General Research Interests
Managerial Leadership
Women and Leadership
Management Education and Development
Collaboration

Books
Quinn, Robert E., Sue R. Faerman, Michael P. Thompson, Michael R. McGrath, and David Bright

Quinn, Robert E., Sue R. Faerman, Michael P. Thompson, Michael R. McGrath, and Lynda St. Clair

Quinn, Robert E., Sue R. Faerman, Michael P. Thompson, Michael R. McGrath, and Lynda St. Clair

Quinn, Robert E., Sue R. Faerman, Michael P. Thompson and Michael R. McGrath

Quinn, Robert E., Sue R. Faerman, Michael P. Thompson and Michael R. McGrath

DeSario, Jack, Sue R. Faerman, and James Slack

Faerman, Sue R., Robert E. Quinn, Michael P. Thompson and Michael R. McGrath

Quinn, Robert E., Sue R. Faerman, Michael P. Thompson and Michael R. McGrath
1990  *Becoming a Master Manager: A Competency Framework*, New York: John Wiley & Sons. (translated into Dutch, Korean and Spanish)

Articles and Published Proceedings
Arsenault, Peter, and Sue R. Faerman
Articles and Published Proceedings--cont’d.
Kim, Ji Sung, and Sue R. Faerman

Cho, Taejun, Sue R. Faerman and Minchul Shin

Cho, Taejun, Sue R. Faerman and Sujae Yoon

Goel, Sunita, Jagdish Gangolly, Sue R. Faerman and Ozlem Uzener

Cho, Taejun, and Sue R. Faerman

Faerman, Sue R.

Cho, Taejun, and Sue R. Faerman

Cho, Taejun, and Sue R. Faerman

Zhang, Jing, and Sue R. Faerman

Martin, Eric C., Sue R. Faerman and David P. McCaffrey

Zhang, Jing, Sue R. Faerman and Anthony M. Cresswell

Zhang, Jing and Sue R. Faerman

Miller, Judith L. and Sue R. Faerman
**Articles and Published Proceedings--cont’d.**

Zhang, Jing and Sue R. Faerman

Faerman, Sue R., David P. McCaffrey, and David Van Slyke

Faerman, Sue R., David P. McCaffrey, and David Van Slyke

Faerman, Sue R.

McCaffrey, David P., Sue R. Faerman, and David Hart

McCaffrey, David P., and Sue R. Faerman

Faerman, Sue R.

DiPadova, Laurie N. and Sue R. Faerman

Faerman, Sue R. and Carolyn Ban

Faerman, Sue R. and Theodore D. Peters

Ban, Carolyn and Sue R. Faerman

Faerman, Sue R. and Kary D. Jablonka
Articles and Published Proceedings--cont’d.
Faerman, Sue R. and Kary D. Jablonka

Faerman, Sue R., Robert E. Quinn and Michael Thompson

Carrier, Harold D. and Sue R. Faerman

Faerman, Sue R., Robert E. Quinn and Michael R. McGrath

Faerman, Sue R. and Robert E. Quinn

Faerman, Sue R. and Robert E. Quinn

Book Chapters
Connelly, David R., Jing Zhang and Sue R. Faerman

Faerman, Sue R.

DiPadova, Laurie N., and Sue R. Faerman

Faerman, Sue R.

Faerman, Sue R., Laurie N. DiPadova and Robert E. Quinn

Ban, Carolyn, Sue R. Faerman and Norma Riccucci
**Book Chapters--cont’d.**

DiPadova, Laurie N. and Sue R. Faerman


**Book Review**


**Conference Presentations**


2011 The National Academy of Management Meetings, San Antonio, Texas, “Encounters with Organizational Politics: A Case Study of New Managers’ Views of Political Behavior” (with Hyun Hee Park)

2011 Public Management Research Conference, Syracuse, NY., “Becoming a Manager: Learning the Power of Emotional and Social Intelligence” (with Hyun Hee Park)


2006 Collaborative Public Management Conference, Washington, D.C., “Paradox in Collaborative Relationships Calls for Paradoxical Behaviors in Leaders” (with David Connelly and Jing Zhang)

2006 The 39th Annual Hawaii International Conference on System Sciences, Kauai, Hawaii, “The Effect of Organizational/Technological Factors and the Nature of Knowledge on Knowledge Sharing” (with Jing Zhang and Anthony Cresswell).

2004 The 37th Annual Hawaii International Conference on System Sciences, Big Island, Hawaii, “The Nature of Knowledge and Its Influence on Knowledge Sharing Practice: Experiences from Building the MACROS System” (with Jing Zhang).

