

J. EDWARD KELLOUGH

Curriculum Vitae (August 2025)

PERSONAL INFORMATION

Work Address: Department of Public Administration and Policy
School of Public and International Affairs
The University of Georgia
Athens, Georgia 30602-1615

Office Phone: (706) 542-9660
Cell: (706) 424-1125
Fax: (706) 583-0610
E-mail: kellough@uga.edu

EDUCATION

Ph.D. in Political Science, Miami University, December 1987
Fields: Public Administration, Public Policy, and
American Politics
M.A., Miami University, August 1982
B.S., Berea College, May 1977

RESEARCH AND TEACHING FIELDS

Public Administration
Public Personnel Management
Public Sector Labor Relations

Research Methods
Program Evaluation
Organizational Theory

ACADEMIC EMPLOYMENT

Thomas P. and M. Jean Lauth Professor of Public Affairs, 2024 – present, University of Georgia, School of Public and International Affairs, Department of Public Administration and Policy.

Professor, 2006 – present, University of Georgia, School of Public and International Affairs, Department of Public Administration and Policy.

Adjunct Professor, 2019 – 2021, Tbilisi State University, Center for European Studies, Tbilisi, Republic of Georgia.

Affiliated Professor, 2004 – 2018, Georgia Institute of Public Affairs, Tbilisi, Republic of Georgia.

Associate Professor, 1994 – 2006, University of Georgia, School of Public and International Affairs, Department of Public Administration and Policy (2002 – 2006), Department of Political Science (1994 – 2002).

Assistant Professor, 1988 – 1994, University of Georgia, Department of Political Science.

Assistant Professor, 1986 – 1988, Texas A&M University, Department of Political Science.

ADMINISTRATIVE EXPERIENCE

Department Head, 2024 – present, University of Georgia, School of Public and International Affairs, Department of Public Administration and Policy.

Department Head, 2008 – 2014, University of Georgia, School of Public and International Affairs, Department of Public Administration and Policy.

- Assisted the Dean in meetings with donors
- Implemented an annual fundraising effort among MPA and PhD alumni
- Led successful recruitment efforts for 6 faculty members and 4 professional staff members
- Led successful efforts to retain 5 faculty members
- Managed successful promotion and tenure procedures for 7 faculty members
- Established new departmental lecture series

PhD Director, 1999 – 2008 and 2015 – 2021, University of Georgia, School of Public and International Affairs, Department of Public Administration and Policy.

- Revised Doctoral admissions and student funding processes
- Established new PhD research methods course sequence
- Drafted a proposal and secured approval to create a PhD program to replace the Doctor of Public Administration (DPA) degree in Spring 2003

MPA Program Director, 2002 – 2008 and 2016 – 2018, University of Georgia, School of Public and International Affairs, Department of Public Administration and Policy.

- Managed student recruitment, admissions, and financial aid processes
- Increased MPA enrollment from 60 to 150 students

- Expanded MPA curriculum to include new specializations in nonprofit management, health policy and management, public policy, and higher education administration
- Established BA/MPA degree for undergraduate Honors students and a joint MPA/JD degree

PUBLICATIONS

Books:

The Fragility of Merit: Presidential Power and the Civil Service Under Trump, (New York: Routledge Press, 2025).

Public Policy and Politics in Georgia: Lessons from Post-Soviet Transition, (New York/Stuttgart: Columbia University Press/Ibidem Press, 2021), edited with Gene Brewer and Temirlan Moldogaziev.

The New Public Personnel Administration, 7th edition, (Boston: Wadsworth, Cengage Learning, 2014) with Lloyd G. Nigro.

The New Public Personnel Administration, 6th edition, (Fort Worth: Wadsworth Publishing, 2007) with Lloyd G. Nigro and Felix A. Nigro.

Understanding Affirmative Action: Politics, Discrimination, and the Search for Justice, (Washington D.C.: Georgetown University Press, 2006).

Selected as the “Best Public Sector Human Resources Book” by the American Society for Public Administration, Section on Personnel Administration and Labor Relations, 2007.

Civil Service Reform in the States: Personnel Policy and Politics at the Sub-National Level, (Albany: State University of New York Press, 2006) edited with Lloyd G. Nigro.

Federal Equal Employment Opportunity Policy and Numerical Goals and Timetables: An Impact Assessment, (New York: Praeger Publishers, 1989).

Research Monographs:

Elevating Human Capital: Reframing the U.S. Office of Personnel Management’s Leadership Imperative, Washington D.C.: National Academy of Public Administration, 2021) with Janet Hale, Peter Levine, Ellen Tunstall, and David Walker.

A Changing Workforce: Understanding Diversity Programs in the Federal Government, (Arlington, Virginia: The Pricewaterhouse Coopers Endowment for the Business of Government, 2001) with Katherine C. Naff.

Articles:

“The Fragility of Merit: Erosion of the Foundation of Public Service Under Trump,” *Review of Public Personnel Administration*, Vol. 45, No. 1, (March 2025) pp. 3-28.

“In Search of Fundamental Fairness and Equal Protection: The Role of the U.S. Supreme Court in Shaping American Democracy,” *American Review of Public Administration*, Vol. 54, No. 7. (October 2024) pp. 619-629, with Ellen Rubin, Keith Baker, and Youjong Song.

“A Titan in Public Budgeting and Finance: Tribute to Thomas P. Lauth, April 27, 1938 – May 13, 2023,” *Public Budgeting and Finance*, Vol. 44, No. 1 (Spring 2024), pp. 5-13, with Katherine G. Willoughby and Yi Lu.

“Agency Variation in the Employment of Women in U.S. Federal STEM Jobs: The Impact of Female Supervisors,” *Public Personnel Management*, Vol. 52, No. 3 (September 2023) pp. 291-316, with Lawrence A. Brown II.

“The Importance of Merit Principles for Civil Service Systems: Evidence from the U.S. Federal Sector,” *Review of Public Personnel Administration*, Vol. 42, No. 4, (December 2022) pp. 686-708, with Gene Brewer and Hal G. Rainey.

“Contracting and the Bureaucratic Representation of Minorities and Women: Examining Evidence from U.S. Federal Agencies,” *Review of Public Personnel Administration*, Vol. 40, No. 4, (September 2020) pp. 447-467, with Lawrence A. Brown II.

“Human Resources and Public Administration,” *PS: Political Science & Politics*, Vol. 53, No. 1, (January 2020) pp. 173-178.

“Performance Appraisal Problems in the Public Sector: Examining Supervisors’ Perceptions,” *Public Personnel Management*, Vol. 48, No. 2 (2019) pp. 179-202, with Yu-Chun Lin.

“Representative Bureaucracy and Government Contracting: A Further Examination of Evidence from Federal Agencies,” *Journal of Public Administration Research and Theory*, Vol. 28, No. 4, (September 2018) pp. 519-534, with Benjamin M. Brunjes.

“Knowledge of Federal EEO Law Among County Administrators and Department Heads: Examining the Extent and Determinants of Understanding,” *Review of Public*

Personnel Administration, Vol. 37, No. 1 (March 2017) pp. 59-83, with Christine Rush.

“Administrative Values and Public Personnel Management: Reflections on Civil Service Reform in the United States,” *Public Personnel Management*, Vol. 45, No. 2 (2016) pp. 171-189, with Gene Brewer.

“Identifying Student Traits and Motives to Service-Learn: Public Service Orientation Among New College Freshmen,” *Journal of Higher Education Outreach and Engagement*, Vol. 19, No. 4 (2015) pp. 39-62, with Gene Brewer, Rob Christensen, and Justin Stritch.

