting Policy Leadership by Senior Public Managers in Taiwan: Contribution to Public Governance Theory and Democratic Effectiveness.’ Areas of expertise: public service performance and the political-administrative interface. Research funded by National Science Council of Taiwan and run by National Chengchi University, Taiwan. Key liaisons – Professor Evan M. Berman, Victoria University of Wellington, New Zealand, and Taiwan Civil Service Minister and Professor Chung Yuang Jan.
- 2011 to 2016 – 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.” Areas of expertise: public service motivation and public management. Key liaison and principal investigator – Professor Trui Steen, Catholic University in Leuven, Belgium.
- 2009 to 2015 – International Advisor for a research consortium funded by the Danish Council for Independent Research run by the University of Copenhagen and Aarhus University in Denmark. Areas of expertise: public service motivation and public management. Key liaisons and principal investigators – Professors Lotte Bøgh Andersen and Lene Holm Pedersen.
- 2009 to 2012 – Visiting Professor of Public Administration and International Expert 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. Key liaisons: Dean Maka Ioseliana and MPA Program Director Irina Gorgiladze.

- 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. Key liaison – Lisa J. Danetz, J.D., of DEMOS, a USA-based research and policy center in New York City.
- 2008 to 2010 – Research Associate and Consultant, Project to Study the 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. Areas of expertise: policy implementation and public management. Principal investigator: Professor Laurence J. O’Toole, Jr., University of Georgia, USA.
- 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. Key liaisons: Pro Vice Chancellor, Dean and Professor George A. Boyne, and Associate Dean for Research and Professor Richard M. Walker, City University of Hong Kong.
- 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. Principal investigator: Professor Torben Beck Jørgensen.

### **Invited Talks, Lectures, Roundtables and Workshops**

- 2019 – Organizer and Chair of Roundtable on “Public Service Motivation in the Changing Public, Voluntary, and For-Profit Sectors.” Annual Meeting of the International Research Society for Public Management (IRSPM XXIV), Tampere, Finland, April 22-24, 2020, cancelled due to Coronavirus pandemic. (Co-organizers: Adrian Ritz and Wouter Vandenabeele).
- 2018 – University of Hawaii at Mānoa, Honolulu, Hawaii, December 19, roundtable discussion with Department of Public Administration faculty on the unique challenges of governing remote island-states.
- 2018 – Utrecht University School of Governance in Utrecht, the Netherlands, November 22-24. Co-ran a two-day research workshop on ‘Hard Questions about Public Service Motivation’ for nine Ph.D. students from different countries that are currently working on their doctoral dissertations.
- 2018 – Georgian Institute of Public Affairs, Tbilisi, Republic of Georgia, July 9-13. Taught a short course and gave a series of lectures on ‘Policy Implementation’ for second year graduate students in the Master of Public Administration program, many of whom are public officials.

- 2018 – Aarhus University, Aarhus, Denmark, May 23-25. Advisory board member participating in opening ceremony and dedication of Crown Prince Frederik Center for Public Leadership and subsequent MatchPoints Seminar on ‘The Welfare State – New Solutions to Old Problems.’
- 2017 – Utrecht University School of Governance in Utrecht, the Netherlands, December 14. Gave a research talk and led a discussion on ‘Integrity of Merit Principles in the U.S. Civil Service’ for faculty and Ph.D. students.
- 2017 – Georgian Institute of Public Affairs, Tbilisi, Republic of Georgia, December 3-8. 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.
- 2017 – Carl Vinson Institute of Government, University of Georgia, October 31. Gave a lecture and led a discussion on “Global Governance and American Foreign Policy” for a group of Chinese research scholars and government officials from the Shanghai Administration Institute, PRC.
- 2017 – Leadership and Performance (LEAP) and Executive Leadership in Public Organizations (ELIPO) Expert Group Seminar, Milan, Italy, August 29. Gave joint presentations on ‘Employee-Focused Leadership’ and ‘Interactions with the Public: Combining Basic and Applied Leadership Research’ for a group of international scholars and research experts on leadership and performance.
- 2017 – Georgian Institute of Public Affairs, Tbilisi, Republic of Georgia, July 17-28; and December 3-8. Gave a series of lectures on topics that included ‘Research Methods’, ‘Managing Government Performance’, and ‘Publishing Strategies’. These lectures were part of a U.S. State Department grant project training Ph.D. students and junior faculty members in the Republic of Georgia to conduct research and publish their work.
- 2017 – UTS Business School, Sydney, Australia, May 6. Gave a lecture on ‘Government’s Role in Enhancing and Preserving Culture’ for a group of graduate students studying cultural and creative industries policy.
- 2016 – Carl Vinson Institute of Government, University of Georgia, December 2. Gave a lecture and led a discussion on ‘International and Comparative Public Administration: Lessons Worth Sharing,’ for a group of Korean research scholars and government officials.
- 2016 – Utrecht University School of Governance in Utrecht, the Netherlands, November 22. Gave a lecture and led a discussion on ‘The U.S. Civil Service System, Merit Principles, and Trump’s Populist Agenda’ for faculty and Ph.D. students.
- 2016 – International Research Society for Public Management (IRSPM-XX) annual meeting in Hong Kong (PRC), April 15. Led a provocation theme panel on ‘East-West Differences’ for an audience of international research scholars and government officials.