2004 The National Academy of Management Meetings, New Orleans, Louisiana, “Knowledge Transformation in Developing a Cross-Boundary Knowledge Sharing System” (with Jing Zhang and Anthony Cresswell)


2000 NASPAA Annual Conference, Richmond, Virginia, “Integrating Service Learning into Management Skills Development Courses.”
Conference Presentations—cont’d.

1998 The National Academy of Management Meetings, San Diego, California, Served on panel entitled “What Matters Most: Enhancing the Quality of Our Human Ties through Service Learning.”

1997 NASPAA Annual Conference, Raleigh, North Carolina, “Teaching Creative Conflict Management.”

1997 The National Academy of Management Meetings, Boston, Massachusetts, “Managerial Leadership & Organizational Hierarchy: An Exploration of the Similarities and Differences in Managerial Roles at Hierarchical Levels” (with Laurie N. DiPadova); and “Regionalization: A Delicate Balance Between Competition and Cooperation Across Local Governments.”


1993 NASPAA Annual Conference, Orlando, Florida, Served on panel on “The Faculty Workforce Project.”

1992 NASPAA Annual Conference, Cleveland, Ohio, Served on panel on “Connecting Mission and Outcomes Assessment.”


1991 NASPAA Annual Conference, Baltimore, Maryland, Served on panel on “The Faculty Workforce Project” and on a panel on “Meeting the Challenge of Assessment.”


Conference Presentations—cont’d.

1989  12th Annual Conference on Teaching Public Administration, Charlottesville, Virginia, “Evaluating the Outcomes of Managerial Education” (with Kary D. Jablonka).

1988  NASPAA Conference on Education for the Public Service, Atlanta, Georgia, Served on panel on “The Role of Outcomes Assessment in Evaluating Curricula” (with Michael P. Thompson); and on a panel on “The Challenges of Educating International Students in the United States and Abroad” (with James Heaphey and David McCaffrey).


1987  The National Academy of Management Meetings, New Orleans, Louisiana, Served as discussant on a panel on “Integrating Qualitative and Quantitative Methods.”


1986  The 47th Annual Conference of the American Society for Public Administration, Anaheim, California, “100 Pages a Week: The Development of Skill-Based Curriculum.”


1985  The National Academy of Management Meetings, San Diego, California, “Explaining Participation in Employee Suggestion Programs: A Public Sector Example” (with Michael R. McGrath and John Rohrbaugh).


Conference Presentations—cont’d.


1983  National Standing Conference on Technology and the Public Services, Newport, Rhode Island. “Application of Decision Support Technology to Public Service Planning.”


1982  National Industrial-Organizational Psychology and Organizational Behavior Graduate Student Convention, University of Maryland, College Park, Maryland, “The Relationship Between Perceptual Measures of Organizational Effectiveness Criteria and Participation in Decision Making” (with Michael R. McGrath).


Technical Reports and Other Published Works

Faerman, Sue R., and Kathleen Barnes

Faerman, Sue R., Alissandra D’Aquanni, Kathleen Barnes and George Smith
1997  New York State Department of Health Organizational Culture Assessment, A Report to the New York State Department of Health.

Adams, Judith A., Deborah L. Andersen, Sharon S. Bonk, Sue R. Faerman and Thomas J. Galvin
1993  Electronic Information Access Technologies: A Faculty Needs Assessment, Study supported in part by a grant from the Council on Library Resources.

Friedman, Sally, Sara Knapp, Sue Faerman, Gloria Desole, Joy Guarino and Leonard Young

Ban, Carolyn and Sue R. Faerman

Butler, Meredith and Sue R. Faerman
Technical Reports and Other Published Works--cont’d.

Faerman, Sue R., Dianne Lowrey and James Norris

Faerman, Sue R. and Doa-Hoon Kim
1985 A System Dynamics Model of Phased-Retirement in New York State, A Report to the New York State Office for the Aging.

Quinn, Robert E., Sue R. Faerman and Thomas Kinney

Rohrbaugh, John, Sue Faerman, and Michael R. McGrath
1981 An Examination of the New York State Employee Suggestion Program, A Report to the Joint Labor-Management Committee on Work Environment and Productivity.

Faerman, Sue R.

Professional Experience

Present
Position: Dean, College of Computing and Information (2014-present; Interim Dean (2013-2014)) and Distinguished Teaching Professor, Department of Public Administration and Policy, Rockefeller College of Public Affairs and Policy (Professor, 2000-2007; Associate Professor, 1993-2000; Assistant Professor, 1987-1993); Member of the Organizational Studies Doctoral Program Faculty (1991-2010; 1987-1991, Affiliate Member); and Affiliate Member of the Information Sciences Doctoral Program, University at Albany, SUNY.