“NASPAA in a Time of Transition,” *Journal of Public Affairs Education*, Vol. 21, No. 1, (Winter 2015), pp. 9-12.

“At-will Employment in the States: Examining the Perceptions of Agency Personnel Directors,” *Review of Public Personnel Administration*, Vol. 34, No. 3 (September 2014) pp. 218-236, with Jungin Kim.

“Does Civil Service Reform Affect Behavior? Linking Alternative Personnel Systems, Perceptions of Procedural Justice, and Complaints,” *Journal of Public Administration Research and Theory*, Vol. 22, No. 1 (January 2012), pp. 121-141, with Ellen V. Rubin.

“Representative Bureaucracy: Assessing the Evidence on Active Representation,” *American Review of Public Administration*, Vol. 41, No. 2 (March 2011) pp. 157-167, with Mark Bradbury.

“Civil Service Reform Under George W. Bush: Ideology, Politics, and Public Personnel Administration,” *Review of Public Personnel Administration*, Vol. 30, No. 4 (December 2010) pp. 404-422, with Lloyd G. Nigro and Gene A. Brewer.

“Personnel Reform in the States: A Look at Progress Fifteen Years after the Winter Commission,” *Public Administration Review*, Vol. 68, Supplement, (December 2008), pp. S50-S57, with Lloyd G. Nigro.

“Representative Bureaucracy: Exploring the Potential for Active Representation in Local Government,” *Journal of Public Administration Research and Theory*, Vol. 19, No. 4 (October 2008), pp. 697-714, with Mark D. Bradbury.

“Choosing Public Sector Employment: The Impact of Wages on the Representation of Women and Minorities in State Bureaucracies,” *Journal of Public Administration Research and Theory*, Vol. 18, No. 3, (July 2008), pp. 397-413, with Jared Llorens and Jeffrey Wenger.

“A Revolution in Public Personnel Administration: The Growth of Web-Based Recruitment and Selection Processes in the Federal Service,” *Public Personnel Management*, Vol. 36, No. 3, (Fall 2007), pp. 207-221, with Jared J. Llorens.

“Leadership with an Enduring Impact: The Legacy of Chief Burtell Jefferson of the Metropolitan Police Department of Washington D.C.,” *Public Administration Review*, Vol. 66, No. 6, (November/December 2006), pp. 813-822, with Brian N. Williams.

Reprinted in:

Norma M. Riccucci, Editor, *Serving the Public Interest: Profiles of Successful and Innovative Public Servants*, (Armonk, New York: M.E. Sharpe for the American Society for Public Administration, 2012), pp. 26-39.

“Dramatic Reform of the Civil Service: At-Will Employment and the Creation of a New Public Workforce,” *Journal of Public Administration Research and Theory*, Vol. 16, No. 3, (July 2006), pp. 447-466, with Lloyd G. Nigro.

“Who Contributes to *PAR*?: Examining the Characteristics of Authors Who Submit Manuscripts to the Journal,” *Public Administration Review*, Vol. 65, No. 1, (January/February 2005) pp. 3-7, with David W. Pitts.

“Responding to a Wake-Up Call: An Examination of Federal Agency Diversity Management Programs,” *Administration and Society*, Vol. 36, No. 1, (March 2004) pp. 62-90, with Katherine C. Naff.

“Ensuring Employment Equity: Are Diversity Programs Making A Difference?” *International Journal of Public Administration*, Vol. 26, No 12 (October 2003) pp. 1307-1336, with Katherine C. Naff.

“The Reinvention of Public Personnel Administration: An Analysis of the Diffusion of Personnel Management Reforms in the States,” *Public Administration Review*, Vol. 63, No. 2 (March/April 2003) pp. 165-176, with Sally Coleman Selden.

“Pay for Performance in Georgia State Government: Employee Perspectives on GeorgiaGain after 5 Years,” *Review of Public Personnel Administration*, Vol. 22, No. 2 (Summer 2002) pp. 146-166, with Lloyd G. Nigro.

“Achieving Accountability for Workforce Diversity Programs,” *The Business of Government*, (Spring 2002) pp. 59-61, with Katherine C. Naff.

“Civil Service Reform in Georgia: Going to the Edge?” *Review of Public Personnel Administration*, Vol. 20, No. 4 (Fall 2000) pp. 41-54, with Lloyd G. Nigro.

“The Americans with Disabilities Act: A Note on Personnel Policy Impacts in State Government,” *Public Personnel Management*, Vol. 29, No. 2 (Summer 2000) pp. 211-224.

- “Volunteers in State Government: Involvement, Management, and Benefits,” *Nonprofit and Voluntary Sector Quarterly*, Vol. 29, No. 1 (March 2000) pp. 111-130, with Jeffrey L. Brudney.
- “Reinventing Public Personnel Management: Ethical Implications for Managers and Public Personnel Systems,” *Public Personnel Management*, Vol. 28, No. 4 (Winter 1999) pp. 655-671.
- “The Reinventing Government Movement: A Review and Critique,” *Public Administration Quarterly*, Vol. 22, No. 1 (Spring 1998) pp. 6-20.
- “Bureaucracy as a Representative Institution: Toward a Reconciliation of Bureaucratic Government and Democratic Theory,” *American Journal of Political Science*, Vol. 42, No. 3 (July 1998) pp. 717-744, with Sally Coleman Selden and Jeffrey L. Brudney.
- Reprinted in:
Julie Dolan and David H. Rosenbloom, Editors, *Representative Bureaucracy: Classic Readings and Continuing Controversies*, (Armonk, New York: M.E. Sharpe, 2003), pp. 134-154.
- “Reliability, Validity, and the MV Index: Toward the Clarification of Some Fundamental Issues,” *Public Administration Review*, Vol. 58, No. 2 (March/April 1998) pp. 167-173.
- “Affirmative Action and Equal Employment Opportunity Reconsidered,” *Review of Public Personnel Administration*, Vol. 17, No. 4 (Fall 1997) pp. 5-8.
- “Affirmative Action Under Fire: The Current Controversy and the Potential for State Policy Retrenchment,” *Review of Public Personnel Administration*, Vol. 17, No. 4 (Fall 1997) pp. 52-74, with Sally Coleman Selden and Jerome S. Legge, Jr.
- “Pay-for-Performance Systems in State Government: Perceptions of State Agency Personnel Directors,” *Review of Public Personnel Administration*, Vol. 17, No. 1 (Winter 1997) pp. 5-21, with Sally Coleman Selden.
- “Cross-Agency Comparisons of Quit Rates in the Federal Service: Another Look at the Evidence,” *Review of Public Personnel Administration*, Vol. 15, No. 4 (Fall 1995) pp. 58-68, with Will Osuna.
- “Women and Minorities in Federal Government Agencies: Examining New Evidence from Panel Data,” *Public Administration Review*, Vol. 54, No. 3 (May/June 1994) pp. 265-270, with Christopher Cornwell.
- “Pay for Performance in the Public Sector: Reviewing the Evidence,” *Public Productivity and Management Review*, Vol. 17, No. 2 (Winter 1993) pp. 113-115, with Stephen E. Condrey.

“The Paradox of Merit Pay in the Public Sector: Persistence of a Problematic Procedure,” *Review of Public Personnel Administration*, Vol. 13, No. 2 (Spring 1993) pp. 45-64, with Haoran Lu.

Reprinted in:

Gerald J. Miller, W. Bartley Hildreth, and Jack Rabin, Editors, *Performance-Based Budgeting*, (Boulder: Westview Press, 2001), pp. 465-484.

“Affirmative Action in Government Employment,” *The Annals of the American Academy of Political and Social Science*, Vol. 523 (September 1992) pp. 117-130.