- 2016 – Carl Vinson Institute of Government, University of Georgia, February 2. Led a forum with Dr. Deborah Carroll on ‘Fiscal Management and Policy Implementation’ for a parliamentary delegation from the Republic of Georgia.
- 2016 – City University of Hong Kong (PRC), Department of Public Policy and Administration, January 8. ‘Searching for an Improved Measure of Red Tape: Recent Developments and Persistent Challenges’ for faculty and Ph.D. students.
- 2015 – American Political Science Association annual meeting in San Francisco, CA, September 4. Presenter and discussant for Public Policy roundtable on ‘Exploring the Theoretical Nexus between Public Policy and Public Management.’
- 2015 – Thirteenth Biennial Public Management Research Association (PMRA) Conference, Minneapolis, Minnesota, June 10-11. ‘Experimental Replications in Public Management Research’, presented at a Pre-conference Workshop on ‘Experiments in Public Management Research: Challenges and Opportunities’ (Co-presenters: Richard M. Walker, Oliver James, and Myoung Jin Lee)
- 2015 – Utrecht University School of Governance in Utrecht, the Netherlands, April 10. Gave talk on ‘Investigating the Relationship between Employee Incentives and Organizational Performance in the Public Sector’ for faculty and graduate students in the Human Resource Management track and other guests.
- 2015 – Kent State University, Kent, Ohio. Gave a special guest lecture on ‘The Rise and Probable Fall of Budget-Centric Governance: Groping for Financial Accountability and Performance Improvement’ for a graduate seminar in Public Budgeting and Financial Management (PADM 60377), Kent State University, Kent Ohio, February 22.
- 2014 – Catholic University in Leuven, Belgium, December 2. Gave lecture on ‘Leveraging Rewards and Punishments to Increase Organizational Performance in Government’ for faculty and graduate students of the Public Governance Institute and other guests.
- 2014 – Retreat at the Gwinnett Environmental and Heritage Center in Duluth, Georgia, October 4. Gave lecture on ‘Research Methods for Environmental Planning and Design’ for students enrolled in the Master of Urban Planning program in the University of Georgia College of Environment and Design.
- 2014 – Public Management Evidence Lab Launch Inaugural Conference, City University of Hong Kong, May 29. Gave talk on ‘Experimental Designs: Difficulties, Tradeoffs and Workarounds’ for board members and other conference attendees.
- 2014 – Western Political Science Association annual meeting in Seattle, Washington, April 17. Presenter and discussant for Public Administration roundtable on ‘The Merit System: Past, Present and Future.’



- 2013 – Utrecht University School of Governance in Utrecht, the Netherlands, November 16. ‘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.’ Gave talk and hosted discussion with co-chair Lotte Andersen.
- 2013 – Bern University Center for Competence in Public Management in Bern, Switzerland, May 22. Gave lecture on ‘Research and Publication Strategies’ for faculty and Ph.D. students.
- 2012 – National Open University Department of Public Administration in Taipei, Taiwan, October 15. Gave ‘Reaction and Commentary on Keynote Address – Public Values of Governance,’ 2<sup>nd</sup> 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, October 1. 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, February 3. 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, December 5. ‘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, December 7. 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, the Netherlands, October 25. Gave lecture on ‘Conceptualizing and Measuring Public Service Performance’ for human resources management faculty and Ph.D. students.
- 2011 – Leiden University in the Netherlands, October 19-20. 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, May 20-27. 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, March 11. 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, March 9. 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, December 14-19. 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, the Netherlands, November 17. 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, June 2-4. 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), June 28. Gave lecture on ‘Development of an International Master 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), June 30. 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,” June 24. 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, November 16-21. 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, February 27. 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, March 29. 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, March 30. 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. February 9-10. 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, November 15-17. 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, China, June 19-23. 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, June 19-30. 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, September 26-27. Gave lectures on ‘Civil Service Reform’ and ‘Organizational Performance’ for a diverse group of European Union public managers.

### **Publications: Books and Monographs**

2021. *Public Policy and Politics in Georgia: Lessons from Post-Soviet Transition*. Stuttgart and Hanover, Germany: Ibidem-Verlag Press/New York, NY: Columbia University Press. (Co-editors: J. Edward Kellough and Tima T. Moldogaziev).
2021. *Managing for Public Service Performance: How People and Values Make a Difference*. Oxford, England: Oxford University Press. (Co-authors/co-editors: Lotte Bøgh Andersen, Christian Bøtcher Jacobsen, Eva Knies, Peter L. M. Leisink, and Wouter Vandenabeele).

- 2010/2012. *Public Management and Performance: Research Directions*. Cambridge, UK and New York: Cambridge University Press. Note: a second Korean-language edition has been published and the book was re-printed in paperback in 2012. (Co-editors/co-authors: George A. Boyne and Richard M. Walker)
2001. *A Portrait of Public Servants: Empirical Evidence from Comparisons with Other Citizens*. Ph.D. dissertation, University of Georgia, 248 pp. Supervised by Professor Laurence J. O'Toole, Jr.
2000. *Administrative Reform and Organizational Change in the Public Sector*. Democracy Project AP 24/2000. Copenhagen, Denmark: University of Copenhagen, 48 pp. and abstracts.

### **Publications: Refereed Articles and Book Chapters**

- Forthcoming. "Merit System Integrity and Public Service Motivation in the U.S. Civil Service: and Performance: Evidence on the Importance of Merit Principles." In Randall S. Davis and Edmund C. Stazyk (eds.), *Handbook of Research on Motivation in Public Administration*, (Cheltenham and Camberley, UK and Northampton, MA: Edward Elgar Publishing Ltd. Earlier versions of this chapter were presented at the Annual Meeting of the International Research Society for Public Management (IRSPM-XXI), Budapest, Hungary, April 19-21, 2017; and a brownbag luncheon at Utrecht University School of Governance in the Netherlands, December 14, 2017. (Coauthors: J. Edward Kellough and Hal G. Rainey)
2021. "Lessons for Policy, Administration, and Politics from Georgia." In Tima T. Moldogaziev, Gene A. Brewer, and J. Edward Kellough (eds.), *Public Policy and Politics in Georgia: Lessons from Post-Soviet Transition*. (Stuttgart and Hanover, Germany: Ibidem-Verlag Press/New York, NY: Columbia University Press, 2021), Chapter 1. (Co-authors: Tima T. Moldogaziev and J. Edward Kellough)
2021. "Performance Information Use Under Financial Stress: How Do Public, Nonprofit, and Private Organizations Differ?" Lead article in *Public Performance and Management Review*, 44, 1 (January): 1-27. (Coauthors: Roger Pfiffner and Adrian Ritz)
2021. "Introduction: Managing for Public Service Performance." In Lotte Bøgh Andersen, Gene A. Brewer, Christian Bøtcher Jacobsen, Eva Knies, Peter L. M. Leisink, and Wouter Vandenabeele, eds., *Managing for Public Service Performance: How People and Values Make a Difference* (Oxford, England: Oxford University Press, 2021), Chapter 1. (Co-authors: Lotte Bøgh Andersen, Gene A. Brewer, Christian Bøtcher Jacobsen, Eva Knies, Peter L. M. Leisink, and Wouter Vandenabeele)