Vice Provost and Dean for Undergraduate Education (2005-2013) [Senior Vice Provost for Undergraduate Education (2013-2014); Dean of Undergraduate Studies (1999-2005), Director of the Center for Excellence in Teaching & Learning (2003-2006)]

1984-1987: Director, Center for Organization and Policy Studies, Institute for Government and Policy Studies, Rockefeller College of Public Affairs and Policy, University at Albany, SUNY.

1983-1984: Research Associate, Institute for Government and Policy Studies, Rockefeller College of Public Affairs and Policy, University at Albany, SUNY.

1980-1983: Research Assistant, Graduate School of Public Affairs, University at Albany, SUNY.


Teaching Experience

Undergraduate Academic Courses: Freshman Seminar Program: Leadership Human Identity and Technology (team-taught) Living with Large Organizations/Understanding Public Organizations Women and Leadership
Teaching Experience--cont’d.

Graduate Academic Courses:

Methods of Research I
Professional Applications II: Personal and Professional
Research Methods and Statistics
Seminar in Research Methodology
Organizational Analysis and Development
Managerial Leadership in the Public Sector
Working with People and Groups
Organizational Behavior
History of Organizational Behavior and Theory
Strategic Leadership Institute: The Facilitator Role
   (taught for NYS Office of the State Comptroller)
Women and Public Service Leadership

Workshops:

Component A in PSTP
Organizational Effectiveness
Critical and Creative Thinking
Conflict Management
Decision Making
Time and Stress Management
Managerial Uses of Computing
Small Group Dynamics
Team Building
Cost-Benefit Analysis
Transitions in Professional Careers
Self-Awareness
The Competing Values Approach to Management
Organizational Learning: Supporting and Sustaining Change
Leadership, Paradox and Organizational Change;
   Organizational Learning and Organizational Change
   (taught for Intergovernmental Solutions Program)
The Facilitator Role (taught for Strategic Leadership
   Institute-Office of the State Comptroller)
The Innovator Role (taught for Strategic Leadership
   Institute-Office of the State Comptroller)

Dissertation Committees (completed dissertations only):

Chair:
Karyn Andrade (2012); Kathleen Barnes (Organizational Studies – 2006), Morris Bidjerano
David Connelly (2005), John D’Agati (co-chair) (2007), Angela Chen Dalton (co-chair) (2009),
Laurie DiPadova (1995), Charles Han (1999), Martin Fogelman (Information Science – 1999),
Garreth Lynch (1999), Lepora Manigault (2003), Victoria Marrone (2005), Eric Martin (co-chair)
(2001), Candace Matelic (Organizational Studies – 2007), Janet Mayo (2004), Corinne Nyquist
(Information Science – 2004), Hyun Hee Park (co-chair) (2012); Matthew Pelish (Information
Michael Stratton (2006), Moira Tolan (Organizational Studies – 2007), Triparna Vasavada (2007),
Committee Member:

Consultancies and Interventions

Developing an Organizational Effectiveness Assessment Instrument
Worked with a non-profit foundation to develop two assessment instruments that would help them determine current levels of organizational effectiveness and capacity in non-profit agencies applying for funding. One assessment instrument focuses on effectiveness; the second focuses on ability to manage organizational paradoxes. The two instruments will be used to help the foundation work with agencies on developing internal capacity.

Organizational Culture Assessment/Organizational Culture and Employee Satisfaction Study
Served as project director on two studies to help a large state agency to develop a better understanding of its organizational culture. The first study was conducted during the early phases of a strategic planning effort and was designed to identify areas that would facilitate or hinder organizational change during their strategic planning efforts. The study involved approximately 120 interviews and an agency-wide survey. The second study was conducted two years later and was designed essentially as a follow-up to the first study, but also focused on issues of employee satisfaction, employee recognition, and how employees had experienced the changes over the two-year time period.

Survey of Chapter Offices/Survey of Consumers
Helped a New York State non-profit agency develop a survey that was sent to its local chapter offices. The survey was intended to identify how the central office could better meet the needs of the local offices. Also helped the agency conduct focus groups in order to develop a survey to be sent to consumers.

Team Building
Worked with the Northeast Region of a major firm to do team building within the region, which consisted of five area offices. Team building sessions were held at the regional level, as well as at the area office level. Sessions were designed to be consistent across the region, but with consideration given to differences across the five area offices.

Evaluation of Managerial Skill Development Project
Served as a consultant to The Cleveland Foundation, evaluating a program designed to evaluate and develop non-cognitive managerial skills of undergraduate business school students.

Disability Needs Assessment Project
A needs assessment to examine the needs of people with disabilities in the Professional Employees of the State University bargaining unit for special equipment, modifications and special services. The purpose of the needs assessment was to provide information necessary to establish a Special Assistance Fund through the NYS/UUP Affirmative Action Committee.
Consultancies and Interventions—cont’d.