“Demographic and Organizational Influences on Racial/Ethnic and Gender Integration in Federal Agencies,” *Social Science Quarterly*, Vol. 73, No. 1 (March 1992) pp. 1-11, with Euel Elliott.

“The Supreme Court, Affirmative Action, and Public Management: Where Do We Stand Today?” *The American Review of Public Administration*, Vol. 21, No. 2, (September 1991) pp. 255-269.

“Integration in the Public Workplace: Determinants of Minority and Female Employment in Federal Agencies,” *Public Administration Review*, Vol. 50, No. 5. (September/October 1990) pp. 557-566.

“Federal Agencies and Affirmative Action for Blacks and Women,” *Social Science Quarterly*, Vol. 71, No. 1, (March 1990) pp. 83-92.

“The 1978 Civil Service Reform and Federal Equal Employment Opportunity,” *The American Review of Public Administration*, Vol. 19, No. 4 (December 1989) pp. 313-324.

“Affirmative Action in the Federal Bureaucracy: An Impact Assessment,” *Review of Public Personnel Administration*, Vol. 6, No. 2, (Spring 1986) pp. 1-13, with Susan Ann Kay.

Book Chapters:

“Merit System Integrity and Public Service Motivation in the U.S. Federal Civil Service: 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, 2022), pp. 219-233, with Gene Brewer and Hal G. Rainey.

“Lessons for Policy, Administration, and Politics from Georgia,” In Temirlan Moldogaziev, Gene Brewer, and J. Edward Kellough, eds., *Public Policy and Politics in Georgia: Lessons from Post-Soviet Transition*, (New York/Stuttgart:

Columbia University Press/Ibidem Press, 2021), pp. 3-11, with Temirlan Moldogaziev and Gene Brewer.

- “Social Equity, Equal Opportunity, and Affirmative Action in the Public Sector: Lessons from Eight Decades of Struggle,” In Edmund C. Stazyk and H. George Frederickson, eds., *The Handbook of American Public Administration*, (Northampton, MA: Edward Elgar, 2018), pp. 259-271.
- “Public Personnel Management: A Cornerstone of Effective Government,” In Norma M. Riccucci, ed., *Public Personnel Management: Current Concerns, Future Challenges*, sixth edition, (New York: Routledge, 2018), pp. 1-11.
- “Combating Discrimination and Its Legacy: Affirmative Action and Diversity in the Public Sector” In Steven W. Hays, Richard C. Kearney, and Jerrell D. Cogburn, eds., *Public Human Resource Management: Problems and Prospects*, sixth edition, (New York: Longman, 2016), pp. 240-251.
- “Employee Turnover in Public Agencies: Examining the Extent and Correlates,” In Ron Burke, Andrew Noblet, and Cary Cooper, eds. *Human Resources Management in the Public Sector: Achieving High Quality Service and Effectiveness*, (Northampton, MA: Edward Elger Publishers, 2013), pp. 177-195, with Mark Bradbury and Jessica E. Sowa.
- “Leadership with an Enduring Impact: The Legacy of Chief Burtell Jefferson of the Metropolitan Police Department of Washington D.C.,” In Norma M. Riccucci, ed., *Serving the Public Interest: Profiles of Successful and Innovative Public Servants*, (Armonk, New York: M.E. Sharpe for the American Society for Public Administration, 2012), pp. 26-39, with Brian N. Williams.
- “Managing Human Resources to Improve Organizational Productivity: The Role of Performance Evaluation,” In Norma M. Riccucci, ed., *Public Personnel Management: Current Concerns, Future Challenges*, fifth edition, (New York: Longman, 2012), pp. 173-185.
- “Civil Service Reform in the United States: Patterns and Trends,” In Stephen E. Condrey, ed. *Handbook of Human Resource Management in Government*, third edition, (San Francisco: Jossey-Bass, 2010), pp. 73-94, with Lloyd G. Nigro.
- “Affirmative Action and Diversity in the Public Sector” In Steven W. Hays, Richard C. Kearney, and Jerrell D. Cogburn, eds., *Public Human Resource Management: Problems and Prospects*, fifth edition, (New York: Longman, 2009), pp. 219-235.
- “Employee Performance Appraisal in the Public Sector: Uses and Limitations,” in Norma M. Riccucci, ed., *Public Personnel Management: Current Concerns, Future Challenges*, forth edition, (New York: Longman, 2006), pp. 177-189.

- “Personnel Policy and Public Management: The Critical Link,” in J. Edward Kellough and Lloyd G. Nigro, eds. *Civil Service Reform in the States: Personnel Policy and Politics at the Subnational Level*, (Albany: State University of New York Press, 2006), pp. 1-8, with Lloyd G. Nigro.
- “Civil Service Reform in Georgia: A View from the Trenches,” in J. Edward Kellough and Lloyd G. Nigro, eds. *Civil Service Reform in the States: Personnel Policy and Politics at the Subnational Level*, (Albany: State University of New York Press, 2006), pp. 117-144, with Lloyd G. Nigro.
- “The States and Civil Service Reform: Lessons Learned and Future Prospects,” in J. Edward Kellough and Lloyd G. Nigro, eds. *Civil Service Reform in the States: Personnel Policy and Politics at the Subnational Level*, (Albany: State University of New York Press, 2006), pp. 315-324, with Lloyd G. Nigro.
- “Radical Civil Service Reform: Ideology, Politics, and Policy,” in Stephen E. Condrey, ed. *Handbook of Human Resource Management in Government*, second edition, (San Francisco: Jossey-Bass, 2005), pp. 58-75, with Lloyd G. Nigro.
- “Equal Employment Opportunity and Affirmative Action in the Public Sector,” In Steven W. Hays and Richard C. Kearney, eds., *Public Personnel Administration: Problems and Prospects*, fourth edition, (Englewood Cliffs, New Jersey: Prentice-Hall, 2003), pp. 209-224.
- “Bureaucracy as a Representative Institution: Toward a Reconciliation of Bureaucratic Government and Democratic Theory,” In: Julie Dolan and David H. Rosenbloom, eds. *Representative Bureaucracy: Classic Readings and Continuing Controversies*, (Armonk, New York: M.E. Sharpe, 2003), pp. 134-154.
- “A Changing Workforce: Understanding Diversity Programs in the Federal Government,” in Mark A. Abramson and Nicole Willenz Gardner, eds., *Human Capital 2002*, (Lanham, Maryland: Rowman and Littlefield, 2002), pp. 355-410, with Katherine C. Naff.
- “Performance Appraisal and Merit Pay in Public Agencies: A Critical Examination,” in Carolyn Ban and Norma M. Riccucci, eds., *Public Personnel Management: Current Concerns, Future Challenges*, third edition, (New York: Longman, 2002), pp. 181-193.
- “The Paradox of Merit Pay in the Public Sector: Persistence of a Problematic Procedure,” with Haoran Lu. In Gerald J. Miller, W. Bartley Hildreth, and Jack Rabin, eds. *Performance-Based Budgeting*, (Boulder: Westview Press, 2001), pp. 465-484.
- “Civil Service Reform and Incentives in the Public Service,” In James P. Pfiffner and Douglas R. Brook, eds., *The Future of Merit*, (Washington D.C.: The Woodrow

Wilson International Center for Scholars and The Johns Hopkins University Press, 2000), pp. 127-145, with Hal G. Rainey.

“The Americans with Disabilities Act: Implications for Public Personnel Management,” In Steven W. Hays and Richard C. Kearney, eds., *Public Personnel Administration: Problems and Prospects*, third edition, (Englewood Cliffs, New Jersey: Prentice Hall, 1995), pp. 247-257, with Robert C. Gamble.