2021. “Stakeholders, Public Value(s), and Public Service Performance Research.” In Lotte Bøgh Andersen, Gene A. Brewer, Christian Bøtcher Jacobsen, Eva Knies, Peter L. M. Leisink, and Wouter Vandenabeele, eds., *Managing for Public Service Performance: How People and Values Make a Difference*. Oxford, England: Oxford University Press, Chapter 2. An earlier version of this chapter was presented at a post-conference workshop following the Annual Meeting of the European Group for Public Administration (EGPA), Lausanne, Switzerland, September 7, 2018. (Co-authors: Lotte Bøgh Andersen and Peter L. M. Leisink)
2021. “Conclusions and Directions for Future Research and Practice.” In Lotte Bøgh Andersen, Gene A. Brewer, Christian Bøtcher Jacobsen, Eva Knies, Peter L. M. Leisink, and Wouter Vandenabeele, eds., *Managing for Public Service Performance: How People and Values Make a Difference* (Oxford, England: Oxford University Press, 2021), Chapter 16. (Co-authors: Lotte Bøgh Andersen, Gene A. Brewer, Christian Bøtcher Jacobsen, Eva Knies, Peter L. M. Leisink, and Wouter Vandenabeele)
2020. “Existing and Preferred Organizational Culture in Public Organizations: The Case of an Electricity Power Plant in Algeria.” In *Journal of Transnational Management*, 25, 2 (August): 154-171. (Co-authors: Raouf Kaouache and Djamel Eddine Kaouache)
2019. “Best Practice Recommendations for Replicating Experiments in Public Administration.” In *Journal of Public Administration Research and Theory*, 29, 4 (October 2019): 609–626. Earlier versions of this article were presented at the 2018 International Yonsei Public Administration Conference on Behavioral Public Administration and Critical Public Policy Issues, Seoul, Korea, January 17-19; Bocconi University School of Management in Milan, Italy, February 25; and the Annual Meeting of the International Research Society for Public Management (IRSPM XXII), Edinburgh, Scotland, April 11-13. (Co-authors: M. Jin Lee, Nicolai Petrovsky, Richard M. Walker, and Arjen van Witteloostuijn)
2019. “Public Service Motivation: Overcoming Major Obstacles to Research Progress.” In Andrew Massey, ed. *A Research Agenda for Public Administration*. Cheltenham and Camberley, UK and Northampton, MA: Edward Elgar Publishing Ltd., pp. 202-219. Earlier versions of this chapter were presented at the Thirteenth Biennial Public Management Research Association (PMRA) Conference, Minneapolis, Minnesota, June 10-11, 2015, and the Annual Meeting of the International Research Society for Public Management (IRSPM-XX), Hong Kong, PRC, April 13-15, 2016.
2018. “Dueling Banjos in American Public Administration: The Enduring Themes of Accountability and Performance.” In Edmund C. Stazyk and H. George Frederickson, eds., *The Handbook of American Public Administration*. Northampton, MA: Edward Elgar, pp. 119-136.
2017. “Replication, Experiments and Knowledge in Public Management Research.” Lead article of symposium in *Public Management Review*, 19, 9 (Special Issue): 1221-1234. (Co-authors: Richard M. Walker and Oliver James)

2016. "Red Tape: Developing and Validating a New Job-Centered Measure." *Public Administration Review*, 76, 4 (July/August): 662–673. Article republished in 2018 virtual issue of highly cited articles in *Public Administration Review*. (Co-authors: Nina M. van Loon, Peter L. M. Leisink, and Eva Knies)
2016. "Administrative Values and Public Personnel Management: Reflections on Civil Service Reform." *Public Personnel Management*, 45, 2 (June): 171-189. Earlier versions of this article were presented at the International Conference for Administrative Development: Towards Excellence in Public Sector Performance, Institute of Public Administration, Riyadh, Saudi Arabia, November 1-4, 2009); and at the Annual Meeting of the European Group of Public Administration, Speyer, Germany, September 8-11, 2014. (Co-author: J. Edward Kellough)
2016. "Public Service Motivation: A Systematic Literature Review and Outlook." *Public Administration Review*, 76, 3 (May/June): 414-426. Article republished in 2018 virtual issue of highly cited articles in *Public Administration Review*. Earlier versions of the article were presented at the Annual Meeting of the International Research Society for Public Management (IRSPM-XVII), Prague, Czech Republic, April 10-12, 2013; and the 12<sup>th</sup> Biennial Public Management Research Association (PMRA) Conference, Madison, Wisconsin, June 20-22, 2013. (Coauthors: Adrian Ritz and Oliver Neumann)
2015. "Identifying Student Traits and Motives to Service-Learn: Public Service Orientation among New College Freshmen." *Journal of Higher Education Outreach and Engagement*, 19, 4 (Winter 2015): 1-24. An earlier version of this article was uploaded for presentation at the Annual Meeting of the American Political Science Association, New Orleans, Louisiana, August 30 – September 2, 2012, which was cancelled due to Hurricane Isaac. (Co-authors: Robert K. Christensen, Justin M. Stritch, and J. Edward Kellough)
2015. "Social Capital and Public Service Performance: Does Managerial Strategy Matter?" Lead article in *Public Performance and Management Review*, 38, 2 (December 2014; published online 20 Jan 2015): 187-213. An earlier version of this article was presented at the 20<sup>th</sup> Anniversary and 11<sup>th</sup> Biennial Public Management Research Association (PMRA) Conference in Syracuse, New York, June 2-4, 2011. (Co-author: Rhys Andrews)
2014. "Past, Present and Future of Public Service Motivation Research." Introduction and lead article in a special issue symposium on 'The Future of Public Service Motivation Research' in *Public Administration (UK)*, 92, 4 (December): 779-789. (I was guest editor of the symposium and helped write the introduction and lead article with co-editors/co-authors: Adrian Ritz and Wouter Vandenabeele.) An earlier version of the article was presented at the International Research Conference: One Step Beyond: Refining Public Service Motivation Theory and Research Methods, Utrecht, the Netherlands, November 16, 2013.