“Representative Bureaucracy and the EEOC: Did Civil Service Reform Make a Difference?” In Patricia W. Ingraham and David H. Rosenbloom, eds., *The Promise and Paradox of Civil Service Reform*, (Pittsburgh: The University of Pittsburgh Press, 1992), pp. 245-266, with David H. Rosenbloom.

Symposia Edited:

“Affirmative Action and Equal Employment Opportunity: Looking Toward the Twenty-First Century,” *Review of Public Personnel Administration*, Vol. 17, No. 4 (Fall 1997).

“Pay for Performance: Evaluating its Prospects for the 1990s and Beyond,” *Public Productivity and Management Review*, Vol. 17, No. 2 (Winter 1993).

Other Contributions:

“Civil Service,” in Jack Rabin, editor, *Encyclopedia of Public Administration and Public Policy*, (New York: Marcel Dekker, 2003).

“Merit System,” in Jack Rabin, editor, *Encyclopedia of Public Administration and Public Policy*, New York: Marcel Dekker, 2003).

“Human Resources Management in Local Government,” in Jack Rabin, editor, *Encyclopedia of Public Administration and Public Policy*, New York: Marcel Dekker, 2003).

“Adverse Impact,” in Jay M. Shafritz, editor, *The International Encyclopedia of Public Policy and Administration*, (Boulder, Colorado: Westview Press, 1997).

“Affirmative Action,” in Jay M. Shafritz, editor, *The International Encyclopedia of Public Policy and Administration*, (Boulder, Colorado: Westview Press, 1997).

“Affirmative Action Plan,” in Jay M. Shafritz, editor, *The International Encyclopedia of Public Policy and Administration*, (Boulder, Colorado: Westview Press, 1997).

“Equal Employment Opportunity,” in Jay M. Shafritz, editor, *The International Encyclopedia of Public Policy and Administration*, (Boulder, Colorado: Westview Press, 1997).

“Goals and Quotas,” in Jay M. Shafritz, editor, *The International Encyclopedia of Public Policy and Administration*, (Boulder, Colorado: Westview Press, 1997).

“Reverse Discrimination,” in Jay M. Shafritz, editor, *The International Encyclopedia of Public Policy and Administration*, (Boulder, Colorado: Westview Press, 1997).

Book Reviews:

Public Human Resource Management: Strategies and Practices for the 21st Century, by Paul R. Battaglio, in *International Review of Public Administration*, Vol. 23, No. 2. (June 2018), pp. 138-139.

The Pursuit of Fairness: A History of Affirmative Action, by Terry H. Anderson, in *American Journal of Legal History*, Volume 48, Issue 3, July 2006, Pages 338–340.

How Do Public Managers Manage? Bureaucratic Constraints, Organizational Culture, and the Potential for Reform, by Carolyn Ban, in *Public Productivity and Management Review*, Vol. 19, No. 2 (December 1995) pp. 235-237.

The Budget-Maximizing Bureaucrat: Appraisals and Evidence, edited by Andre Blais and Stephane Dion, in *Journal of Public Administration Education*, Vol. 1, No. 1 (May 1994) pp. 86-87.

Seedtime for the Modern Civil Rights Movement: The President's Committee on Fair Employment Practice 1941-1946, by Merl E. Reed, and *Forbidden Grounds: The Case Against Employment Discrimination Laws*, by Richard A. Epstein, in *Journal of Policy History*, Vol. 6, No. 4 (1994) pp. 504-508.

Public Sector Bargaining, second edition, edited by Benjamin Aaron, Joyce M. Najita, and James L. Sterns, in *Review of Public Personnel Administration*, Vol. 12, No. 5 (January/April 1992) pp. 69-71.

The Managerial Presidency, edited by James P. Pfiffner, in *Public Administration Review*, Vol. 51, No. 5 (September/October 1991) p. 455.

Program Evaluation and the Management of Government, edited by Ray C. Rist, in *The American Review of Public Administration*, Vol. 20, No. 4 (December 1990) pp. 320-321.

The Merit System and Municipal Civil Service: A Fostering of Social Inequality, by Frances Gottfried, in *The Journal of Politics*, (Spring 1989) pp. 454-456.

Selected Work in Progress:

“Feeling Left Out at Work? Testing the Antecedents and the Impacts of Workplace Ostracism of U.S. Federal Employees,” with Dhanakorn Mulaphong. Revise and Resubmit at *Public Personnel Management*.

“Challenging Discretion as a Means to Prioritize Equality Over Equity,” with Ellen Rubin and Keith Baker. In preparation for submission. This paper is scheduled for presentation at the spring 2025 ASPA conference.

“Does Agency Politicization Drive Voluntary Turnover Among Careerists?” with Nayeong Kim, in preparation.

CONFERENCE AND INVITED PRESENTATIONS

International:

Paper Presentation at the Public Management Research Conference (PMRC), June 27 – 30, 2023. Utrecht, Netherlands. “The End of Affirmative Action? Examining Arguments in the UNC and Harvard U.S. Supreme Court Cases,” with Ellen V. Rubin, Keith P. Baker, and Youjung Song.

Keynote Speaker at: *GIPA - 25 Years of Contributions to Georgian Public Service*, December 19, 2020. Tbilisi, Republic of Georgia, (online conference). “Honoring the Georgian Institute of Public Affairs on the Twenty-Fifth Anniversary of its Founding.”

Invited Speaker at the United Arab Emirates, Mohammed Bin Rashid School of Government, “Understanding the Requirements for NASPAA Accreditation,” July 15, 2019.

Paper Presentation at the Public Management Research Conference (PMRC), May 31 – June 2, 2018, Lee Kuan Yew School of Public Policy, Singapore, “Contracting and the Bureaucratic Representation of Minorities and Women: Examining Evidence from Federal Agencies,” with Lawrence Brown II.

Paper Presentation at the Public Management Research Conference (PMRC), June 22-24 2016, Aarhus University, Denmark, “The Merit Principle Under Assault: Evidence from the Frontlines of the U.S. Federal Government,” with Gene Brewer, Hal G. Rainey, and Ellen V. Rubin.

Keynote Speaker at *The 10th International Silk Road Conference*, May 22-23, 2015, Tbilisi, Republic of Georgia. “Government Performance: The Role of Effective Human Resources Management.”

Invited Speaker at the Georgian Institute of Public Affairs, May 21, 2015, Tbilisi, Republic of Georgia, “Effective Human Resources Management in the Public Sector: A Look at Recent Reforms.”

Paper Presentation at the Annual Meeting of the Network of Institutes and Schools of Public Administration in Central and Eastern Europe (NISPACEE), May 21-23, 2015, Tbilisi, Republic of Georgia, “The Emergence of International Accreditation in Public Administration and Public Policy.”

Paper Presentation at the Annual Meeting of the European Group for Public Administration, September 10-12, 2014, Speyer, Germany, “Administrative Values and Public Personnel Administration: Reflections on Civil Service Reform,” with Gene A. Brewer.

Invited Speaker at Seoul National University, June 13, 2012, Seoul, Republic of Korea, “Civil Service Reform in the United States.”

Invited Speaker at the Korean National Information Agency, June 14, 2012, Seoul, Republic of Korea, “Political and Administrative Values Underlying Administrative Reform.”

Paper Presentation at the Annual Meeting of the International Research Society for Public Management, April 12 - 14, 2012, Rome, Italy, “Emergent Public Service Motivation Among University Students: A Preliminary Look,” with Gene A. Brewer, Robert K. Christensen, and Justin M. Stritch.