2014. "Parsing Public/Private Differences in Work Motivation and Performance: An Experimental Study." In Justin B. Bullock, Hal G. Rainey and Andrew B. Whitford (eds.), *Virtual Issue Exclusive: Experiments in Journal of Public Administration Research and Theory*. Available online at: [http://www.oxfordjournals.org/our\\_journals/jopart/virtual\\_issue\\_experiments\\_in\\_jp.html](http://www.oxfordjournals.org/our_journals/jopart/virtual_issue_experiments_in_jp.html). This article was first published in 2011. (Co-author: Gene A. Brewer Jr.)
2014. "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*, 44, 2 (March): 131-150. 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. "An Experimental Assessment of Public Ownership and Performance: Comparing Perceptions in East Asia and the United States." Symposium on East Asian Public Management, *Public Management Review*, 10, 8 (November): 1208-1228. 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 Management Contributions for Improving Social Service Performance: Public Values, Public Service Motivation, and Rule Functionality." 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 and Northampton, MA: Edward Elgar Publishing Ltd., pp. 19-36. An earlier version of this chapter was presented at the Utrecht University School of Governance Tenth Anniversary Celebration and Conference on 'Public Matters', Utrecht, the 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 10<sup>th</sup> 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, 2009. (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 20<sup>th</sup> Anniversary and 11<sup>th</sup> 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, 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. (Co-author: 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](http://www.oxfordjournals.org/our_journals/jopart/collectionspage.html). This article was first published in 2000. (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 27<sup>th</sup> 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? The Role of Internal Management in Overcoming External Constraints." *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.), *Vol. 1 – Encyclopedia of Rural America: The Land and the People*, 2d ed. Millerton, New York: Grey House Publishing, pp. 439-444.
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." Lead article in *Journal of Public Administration Research and Theory*, 13, 1 (January): 5-26. An earlier version of this article was presented at the 6<sup>th</sup> 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, NY: 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, 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 Non-refereed Works)**

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. (I was a guest editor of the symposium with 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. (I was guest editor of the five-article symposium and wrote the lead-in.)
2009. "Case History: Drafting the Bolero Plan." *Public Administration Review* 64, 6 (November/December): 1162-1171. (I was case editor of the journal, wrote the introduction, and edited the case study.)
1995. "Professional Norms Discussed." *Administration and Politics* 5, 1 (Fall): 2-3.

#### **Guest Edited Special Issues and Symposia**

- Forthcoming. Guest editor, 'Symposium on Public Service Motivation'. Special issue scheduled for publication in *International Public Management Journal*. (Co-guest editors: Adrian Ritz and Wouter Vandenabeele)
2017. Guest editor, 'Replication, Experiments and Knowledge in Public Management Research', *Public Management Review*, 19, 9 (Special Issue): 1221-1379. (Co-guest editors: Richard M. Walker and Oliver James)

- 2014. Guest editor, ‘Special Issue: Symposium on The Future of Public Service Motivation Research’. *Public Administration* (UK), 92, 4 (December): 779–1123. (Co-guest editors: Adrian Ritz and Wouter Vandenabeele.)
- 2012. Guest editor, ‘Symposium on Public Service Motivation: An International Sampling of Research.’ Special Issue in the *International Journal of Public Administration*, 35, 1 (Special Issue): 1-79. (Co-guest editors: Adrian Ritz and Wouter Vandenabeele.)
- 2011. Guest editor, symposium on ‘Public Service Motivation: Expanding the Frontiers of Theory and Empirical Research.’ *Review of Public Personnel Administration* 31, 1 (March): 3-107.

### **Research Grants and Funding**

- 2020. Awarded \$2,000 by the University of Georgia Office of the Vice President for Research, University of Georgia, and the University of Georgia Research Foundation, Inc., for airfare and travel expenses to attend the 2020 Leiden University Public and Political Leadership (PUPOL) annual meeting in The Hague, Netherlands, April 16-18, 2020, and the International Research Society for Public Management (IRSPM-XXIV) annual meeting in Tampere, Finland, April 21-25, 2020, and other business.
- 2020. Awarded \$739 by the Office of the Vice President for Student Affairs, University of Georgia, for four Student/Faculty Enrichment Fund events: two held in 2019 and paid in 2020 and two cancelled due to the Coronavirus pandemic.
- 2020. Awarded \$460 by the Office of the Vice President for Student Affairs, University of Georgia, for two Student/Faculty Enrichment Fund events to be held in 2020, cancelled due to Coronavirus pandemic.
- 2020. Jointly awarded research grant from the Chinese National Social Science Fund Project to study “The Socio-economic Impact of the ‘One Belt, One Road’ Strategy on Fragile States: A Case Study of Afghan Socio-economic Development,” run by Jilin University in Changchun, China (Co-Principal Investigator: Professor Y.Z. Zhang).
- 2020. Applied for research grant from University of Sharjah, United Arab Emirates, to study “Artificial Intelligence in the United Arab Emirates: Public Organizations, Culture, and the Employees’ Perspective.” Decision pending. (Co-Principal Investigator: Associate Professor Raouf Kaouache)
- 2019. Awarded \$450 by the Office of the Vice President for Student Affairs, University of Georgia, for two Student/Faculty Enrichment Fund events held in 2019 and paid in 2020.
- 2019. Applied for research grant from the Chinese National Social Science Fund Project to study “The Socio-economic Impact of the ‘One Belt, One Road’ Strategy on Fragile States: A Case Study of Afghan Socio-economic Development,” run by Jilin University in Changchun, China (Co-Principal Investigator: Professor Y.Z. Zhang).

- 2019. Awarded \$370 by the Office of the Vice President for Student Affairs, University of Georgia, for two Student/Faculty Enrichment Fund events held in 2019 and paid in 2019.
- 2018. Awarded \$520 by the Office of the Vice President for Student Affairs, University of Georgia, for two Student/Faculty Enrichment Fund events held in December 2018 and paid in 2019.
- 2017. Awarded \$2,600 by the SPIA Dean's Office to attend the Annual Meeting of the American Political Science Association (APSA) in San Francisco, California, August 31 to September 3, 2017.
- 2016. Jointly awarded \$300,000 by the U.S. Department of State to develop and implement a program to improve the standards of academic research in universities and research institutes in the Republic of Georgia, DOSGEO-15-GR-004-031116, Summer 2016 to Spring 2019. (Principal Investigator: J. Edward Kellough; Co-Principal Investigators: Gene A. Brewer, Jamie Monogan, Tima Moldogaziev and Bradley E. Wright).
- 2016. Awarded \$300 by the Office of the Vice President for Student Affairs, University of Georgia, for two Student/Faculty Enrichment Fund events held in December 2016 and paid in 2017.
- 2015. Awarded \$1,676 by the University of Georgia Office of the Vice President for Research, University of Georgia, and the University of Georgia Research Foundation, Inc., for airfare and travel expenses to attend the International Research Society for Public Management (IRSPM-XX) annual meeting in Hong Kong, PRC, April 17-21, 2016, and other business.
- 1978. Co-author, Federal Grant Application to Develop Emergency Medical Services (EMS) Systems in Region X, State of Georgia, January. Funded by U.S. Department of Health, Education, and Welfare under Public Laws 93-154 and 94-573. This was the second in a series of federally funded demonstration projects that provided seed money for the creation and development of EMS systems in North Georgia and other regions of the country. (Principal Investigator: Jeb Burrell, MD, and various co-authors)

Note: I was ineligible for most university and government funded research grants from 1980 to late 2015 because of my employment status with the university (adjunct or part-time professor) and the federal government (full-time civil servant). I have, however, received considerable intramural and extramural support for research in the form of travel subsidies and research stipends, both from in-country and foreign sources.