Keynote Speaker for an International Human Resources Conference, sponsored by Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister, United Arab Emirates and Ruler of Dubai and the UAE, Federal Authority for Government Human Resources Management, Dubai International Convention and Exhibition Centre, Dubai, UAE, January 19 - 20, 2011, “The Critical Importance of Research and Education for Effective Public Sector Human Resources Management.”

Paper Presentation at The International Conference for Administrative Development: Towards Excellence in Public Sector Performance, November 1 - 4, 2009, Institute of Public Administration, Riyadh, Saudi Arabia, “Managing Human Resources to Improve the Performance of Public Organizations: The Role of Performance Evaluation.”

Paper Presentation at The International Conference for Administrative Development: Towards Excellence in Public Sector Performance, November 1 - 4, 2009, Institute of Public Administration, Riyadh, Saudi Arabia, “Administrative Values

and Administrative Reform: An Assessment in the Wake of the New Public Management,” with Gene A. Brewer.

Paper Presentation at the Annual Meeting of the American Political Science Association, September 2 - 6, 2009, Toronto, Canada, “Civil Service Reform Under George W. Bush: Ideology, Politics, and Public Personnel Administration,” with Gene A. Brewer.

Paper Presentation at the Annual Meeting of the International Research Society for Public Management, April 6 - 8, 2009, Copenhagen, Denmark, “Civil Service Reform and Personnel System Values,” with Gene A. Brewer.

Paper Presentation at the Annual Meeting of the International Research Society for Public Management, March 26 - 28, 2008, Brisbane, Australia, “Employee Assessments of Fairness in U.S. Federal Agencies: An Exploratory Analysis,” with Gene A. Brewer.

Invited Speaker at the Russian Academy of Public Administration, Moscow, Russia, November 14 - 19, 2006; February 28 - March 5, 2006; and September 17 - 21, 2005. Topics included Public Sector Human Resource Management Reform and Government Performance.

Paper Presentation at an International Conference on Human Resources Management Reforms in the Public Services, sponsored by the European Institute of Public Administration, Maastricht, Netherlands, September 26 - 27, 2005, “Civil Service Reform: Lessons Learned from Experience in the United States.”

Paper Presentation at the International Meeting on New Public Management and Civil Service Reform, Sponsored by the Korean Civil Service Commission, “Recent Trends in Civil Service Reform: A Cautionary Note,” Seoul, South Korea, May 2000.

Domestic:

Paper Presentation at the Annual Meeting of the American Society for Public Administration, March 20 - 24, 2023, (online conference). “The End of Affirmative Action? Examining Arguments in the UNC and Harvard U.S. Supreme Court Cases,” with Ellen V. Rubin, Keith P. Baker, and Youjung Song.

Paper Presentation at the Annual Meeting of the Public Management Research Association, June 12 - 14, 2019, Chapel Hill, North Carolina, “Representation and Retention of Women in STEM Jobs in U.S. Federal Agencies: A Note on the Potential Importance of Female Role Models,” with Lawrence A. Brown II.

Paper Presentation at the Annual Meeting of the Southern Political Science Association, January 4 - January 6, 2018, New Orleans, Louisiana, “Contracting and the Bureaucratic Representation of Minorities and Women: Examining Evidence from Federal Agencies,” with Lawrence A. Brown II.

Paper Presentation at the Annual Meeting of the American Political Science Association, August 31- September 3, 2017, San Francisco, California, "The Merits of Merit Principles: Evidence from the U.S. Federal Government," with Gene Brewer, Hal G. Rainey, Qiyuan Jin.

Paper Presentation at the Annual Meeting of the Midwest Political Science Association, April 6 - 9, 2017, Chicago, Illinois, "Representative Bureaucracy and Government Contracting: A Further Examination of Evidence from Federal Agencies," with Benjamin M. Brunjes.

Paper Presentation at the Annual Meeting of the American Society for Public Administration, March 16 - 19, 2017, Atlanta, Georgia, "Performance Appraisal Problems in the Public Sector: Examining Federal Supervisors' Perspectives," with Yu-Chun Lin.

Discussant at the Annual Meeting of the American Political Science Association, August 30 - September 2, 2012, New Orleans, Louisiana, Panel on "Diversity and Representation in the Public Sector" (conference canceled due to Hurricane Isaac).

Paper Presentation at the Annual Meeting of the American Political Science Association, August 30 - September 2, 2012, New Orleans, Louisiana, "The Pre-Career Consequences of Public Service Motivation: Exploring Service Orientation Among College Freshman," with Gene A. Brewer, Robert K. Christensen, and Justin M. Stritch. (Conference canceled due to Hurricane Isaac).

Discussant at the Annual Meeting of the American Political Science Association, August 31 - September 3, 2011, Seattle, Washington, Panel on "Public Personnel Systems: The Evolution and Impact of Employee Rights and Protections."

Paper Presentation at the National Conference of the American Society for Public Administration, March 20 - 24, 2009, Miami, Florida, "Three Issues Regarding Affirmative Action in the United States."

Paper Presentation at the Minnowbrook III Conference, September 5 - 7, 2008, Lake Placid, New York, "Representative Bureaucracy and Administrative Responsiveness: An Assessment of Theory and Research," with Vicky Wilkins.

Paper Presentation at the Annual Meeting of the American Political Science Association, August 28 - 31, 2008, Boston, Massachusetts, "The Impact of Federal Employee Perceptions of Justice and Fairness on Job Satisfaction, Organizational Performance, and Turnover Intentions," with Gene A. Brewer.

Paper Presentation at the Annual Meeting of the American Political Science Association, August 28 - 31, 2008, Boston, Massachusetts, "Examining Perceptions of Discrimination in the Federal Service: Agency and Demographic Effects," with Jungin Kim.

Paper Presentation at the National Conference of the American Society for Public Administration, March 7 - 11, 2008, Dallas, Texas, "Overcoming Disciplinary Myopia: Evidence of Representative Bureaucracy in the Criminal Justice Literature," with Mark Bradbury.

Paper Presentation at the Public Management Research Conference, October 25 - 27, 2007, Tucson, Arizona, University of Arizona University, "Employee Assessments of Fairness in U.S. Federal Agencies: An Exploratory Analysis," with Gene A. Brewer.

Paper Presentation at the Third Transatlantic Dialogue - Leading the Future of the Public Sector, Newark, Delaware, University of Delaware, May 31 - June 2, 2007, "Pushed into the Public Sector: Private Sector Discrimination and the Employment of Women and Minorities in State Government," with Jared Llorens and Jeffrey Wenger.

Paper Presentation at the Annual Meeting of the American Political Science Association, August 30 - September 1, 2007, Chicago, Illinois, "Contracting and the Bureaucratic Representation of Minorities and Women: Examining Evidence from Federal Agencies," with Janelle Williams.

Paper Presentation at the Annual Meeting of the American Political Science Association, September 1 - 4, 2005, Washington D.C., "Representative Bureaucracy: Exploring the Potential for Active Representation in Local Government," with Mark Bradbury.

Paper Presentation at the Annual Meeting of the Georgia Political Science Association, January 30 - February 1, 2003, Savannah, Georgia, "Administrative Theory and Civil Service reform: The Georgia Experience," with Lloyd G. Nigro.

Paper Presentation at the Annual Meeting of the American Political Science Association, August 29 - September 1, 2002, Boston, Massachusetts, "Classified vs. Unclassified State Employees in Georgia: A Difference that Makes a Difference?" with Lloyd G. Nigro.

Paper Presentation at the National Public Management Research Conference, October 18 - 20, 2001, Bloomington, Indiana, Indiana University, "Managing Diversity in the Federal Service: An Examination of Agency Programs," with Katherine C. Naff.