**Conference and Working Papers (only those not yet published)**

- 2021. "Expanding Local Cross-Sector Collaboration in the Wake of COVID-19 and Near Economic Collapse." Paper to be presented at the 78th Annual Midwest Political Science Association (MPSA) Conference, virtual meeting online, April 14-18. (Co-author: Bruce J. Neubauer)

2021. "Evaluating the Impact of Private Ownership Share on Public-Private Partnership (PPP) Contract Periods and Related Outcomes." Paper proposed for the annual Public Management Research Conference, The University of Hawai'i at Mānoa, Honolulu, Hawai'i, June 23-26, 2021, virtual meeting online. (Co-author: Aravinda Uvindu Bandara Karunaratne)
2020. "Female Political Leaders in Asia: Self-Made or Groomed by a Dynasty?" Paper to be presented at the PUPOL2020 meeting on 'Leadership in Progress: New Avenues in Studying and Developing Public and Political Leadership', Leiden Leadership Center, The Hague, Netherlands, April 16-17, 2020, cancelled/rescheduled due to Coronavirus pandemic. (Coauthor: Aravinda Uvindu Bandara Karunaratne)
2020. "Public Service Motivation and Self-Interest: Toward Consilience." Paper to be presented at the annual meeting of the International Research Society for Public Management (IRSPM-XXIV), Tampere, Finland, April 22-24, 2020, cancelled due to Coronavirus pandemic.
2020. "Merit Principles and Feds at Work: Evidence of Work Perceptions from the Frontlines of the U.S. Federal Government." Paper to be presented at the annual Public Management Research Conference, The University of Hawai'i at Mānoa, Honolulu, Hawai'i, June 24-27, 2020, cancelled due to Coronavirus pandemic. (Coauthors: J. Edward Kellough and Hal G. Rainey)
2020. "Evaluating the Impact of Development Aid and the Institutions of Governance on Economic Growth in Sub-Saharan Africa." Paper to be presented at the annual Public Management Research Conference, The University of Hawai'i at Mānoa, Honolulu, Hawai'i, June 24-27, 2020, cancelled due to Coronavirus pandemic. (Coauthor: Aravinda Uvindu Bandara Karunaratne)
2018. "Street-Level Bureaucracy in Public Administration: A Systematic Literature Review." Paper presented at the Public Management Research Conference, Singapore, May 31 – June 2, 2018. (Co-author: Ahrum Chang)
2018. "Street-Level Bureaucracy in Public Administration: Toward a Systematic Literature Review." Paper presented at the 2018 International Yonsei Public Administration Conference on Behavioral Public Administration and Critical Public Policy Issues, Seoul, Korea, January 17-19. (Co-authors: Ahrum Chang)
2017. "The Merits of Merit Principles: Evidence from the U.S. Federal Government." Paper presented at the Annual Meeting of the American Political Science Association, San Francisco, California, August 31 - September 3. (Co-authors: Roger Qiyuan Jin, J. Edward Kellough, and Hal G. Rainey)
2017. "Symbolic Representation and Law Enforcement: Exploring the Linkage Between Minority Representativeness, Community Policing, and Co-production." Paper presented at the Fourteenth Biennial Public Management Research Association (PMRA) Conference, Washington, DC, June 8-10. (Co-authors: Seong-Cheol Kang and Brian N. Williams)



2017. "The Influence of Red Tape on Bureaucratic Decision-making: A Replication and Extension of Scott and Pandey's Experiment (2000)." Paper presented at the Fourteenth Biennial Public Management Research Association (PMRA) Conference, Washington, DC, June 8-10. (Co-authors: M. J. Lee, Jessica Li, Nicolai Petrovsky and Sanjay Pandey)
2016. "The Merit Principle Under Assault: Evidence from the Frontlines of the U.S. Federal Government." Paper presented at the 2016 Public Management Research Conference, Aarhus, Denmark, June 22-24, 2016. (Co-authors: J. Edward Kellough, Hal G. Rainey, and Ellen Rubin)
2015. "Public Service Motivation, Service Learning and Volunteer Work: Results from a Survey of First Year College Students." Paper presented at the Annual Meeting of the International Research Society for Public Management (IRSPM-XVIX), Birmingham, UK, March 30 – April 1, 2015. (Co-authors: Robert K. Christensen, J. Edward Kellough, and Justin Stritch)
2014. "Public Task Fulfillment: Comparing Public Policy and Public Management Perspectives on Governmental Performance." Paper presented at a workshop on The Theoretical Nexus of Public Policy and Public Management in Tucson, Arizona, October 16-18, 2014, and at an International Public Management Network (IPMN) meeting on 'The Science of Delivery' in Hong Kong, December 9-12, 2014. (Co-author: Peter L. Hupe)
2014. "Public Service Motivation, Service Learning and Volunteer Work: Results from a Survey of First Year College Students." Paper presented at the Annual Meeting of the American Political Science Association, Washington, DC, August 28-31. (Co-authors: Robert K. Christensen, J. Edward Kellough, and Justin Stritch).
2014. "Extending Public Service Motivation Theory from its Bureaucratic Origins in Public Administration to Other Institutions of Government." Paper presented at the Annual Meeting of the International Research Society for Public Management (IRSPM-XVIII), Ottawa, Canada, April 9-11, and uploaded for the 2014 World Conference for Public Administration: Administration & Happiness, Korean Association for Public Administration, Seoul, Korea, June 25-27.
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-author: Richard M. Walker)
2013. "Bureaucratic Malaises and their Remedies in Public and Nonprofit Organizations." Paper presented at the 12<sup>th</sup> 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. "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 34<sup>th</sup> 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. "The Pre-Career Consequences of Public Service Motivation: Exploring Service Orientation among College Freshmen." *SSRN Electronic Journal*. DOI:10.2139/ssrn.2127790, 22pp. Paper uploaded for presentation at the Annual Meeting of the American Political Science Association, New Orleans, Louisiana, August 30 – September 2, which was cancelled due to Hurricane Isaac. (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. (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." *SSRN Electronic Journal*. DOI: 10.2139/ssrn.1919624, 38 pp. Paper presented at the Annual Meeting of the American Political Science Association, Seattle, Washington, September 1-4. (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. "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, 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. "Public Service Motivation: Three Dilemmas." Paper presented at the 10<sup>th</sup> 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 9<sup>th</sup> 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 9<sup>th</sup> 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)
2007. "Models of the Policy Process: Is Integration Possible?" Paper presented at the Public Policy Roundtable and Conference, Hong Kong University, Hong Kong (PRC), March 27.
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 8<sup>th</sup> 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 7<sup>th</sup> 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)
1997. "Incidence of Whistle-blowing in the Public and Private Sectors." SSRN Paper available online at: <http://ssrn.com/abstract=2906120>, 35 pp. (this 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 paper has been cited in the Social Science Citation Index).

### **Manuscripts Currently Under Review or Being Revised for Publication**

- "The Importance of Merit Principles for Civil Service Systems: Evidence from the U.S. Federal Sector." Manuscript under review. (Co-authors J. Edward Kellough and Hal G. Rainey)
- "Emergent Public Service Motivation among University Students: A Preliminary Look." Manuscript under revision. (Co-authors: Robert K. Christensen, J. Edward Kellough, and Justin M. Stritch)
- "Symbolic Representation and Law Enforcement: Exploring the Linkage Between Minority Representativeness, Community Policing, and Co-production." Manuscript under revision. (Co-authors: Seong-Cheol Kang and Brian N. Williams)
- "Street-Level Bureaucracy in Public Administration: A Systematic Literature Review." Manuscript under review. (Co-author: Ahrum Chang)
- "Evaluating the Impact of Colonial Heritage on the Strength of Public Institutions in Sub-Saharan Africa." Manuscript under revision. (Co-author: Aravinda Uvindu Bandara Karunaratne)

“The Role of Proximity in Performance Information Use.” Manuscript under revision.  
(Co-author Eunjin Hwang)

“Performance Measurement Validity and the Role of Manager Proximity.” Manuscript under revision. (Co-author Eunjin Hwang)

### **Research Panels Formed for Professional Meetings**

Program Chair and Panel Organizer for Public Administration Section, Annual Meeting of the Southern Political Science Association (SPSA), virtual meeting online, January 7-9, 2021.

Organizer, Multi-Session Panel and Special Interest Group on “Public Service Motivation”, Annual Meeting of the International Research Society for Public Management (IRSPM XXV), virtual meeting online, April 20-23, 2021. (Co-organizers: Adrian Ritz and Wouter Vandenabeele).

Organizer, Multi-Session Panel and Special Interest Group on “Public Service Motivation”, Annual Meeting of the International Research Society for Public Management (IRSPM XXIV), Tampere, Finland, April 22-24, 2020, cancelled due to Coronavirus pandemic. (Co-organizers: Adrian Ritz and Wouter Vandenabeele).

Organizer, Roundtable on “Public Service Motivation in the Changing Public, Voluntary, and For-Profit Sectors.” Annual Meeting of the International Research Society for Public Management (IRSPM XXIV), Tampere, Finland, April 22-24, 2020, cancelled due to Coronavirus pandemic. (Co-organizers: Adrian Ritz and Wouter Vandenabeele).

Organizer, Multi-Session Panel and Special Interest Group on “Public Service Motivation”, Annual Meeting of the International Research Society for Public Management (IRSPM XXIII), Wellington, New Zealand, April 16-18, 2019. (Co-organizers: Adrian Ritz and Wouter Vandenabeele).

Organizer, Roundtable on “Public Service Motivation Research: Past Progress and Future Directions.” Annual Meeting of the International Research Society for Public Management (IRSPM XXII), Edinburgh, Scotland, April 11-13, 2018.

Organizer, Multi-Session Panel on “Public Service Motivation”, Annual Meeting of the International Research Society for Public Management (IRSPM XXII), Edinburgh, Scotland, April 11-13, 2018. (Co-organizers: Adrian Ritz and Wouter Vandenabeele).

Organizer, Multi-Session Panel on “Public Service Motivation”, Annual Meeting of the International Research Society for Public Management (IRSPM-XXI), Budapest, Hungary, April 19-21, 2017. (Co-organizers: Adrian Ritz and Wouter Vandenabeele).

- Organizer, Multi-Session Panel on “Public Service Motivation”, Annual Meeting of the International Research Society for Public Management (IRSPM-XX), Hong Kong, PRC, April 13-15, 2016. (Co-organizers: Adrian Ritz and Wouter Vandenabeele).
- Organizer, Multi-Session Panel on “Legitimate Government by Legitimate Public Servants: How to Organize Institutional ‘Trickle-Down’ by Creating Public Value.” Twelfth Transatlantic Dialogue (12TAD) meeting in Ghent, Belgium, June 8-11, 2016. (Co-organizer: Wouter Vandenabeele)
- Organizer, Multi-Session Panel on “Public Service Motivation”, Annual Meeting of the International Research Society for Public Management (IRSPM-XVIX), Birmingham, UK, March 30 – April 1, 2015. (Co-organizers: Adrian Ritz and Wouter Vandenabeele).
- Organizer, Panel on “Strategic Human Resource Management and Organizational Behavior in the Public Sector”, International Institute of Administrative Sciences, Ifrane (Meknes), Morocco, June 13-17, 2014. (Co-organizers: Sangmook Kim, Eva Knies and Wouter Vandenabeele)
- Organizer, Multi-Session 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, 2014 (Co-organizers: Adrian Ritz, Wouter Vandenabeele, and Zeger Van Der Wal)
- Organizer, Multi-Session 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, Multi-Session 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, Multi-Session Panel on “Public Service Motivation”, Annual Meeting of the International Research Society for Public Management (IRSPM-XV), Dublin, Ireland, April 11-13, 2011. (Co-organizers: Wouter Vandenabeele and Adrian Ritz)



Organizer, Multi-Session 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 26<sup>th</sup> Annual Fall Research Conference, Atlanta, Georgia, October 28-30, 2004.