Paper Presentation at the Southeastern Conference on Public Administration, October 11 - 13, 2001, Baton Rouge, Louisiana. "Examining Civil Service Reform in Georgia," with Lloyd G. Nigro.

Paper Presentation at the Midwest Political Science Association, April 19 - 22, 2001, Chicago, Illinois, "Ensuring Employment Equity: Are Diversity Programs Making a Difference?" with Katherine C. Naff.

Paper Presentation at the National Conference of the American Society for Public Administration, March 10 - 13, 2001, Newark, New Jersey, "Civil Service Reform in Georgia: Findings of A Survey of State Employees' Views About *GeorgiaGain* and Act 816," with Lloyd G. Nigro.

Co-Chair for the Human Resources Management Section of the Program for the Annual Conference of the National Association of Schools of Public Affairs and Administration (NASPAA), Richmond Virginia, October 19 - 21, 2000.

Paper Presentation at the Annual Meeting of the American Political Science Association, August 31 - September 3, 2000, Washington D.C., "Diversity Programs in Federal Agencies: A Dog that Didn't Bark?" with Katherine C. Naff.

Paper Presentation at the Annual Meeting of the American Political Science Association, August 31 - September 3, 2000, Washington D.C., "The Reinvention of Public Personnel Administration: An Analysis of the Diffusion of Personnel Management Reforms in the States," with Sally Coleman Selden.

Paper Presentation at the Midwest Political Science Association, April 27 - 30, 2000, Chicago, Illinois, "Diversity Initiatives in Federal Government Organizations: A Preliminary Look at Variation in Agency Efforts," with Katherine C. Naff.

Paper Presentation at the Fifth National Public Management Research Conference, December 3 - 4, 1999, College Station, Texas. "Reinventing Public Personnel Management: Ethical Implications for Managers and Public Personnel Systems."

Service as a Panel Chair and Discussant at the National Conference of the American Society for Public Administration, April 10 - 13, 1999, Orlando, Florida, panel on "Looking at State Government: Key Reforms and Trends in Human Resource Management."

Paper Presentation at a Symposium on the Future of Merit sponsored by The Woodrow Wilson International Center for Scholars in Washington D.C., November 18, 1998. "Civil Service Reform and Incentives in the Public Service," with Hal G. Rainey.

Paper Presentation at the Annual Meeting of the American Political Science Association, September 3 - 6, 1998, Boston, Massachusetts. "Volunteers in State Government: Use, Program Management, and Results," with Jeffrey L. Brudney.

- Paper Presentation at the Annual Meeting of the American Political Science Association, September 3 - 6, 1998, Boston, Massachusetts. "The Americans with Disabilities Act: A Note on Personnel Policy Impacts in State Government."
- Service as Panel Chair at the National Public Management Research Conference, October 30 - November 1, 1997, Athens, Georgia, panel on "Performance and Quality: What Counts?"
- Paper Presentation at the Annual Meeting of the American Political Science Association, August 28 - 31, 1997, Washington D.C. "Affirmative Action Under Fire: The Current Controversy and the Potential for State Policy Retrenchment," with Sally Coleman Selden and Jerome S. Legge.
- Paper Presentation at the Southwest Social Science Association Annual Meeting, March 26 - 29, 1997, New Orleans, Louisiana, "The Reinventing Government Movement: A Review and Critique."
- Paper Presentation at the Southeastern Conference on Public Administration, October 3 - 5, 1996, Miami, Florida. "Pay-for-Performance Systems in State Government: Perceptions of State Agency Personnel Managers," with Sally Coleman Selden.
- Service as Panel Chair at the Annual Meeting of the American Political Science Association, September 1 - 4, 1994, New York, New York, panel on "New Perspectives on Public Employee Research."
- Paper Presentation at the Annual Meeting of the American Political Science Association, September 1 - 4, 1994, New York, New York. "Turnover in the Federal Service: A New Look at the Evidence," with Will Osuna.
- Paper Presentation at the Annual Meeting of the American Political Science Association, September 1 - 4, 1993, Washington D.C. "A Typology of Federal Government Agencies: Development and Applications," with Jeffrey L. Brudney and Euel Elliott.
- Service as a Discussant at the Annual Meeting of the Southern Political Science Association, November 5 - 7, 1992, Atlanta, Georgia, panel on "Labor-Management Relations, Personnel Policy, and Professional Training."
- Service as A Discussant at the Annual Meeting of the American Political Science Association, September 3 - 6, 1992, Chicago, Illinois, panel on "Current and Future Challenges to the Public Work Force."
- Paper Presentation at the Southeastern Conference on Public Administration, October 7 - 9, 1992, Montgomery, Alabama, "Understanding Turnover in the Federal Government," with Will Osuna.

Organized and Chaired a Panel at the Southeastern Conference on Public Administration, October 16 - 18, 1991, Charlotte, North Carolina, panel on "Current Issues in Public Administration Education."

Service as a Discussant at the Annual Meeting of the American Political Science Association, August 29 - September 1, 1991, Washington D.C., panel on "Representative Bureaucracy: Looking for Correlates and Potential Impacts."

Organized and Chaired a Panel at the Southwest Social Science Association Annual Meeting, March 27 - 30, 1991, San Antonio, Texas, panel on "Representative Bureaucracy: Recent Research on Minority and Female Employment in the Public Workforce."

Paper Presentation at the Southwest Social Science Association Annual Meeting, March 27 - 30, 1991, San Antonio, Texas, "Organizational and Political Influences on Federal Agency Integration: A Pooled Regression Analysis," with Euel Elliott.

Paper Presentation at the Southern Political Science Association Annual Meeting, November 8 - 10, 1990, Atlanta, Georgia, "The Supreme Court, Affirmative Action, and Public Management: Where Do We Stand Today?"

Service as a Discussant at the Southern Political Science Association Annual Meeting, November 8 - 10, 1990, Atlanta, Georgia, panel on "Trends in Public Personnel Administration."

Paper Presentation at the National Conference of the American Society for Public Administration, April 7 - 9, 1990 Los Angeles, California, "A Conceptual Framework for Analysis of Appointee-Careerist Relations: Drawing on Concepts from Organizational Behavior," with Hal G. Rainey.

Service as a Discussant at the Southern Political Science Association Annual Meeting, November 2 - 4, 1989, Memphis, Tennessee, panel on "Challenging Issues in Public Administration."

Service as a Discussant at the Southern Political Science Association Annual Meeting, November 2 - 4, 1989, Memphis, Tennessee, panel on "Politics and Administration: A National Perspective."

Paper Presentation at the Southeastern Conference on Public Administration, October 4 - 6 1989, Jackson, Mississippi, "Correlates of Federal Agency Integration."

Service as a Discussant at the Annual Meeting of the American Political Science Association, August 31 - September 3, 1989, Atlanta, Georgia, panel on "Problems in Public Personnel Policy."

Paper Presentation at the National Conference of the American Society for Public Administration, March 28 - April 1, 1987, Boston, Massachusetts, "The 1978 Civil Service Reform and Federal Equal Employment Opportunity."

Participant in Roundtable Discussion at the Annual Meeting of the Southwest Social Science Association, March 18 - 21, 1987, Dallas, Texas, discussion on "New Directions in Affirmative Action Research."

Paper Presentation at the National Conference of the American Society for Public Administration, April 13 - 16, 1986, Anaheim, California, "Conceptual, Methodological, and Data Base Difficulties in Assessing Federal EEO Efforts."