### **Journal Roles and Assignments**

Deputy Editor – *International Review of Administrative Sciences*, 2016 to present.

Editorial Board Member – *Public Personnel Management*, 2013 to Present.

Deputy 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.

Peer Reviewer for more than 50 different academic journals over the years, including public administration, public management, and public policy journals, but also other journals in the social sciences and related disciplines.

### **Other University and Professional Service**

Elected Fellow of National Academy of Public Administration (NAPA) in 2020.

Board member of International Public Management Network, 2019 to Present.

Chair of Selection Committee, Inaugural Award for Best Article in *Perspectives on Public Management and Governance* in 2019 for 2020.

Member of Selection Committee, Inaugural Christopher Pollitt Best Article Award in *International Review of Administrative Sciences* in Year 2019 for 2020.

Paper proposal reviewer, Public Management Research Conference, 2020 and 2021.

Faculty Advisor, The University of Georgia International Development Club @ UGA (a university-sanctioned student organization), 2018 to Present.

Member, University of Georgia Department of Public Administration and Policy Faculty Executive Committee (elected position), 2016-17 and 2018-2019 academic years.

Member, University of Georgia Department of Public Administration and Policy MPA Program Committee, 2015-2016 and 2016-2017 academic years.

Member, University of Georgia School of Public and International Affairs Advisory Council – i.e., SPIA Council (elected position), 2017-2018 and 2019-2010 academic years.

Member, University of Georgia School of Public and International Affairs Awards Committee, 2020-2021.

Founding member of an inter-institutional research consortium known as the Behavioral Public Administration Network, chartered at City University of Hong Kong (PRC) 2016.

Member of Selection Committee, 2015 John Gaus Award, American Political Science Association (APSA), 2015.

Chair of Selection Committee, Carlo Masini Award for Outstanding Scholarship in the Fields of Public and Nonprofit Management, Academy of Management Public and Nonprofit Division and Bocconi University Institute for Public and Health Administration, 2014.

Vice President for North America, International Research Society for Public Management (IRSPM), 2011 to 2017.

Member of Scientific Committee and Site Selection Committee, International Research Society for Public Management (IRSPM), 2013.

Co-chair for Study Group VI: 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 of Public Administration Section and organizer of annual John Gaus Reception, American Political Science Association, 2009 to Present.

Member of Selection Committee, International Research Society for Public Management (IRSPM) Routledge Prize for Outstanding Contribution to Public Management Research, 2012.

Chair of Selection Committee, Herbert A. Simon Best Book Award for the Period 2009-2010, American Political Science Association Public Administration Section, 2011.

Paper proposal Reviewer, British Academy of Management, 2011.

Member of Selection Committee, Public Management Research Association (PMRA) Beryl Radin Award for the best *JPART* Article Published in 2009, Public Management Research Association, 2010.

Member of Selection Committee, Academy of Management Public and Nonprofit Division Best Article Award, 2004.

Member of Program Committee, Academy of Management Public and Nonprofit Division, 2005, 2006.

Member of Selection Committee, Dwight Waldo Award for Outstanding Contributions to the Professional Literature of Public Administration over an Extended Career, American Society for Public Administration's Dwight Waldo Award, 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, Behavioral Public Administration Network, and various other more specialized research meetings, workshops, and colloquiums, both in the U.S. and abroad. Also served as paper discussant on similar panels at many of these meetings.

Book Proposal Reviewer for Cambridge University Press, 2013 to Present; Routledge, Taylor & Francis Publishers, 2011 – Present; Cengage Learning's Wadsworth Division, 2011 – Present; Longman-Pearson Publishers, 2010 – Present; and CQ Press, 2009 – Present.

Working paper reviewer for Japan International Cooperation Agency Research Institute (JICA-RI), 2017 – Present.

Grant Reviewer for Israel Science Foundation (ISF), 2016-Present; Flanders Research Foundation (Belgian NWO), 2016-Present; Netherlands Organization for Scientific Research (Dutch NWO), 2009-Present; Polish National Science Centre NSC), 2019-present; and United Nations Development Programme (UNDP), 2015-Present.

Hosted visiting scholar Professor Dr. Adrian Ritz from Bern University Center of Competence in Public Management, University of Bern, Switzerland, for intensive research on the topics of public service motivation in 2009-2010 and public management in 2018.

University level external reviewer in search for Senior Research Professor at Catholic University in Leuven, Belgium, 2014-15.

External reviewer for tenure and promotion case for Nanyang Technological University in Singapore, 2015.

External reviewer for tenure and promotion case for the L. Douglas Wilder School of Government & Public Affairs, Virginia Commonwealth University (VCU), 2016

External letter writer for a promotion case to the Leather Chair of Strategic Human Resource Management at Utrecht University School of Governance, Department of Public Administration and Organizational Science, in Utrecht, the Netherlands, 2018.

External reviewer for tenure and promotion case for Victoria University of Wellington in New Zealand, 2020.

Manuscript reviewer for more than 50 journals across the social sciences, including almost every journal in Public Administration and many journals in Public Policy.

Served on the following doctoral committees in recent years:

Current service on Ph.D. examination and advisory committees:

1. Committee chair – Eunjin Hwang (Ph.D. awarded in Public Administration, University of Georgia), defended dissertation in 2020.
2. Committee member: Andrew Grandage (Ph.D. awarded in Public Administration, University of Georgia), defended dissertation in 2020.
3. Committee member: Bryan Freeman, UGA Public Administration & Policy – defended prospectus in 2020 awaiting dissertation
4. Committee member: Michael Kang, SUNY Rockefeller – admitted to candidacy in 2020 prospectus pending approval.
5. Committee member: Nino Okhanashvili (Ph.D. awarded in International Affairs, Tbilisi State University, Republic of Georgia), defended dissertation in 2019.
6. Committee member: Guyton Lee Robinson (Ph.D. awarded in Public Administration, University of Georgia), defended dissertation in 2019.
7. Committee member: Dhanakorn Mulaphong (Ph.D. awarded in Public Administration, University of Georgia), defended dissertation in 2019.
8. Committee member: Roger Qiyuan Jin (Ph.D. awarded in Public Administration, University of Georgia), defended dissertation in 2019.
9. Committee member: Lawrence A. Brown II, UGA Public Administration & Policy, defended prospectus in 2019 awaiting dissertation.
10. Committee member: Jordan T. Long, UGA Public Administration & Policy, defended prospectus in 2019 awaiting dissertation.
11. Committee chair: Youkyoung Jeong, UGA Public Administration & Policy, admitted to candidacy in 2017 awaiting prospectus.
12. Committee member: Tommy Valentine, UGA Public Administration & Policy, admitted to candidacy in 2019 awaiting prospectus.
13. Committee member: Matthew Willcox, UGA International Affairs, defended prospectus in 2016 awaiting dissertation.
14. Committee chair: Aravinda Uvindu Bandara Karunaratne, UGA Public Administration and Policy, admitted to candidacy in 2020 awaiting prospectus.
15. Committee member: Alton M. Standifer, UGA Public Administration and Policy, admitted to candidacy in 2020 awaiting prospectus.
16. Committee member: Yu-Chun Lin (Ph.D. awarded in Public Administration, University of Georgia), defended dissertation in 2017.

17. Committee Member: Hadley Nobles (Ph.D. awarded in Public Administration, University of Georgia), defended dissertation in 2018.
18. Committee Member: Seong-Cheol Kang (Ph.D. awarded in Public Administration, University of Georgia), defended dissertation in 2017.
19. Committee Member: Sophie Op de Beeck (Ph.D. awarded in Social Sciences, Catholic University in Leuven, Belgium), defended dissertation in 2016.
20. Committee Member: Chi-Kai Chang, UGA Public Administration & Policy, admitted to candidacy in 2016 awaiting prospectus.
21. Committee Member: Carina Schott (Ph.D. awarded in Public Administration, Leiden University, the Netherlands), defended dissertation in 2015.
22. Committee Co-Chair: Raouf Kaouache (Ph.D. awarded in Humanities and Social Sciences, University of Mentouri – Constantine, Algeria), defended dissertation in 2012.
23. Committee Member: Karlien Delbeke (Ph.D. awarded in Social Sciences, Catholic University in Leuven, Belgium), defended dissertation in 2013.
24. Committee Member: Chung-An Chen (Ph.D. awarded in Public Administration, University of Georgia), defended dissertation in 2009.
25. Committee Member: Soo-Young Lee (Ph.D. awarded in Public Administration, University of Georgia), defended dissertation in 2009.
26. Committee Member: Don Lloyd (Ph.D. awarded in Political Science, University of Georgia), defended dissertation in 2009.
27. Committee Member: Jared Lorens (Ph.D. awarded in Public Administration, University of Georgia), defended dissertation in 2007.
28. Committee Member: Mike Martinez (Ph.D. awarded in Public Administration, University of Georgia), defended dissertation in 2009.
29. Committee Member: Sung Min Park (Ph.D. awarded in Public Administration, University of Georgia), defended dissertation in 2006.
30. Committee Member: Darlene Rodriguez (Ph.D. awarded in Public Administration, University of Georgia), defended dissertation in 2007.
31. Committee Member: Henrik Schatzinger (Ph.D. awarded in Political Science, University of Georgia), defended dissertation in 2009.

Supervised the following research assistants in recent years:

1. Aravinda Uvindu Bandara Karunaratne, Ph.D. student – supervised for 3 years, all part-time
2. Ahrum Chang, Ph.D. student – supervised for 2 years -- 1 year full-time, 1 year part-time
3. Qianzhi Chen (MPA student volunteer) – supervised for 1 year
4. Jekyung Lee, Ph.D. student – supervised for 2 semesters part-time

5. Jonathan Parisi, Ph.D. student – supervised for 1 semester part-time
6. Matthew Gore, second-year MPA student – supervised for 1 year
7. Soo-Young Lee, Ph.D. student – supervised for 1 year
8. Beth-Anne Leech, Ph.D. student – supervised for 1 year
9. Eunju Rho, Ph.D. student – supervised for 1 semester
10. Taesik Yun, Ph.D. student – supervised for 2 years

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

Academic memberships (past and present) – American Society for Public Administration; Southeastern Conference for Public Administration; Association for Public Policy Analysis and Management; Policy Studies Association; American Political Science Association; Midwest Political Science Association; Western Political Science Association; Southern Political Science Association; European Group for Public Administration; Southern Political Science Association; Western Political Science Association; Public Management Research Association; International Public Management Network; International Research Society for Public Management; Academy of Management, International Institute of Administrative Sciences, and Behavioral Public Administration Network.

### **Recent Public Management Work Experience**

1980 to 2015 – County Executive Director (retired), U.S. Department of Agriculture, Farm Service Agency, Elberton, GA. I was a public manager responsible for administrative and program operations in a federal government field office serving multiple counties in Northeast Georgia. I worked for a five-member board of elected officials and oversaw a small staff of administrative and program specialists who were responsible for program implementation and service delivery of farm programs with outlays reaching several million dollars annually. My primary job functions included administering national agricultural policy locally, implementing the policies and decisions of the local board, and providing financial and technical assistance to farmers, ranchers, landowners, and rural communities through production adjustment; income subsidies; farm real estate, operating and emergency loans; and environmental protection programs. Other job functions and collateral duties included public relations, committee elections and commodity referenda; civil rights and outreach, natural disaster preparedness, emergency response, national defense, and homeland security responsibilities. Honors and awards included USDA Agricultural Stabilization and Conservation Service National Administrator's Award for Service to Agriculture, University of Georgia School of Agriculture Alumni Association's Distinguished Service Award, and several internal awards for longevity and high performance.

**Early Work Experience (including high school and college jobs)**

1978 to 1980 – Assistant Director of Emergency Medical Services, Saint Mary’s Hospital of Athens, Georgia.

1977 – Deputy Sheriff, Clarke County Sheriff’s Department, Athens, Georgia.

1975 to 1976 – Public Safety Officer and Corporal, University of Georgia Public Safety Division, Athens, Georgia.

1973 to 1975 – Emergency Medical Technician and Ambulance Attendant, Saint Mary’s Hospital of Athens, Georgia.

1969 to 1972 – Retail Clerk and Gas Attendant, Herman C. Brewer Grocery Store, Danielsville, Georgia.