Paper Presentation at the Region VI meeting of the American Society for Public Administration, October 6 - 8, 1983, Chicago, Illinois, "Affirmative Action in the Federal Bureaucracy: An Evaluation," with Susan Ann Kay

SERVICE ON EDITORIAL BOARDS

Member of the Board of Editors of *Public Personnel Management*, 2020 – present.

Member of the Board of Editors of the *Journal of Public Affairs Education*, 1995 - 1997 and 2010 - present.

Member of the Board of Editors of the *Review of Public Personnel Administration*, 1997 - present.

Member of the Board of Editors of the *Chinese Public Administration Review*, 2007 - present.

Member of the Board of Editors of the *International Journal of Management Studies and Research*, 2008 - present.

Member of the Board of Editors of the *Journal of Human Resource and Sustainability Studies*, 2013 - present.

Member of the Board of Editors of the *Journal of Public Administration Research and Theory*, 2002 - 2010.

Member of the Board of Editors of *Public Administration Review*, 1998 - 2001.

SERVICE TO PROFESSIONAL ORGANIZATIONS

National Academy of Public Administration (NAPA)

Elected Fellow, 2016.

Member of a five-person NAPA panel to examine the functions and organization of the U.S. Office of Personnel Management and report to the U.S. Congress, 2020 - 2021.

Network of Schools of Public Policy, Affairs, and Administration (NASPAA):

President, 2014 - 2015.

Member of the Nominating Committee 2016 - 2017.

Immediate Past-President and Chair of the Nominating Committee, 2015 - 2016

Vice President and President-elect, 2013 - 2014.

Member of the National Council of Pi Alpha Alpha, The National Honor Society for Students in Public Affairs and Administration, 2003 - 2005 and 2008 - 2012.

Chair of Accreditation Site Visit Teams for the Truman School of Public Affairs at the University of Missouri 2011, the University of South Florida 2010, Villanova University 2009, and Grambling State University 2008.

Member of the Taskforce on Eligibility for Accreditation, fall 2009 - spring 2010.

Member of the Executive Council, 2003 - 2006.

Member of the Commission on Peer Review and Accreditation (COPRA - the National Accreditation Body for Graduate Programs in Public Affairs and Administration), 2004 - 2007.

Chair of the Conference Site Selection Committee 2004 and 2005.

Chair of the Dissertation Award Committee 2004 and 2005.

American Political Science Association (APSA):

Member of the Doctoral Dissertation Research Improvement Grant Award Committee for 2020. The Committee reviewed 177 grant applications from PhD students and recommended 25 awards.

Chair, Section on Public Administration, 2007 - 2008.

Chair Elect, Section on Public Administration, 2006 - 2007.

Program Chair, Section on Public Administration, 2006 National Conference.

Section Treasurer, Section on Public Administration, 1999 - 2004.

Member of the Executive Committee of the Section on Public Administration, 1991 - 1994 and 1999 - 2004.

Editor of *Administration and Politics*, the newsletter for the Section on Public Administration, 1991-1994.

American Society for Public Administration (ASPA):

Co-Chair of the Program Committee for the 2023 Southeastern Conference for Public Administration, Atlanta, Georgia, September 27 – 30, 2023.

Immediate Past Chair, Section on Personnel Administration and Labor Relations, 2022 – 2023.

Chair, Section on Personnel Administration and Labor Relations, 2020 – 2022.

Vice Chair and Chair Elect, Section on Personnel Administration and Labor Relations, 2018 - 2020.

Chair, Section on Public Administration Education, 2003 - 2005.

Chair-Elect, Section on Public Administration Education, 2001- 2003.

Member of the Executive Committee of the Section on Personnel Administration and Labor Relations, 1999 - 2005.

Member of the Chapter Council of the Georgia Chapter, 1996 - 1997 and 1999 - 2000.

Member of the Executive Committee of the Section on Public Administration Education, 1990 - 2001.

Editor of *SPAEE Forum*, the quarterly newsletter for the Section on Public Administration Education, 1990 - 1994.

OTHER PROFESSIONAL SERVICE:

Member of the U.S. Office of Personnel Management, PRA Review Board to evaluate nominees for the 2024 *Presidential Rank Awards* which honor Distinguished Service by members of the federal Senior Executive Service and other senior leaders in the federal civil service.

Consulted with the U.S. Office of Personnel Management on the development of a FY2026-2030 Strategic Plan and Learning Agenda. (Spring 2024).

Member of the Academic Advisory Board of the Partnership for Public Service, in Washington D.C., 2001 - 2008.

Manuscript Referee for Academic Journals Including:

Journal of Public Administration Research and Theory
Public Administration Review
American Journal of Political Science
Review of Public Personnel Administration
The American Review of Public Administration
International Public Management Journal
Journal of Policy Analysis and Management
International Review of Administrative Sciences
Journal of Public Administration Education
Social Science Quarterly
Policy Studies Journal
Urban Affairs Quarterly
State and Local Government Review
International Journal of Public Administration

UNIVERSITY SERVICE

Member of the University of Georgia, Promotion and Tenure Review Committee for Social & Behavioral Sciences, Fall 2023 – present.

Member of the University of Georgia, Graduate Council, 2021 – 2024.

Member of the University of Georgia, Graduate Council, Appeals Committee, 2022 – 2024.

Chair of the University of Georgia, Graduate Council, Appeals Committee, 2022 – 2023.

Member of the Department of Public Administration and Policy, Faculty Executive Committee (elected position) 2014 – 2018 and 2023 – 2024.

Member of the School of Public and International Affairs, Faculty Council, (elected position) 2002 – 2008 and 2022 – present and.

Member of the Department of Public Administration and Policy, Faculty Recruitment Committee for a position in Public Management, Fall 2021.

Member of the University of Georgia, Promotion and Tenure Appeals Committee, 2016 - 2021.

Member of the Department of Public Administration and Policy, Faculty Recruitment Committee for a position in Public Management, Fall 2019.

Member of the Department of Public Administration and Policy, Faculty Recruitment Committee for a position in Public Management, Fall 2018.

Chair of the Department of Public Administration and Policy, Faculty Recruitment Committee for the position of MPA Director, 2017 - 2018.

Member of the University of Georgia, Search Committee for the Dean of the School of Public and International Affairs, 2016 - 2017.

Member of the Department of Public Administration and Policy, Faculty Recruitment Committee for the Golembiewski Chair in Public Administration. 2016 - 2017.

Member of the University of Georgia, Selection Committee for Distinguished Research Professorships, 2015 - 2017.

Chair of the Department of Public Administration and Policy, Faculty Recruitment Committee, Fall 2014.

Chair of the Program Review Committee to review the University of Georgia, Equal Opportunity Office, Fall 2010 - Spring 2011.

Member of the School of Public and International Affairs, Curriculum Committee, 2002 - 2008.

Member of the Department of Public Administration and Policy, Faculty Recruitment Committee, 2002 - 2005 and 2006 - 2007 (Committee Chair).

Member of the University of Georgia search committee to review candidates for the position of Associate Director of the Carl Vinson Institute of Government, 2006 - 2007.

Member of the University of Georgia search committee to review candidates for the position of Associate Vice President for Human Resources, 2000 - 2001.

Member of the University of Georgia search committee to review candidates for the position of Director of the Carl Vinson Institute of Government, 2000 - 2001.

Member of the University of Georgia, Franklin College of Arts and Sciences, Computing Committee, 1995 - 2000.

Chair of a University of Georgia, Franklin College of Arts and Sciences, Computing Subcommittee for the distribution of funding for technology assistance to academic departments, Spring 1997.

Member of the University of Georgia, Campus Information Technology Forum, 1997-1998.

Member of the Department of Political Science, Graduate Committee, 1992 - 1995 and 1999 - 2002.

Chair of the Department of Political Science, Computing and Instructional Technologies Committee, University of Georgia, 1992 - 2000.

Member of the Department of Political Science, Faculty Executive Committee, University of Georgia, 1995 - 1996, 1997 - 1998, 1998 - 1999, and 1999 - 2000, elected position.

Member of the Department of Political Science, Diversity Committee, University of Georgia, 1990 - 1991.

Editor of the Department of Political Science Newsletter, University of Georgia, 1994 - 1995.

GRANTS FUNDED

U. S. Department of State, grant of \$300,000 to develop and implement a program to improve the standards of academic research in universities and institutes in the Republic of Georgia, DOSGEO-15-GR-004-031116, Summer 2016 - Fall 2018.

Pricewaterhouse Coopers Endowment for the Business of Government, grant of \$15,000 for research on diversity management programs in federal agencies, 2000.

OTHER PROFESSIONAL ACTIVITIES

International:

Consultant to the Israel Science Foundation for review of research proposals requesting funding, Spring, 2022.

Consultant to the Open Innovation Team of the Cabinet Office of the United Kingdom, a staff support unit for the UK Prime Minister and Cabinet, September 2020.
Topic: Civil Service Reform.

Consultant to the United Arab Emirates, Mohammed Bin Rashid School of Government, for a comprehensive review of the school's programs, faculty, and staff and an assessment of the potential for NASPAA accreditation, July 1 - 20, 2019.

Instruction in Social Science Research Methods, Georgian Institute for Public Administration, Tbilisi, Republic of Georgia, July 1 - July 21, 2017, December 4 - 8, 2017, and July 2 - July 13, 2018, December 3 - 7, 2018.

Consultant to the United Arab Emirates, Ministry on Higher Education and Scientific Research, Commission for Academic Accreditation for an accreditation study at the Mohammed Bin Rashid School of Government, November 12 - 15, 2017 and May 21 - 27, 2016, Dubai, United Arab Emirates.

Consultant to the United Arab Emirates, Ministry on Higher Education and Scientific Research, Commission for Academic Accreditation. Accreditation study at the Dubai School of Government, March 11-14, 2012; September 7 - 11, 2008 and the University of Sharjah, April 26 - 29, 2008, Dubai, United Arab Emirates.

Consultant to the Georgian Institute for Public Administration, Tbilisi, Republic of Georgia on curriculum development and research, June 2006 - 2008.

Instruction in Public Management, Georgian Institute for Public Administration, Tbilisi, Republic of Georgia, November 28 - December 12, 2011; June 8 - 12, 2009, May 19 - June 6, 2008; June 12 - 30, 2006; and May 17 - June 4, 2004.

Training Seminars in Public Sector Human Resources Management for Chinese local and regional government officials in Shanghai and Beijing, Peoples Republic of China, June 2000.

Training Seminars in Public Management for Ukrainian local government officials, Uzhgorad State University, Uzhgorad, Ukraine, February 1996.

Domestic:

Consultant to the Center for Economic and Policy Research, Revolving Door Project on the relationship between contracting out for public services by federal agencies and the federal employment of minorities and women, October 2020.

Member of an External Review Team to review graduate programs in Public Administration at North Carolina State University, March 2007 and March 2014.

Invited Speaker at the Conference of The Council for State Personnel Administration, August 23, 2005, Athens, Georgia, sponsored by the Carl Vinson Institute of Government.

Consultant to the Central Savannah River Area, Regional Development Center, Augusta, Georgia for job evaluation and compensation studies for McDuffie County, Georgia and the City of Sandersville, Georgia, Spring 2001.

Consultant to the Jackson County, Georgia, Board of Commissioners for a study involving job analysis, job evaluation, and the development of a new compensation system for the county work force, Fall 2000 - Spring 2001.

Consultant to the State Merit System of Georgia for an evaluation of the implementation and impact of civil service reform in Georgia including the state's merit pay system (Georgia Gain) and the decentralization of the state's personnel management function accomplished through the civil service reform law of 1996 (known as Act 816), January - December 2000.

Testimony before the Senate Government Operations Committee, Georgia Senate, Atlanta, Georgia, November 8, 1999, delivered comments on legal issues that help to distinguish public sector management from management in the private sector and a summary of research findings on public sector pay for performance.

Testimony before the House Government Operations Committee, Georgia House of Representatives, Atlanta, Georgia, October 20, 1999, delivered comments on legal constraints on personnel management in the public sector and the significance of merit systems of employment.

Testimony at a Legislative Policy Conference, Rayburn House Office Building, United States Congress, Washington D.C., July 15 - 16, 1999, delivered comments on implications of the reinventing government movement.

Training Courses in Human Resources Management at the U. S. Patent and Trademark Office, April 29 - May 1, 1999 and the U. S. Defense Security Service, October 4-6, 1999.

Consultant to Athens/Clarke County, Solid Waste Division/Recycling Division, project to evaluate the government's recycling program, Summer - Fall, 1997.

Consultant to the Gwinnett County, Georgia, Tax Commissioner's Office, Commissioner's Reorganization Project, 1996 -1997.

Consultant to the Oconee County, Georgia, Board of Commissioners for a job evaluation and compensation study for the county work force, Spring, 1994.

Keynote Speaker at the 5th Annual Southeast Regional Federal Affirmative Action Conference sponsored by the U.S. Equal Employment Opportunity Commission, "Affirmative Action and Equal Employment Opportunity: Looking Toward the Future," Atlanta, Georgia, August 17 - 22, 1993.

Guest Speaker at the 1989 Fall Conference of Georgia State Personnel Directors, "The Merit Principle and Public Personnel Administration," Savannah, Georgia, October 30 - 31, 1989.

AWARDS:

John Gaus Award and Lectureship, 2019, Honoring a Lifetime of Excellence in Scholarship in the Joint Tradition of Political Science and Public Administration, American Political Science Association. Delivered a lecture entitled "Human Resources and Public Administration," August 30, 2019 in Washington D.C.

Student Career Success Influencer Award, February 2023, University of Georgia, Career Center

Best Public Sector Human Resources Book, 2007, American Society for Public Administration, Section on Personnel Administration and Labor Relations for: *Understanding Affirmative Action: Politics, Discrimination, and the Search for Justice*, (Washington D.C.: Georgetown University Press, 2006).

Outstanding Scholarship in Public Sector Human Resources, 2006, American Society for Public Administration, Section on Personnel Administration and Labor Relations.

Professor of the Year, 1991-1992, 1994-1995, and 1995-1996, Selected by Public Administration graduate students at the University of Georgia.

PHD STUDENTS SUPERVISED

	Completed		
		12	Dhanakorn Mulaphong, 2019
1	Sally Coleman Selden, 1995	13	Lawrence Brown, 2020
2	Jennifer Ann Wade, 2000	14	Jekyung Lee, 2020
3	Mark Daniel Bradbury, 2004	15	Jordan Long, 2021
4	Peter Larry Gess, 2006	16	Yoon Kyoung Cho, 2021
5	Anne Lockwood Williamson, 2007	17	Alton Standifer, 2021
6	Jared James Llorens, 2007	18	Tommy Valentine, 2024
7	Christine Ledvinka Rush, 2009	19	Jeeyeon Kim
8	Ellen Rubin, 2009	20	Samuel Perren
9	Jungin Kim, 2010		
10	Yu-Chun Lin, 2017		In Progress
11	Lee Robinson, 2019	1	Nayeong Kim

MEMBERSHIP IN PROFESSIONAL ORGANIZATIONS

American Society for Public Administration
 American Political Science Association
 Public Management Research Association