Examining the Structure of Supervision in New York State and Supervision Workshop Design
A needs assessment to examine the needs of first-line supervisors in the Professional, Scientific and Technical bargaining unit in New York State for basic supervisory training. The results of the needs assessment was used in the design of the curriculum. Also helped design and facilitate a two-day curriculum design conference.

Creating Your Identity as a Supervisor
Consulted on the design of a teleconference for first-line supervisors in the Professional, Scientific and Technical bargaining unit in New York State on creating one’s identity as a supervisor.

Management and Organization Development
An intervention to address the need for management training for clinicians in a psychiatric facility. The training looked at organizational change issues as well as individual training needs of “clinicians-turned-managers.”

Intradepartmental Conflict Resolution
An intervention to resolve conflicts among members of the management team and between the management team and other employees in a not-for-profit legal assistance corporation.

Cost of Implementing Phased Retirement in New York State
A study of the comparative costs of implementing several different models of phased retirement as a human resource option for New York State employees. This study was conducted for the New York State Office for the Aging.

Cultural Change and the Supervisory Role
A three-year change effort aimed at increasing the power and effectiveness of first-line supervisors of a major utility company.

Decision Techtronics Group
Decision Analyst for the Decision Techtronics Group (DTG), a managerial consulting organization within the Rockefeller College of Public Affairs and Policy, SUNY-Albany, offering group decision and planning conferences. Using advanced computer technology, DTG has helped guide the decision-making process for a wide variety of managerial problems, including planning an organization's budget in response to mandated cutbacks, preparing criteria for hiring and evaluating personnel, evaluating site selection, and assessing policy alternatives. Participated in over 30 decision conferences.

Interorganizational Program Development
Participated in the design and implementation of a multi-organizational assessment effort aimed at improving participation in an interorganizational program.

Intradepartmental Conflict Resolution
An intervention to resolve conflicts and increase coordination between units in a local university library system.

Needs Assessment
Directed a state-wide needs assessment of local fire department management information system requirements.

Supervision of several other interventions including about 25 student teams working in public, private and not-for-profit organizations.
**Education**


M.S. (Applied Mathematics), George Washington University - 1980

B.S. with High Honors (Applied Mathematics and Statistics), SUNY – Stony Brook - 1976

**Academic Honors, Awards and Public Recognition**

Organizational Behavior Teaching Society’s Peter J. Frost Mentoring Award – 2014

Outstanding Student Organization Advisor Award, University at Albany, President’s Award for Leadership – 2014

Women in Public Service Leadership Award, University at Albany, Center for Women in Government & Civil Society – 2013

Outstanding Achievement Award, University at Albany, Disability Resource Center – 2013

OUT-Standing Faculty/Staff Leadership Award, University at Albany, SUNY Lavender Graduation – 2012

Distinguished Extended Learning Leadership Award, Rockefeller College of Public Affairs and Policy – 2004

Omicron Delta Kappa, National Leadership Honor Society – 2003

State Academy of Public Administration (SAPA) Fellow – 2003

NASPAA Leslie A. Whittington Excellence in Teaching Award – 2003

Presidential Honor Society Sung Bok Kim Award – 2003

Public and Nonprofit Division (Academy of Management) Best Article Award – 2002 for “Understanding Interorganizational Cooperation: Public-Private Collaboration in Regulating Financial Market Innovation”

Library Advocate Award, University at Albany, SUNY – 2001

President’s Award for Excellence in Teaching, University at Albany, SUNY – 2000

Chancellor’s Award for Excellence in Teaching, SUNY – 2000


Honorary Inductee to Golden Key National Honor Society – 1999

Evan R. Collins Award, University at Albany, SUNY – 1998

Award for Excellence in Academic Service, University at Albany, SUNY – 1997

Bread and Roses Award, University at Albany, SUNY – 1992

Certificate of Merit from the Disabled Student Services Program, University at Albany, SUNY – 1990

Distinguished Doctoral Dissertation Award – 1987

Phi Beta Kappa - 1976

**University - Departmental Service**

Bread and Roses Award Nomination Committee (co-chair, 1991, 1993; member, 1990)

Campus Committee on Community-University Engagement (member, 2010-present, Community-engaged Learning Working Group (chair, 2010-present)
University - Departmental Service--cont’d.
Center for Organizational Effectiveness Board of Directors (member, 1987-1989)
Campus Committee on University-Community Engagement (2010-2014; Chair of Engaged Learning Working Group, 2010-2013))
Community and Public Service Program Advisory Board (co-chair, 2004-present)
Community Outreach Steering Committee (member, 2008-2010)
Council of Women's Groups (member, 1991-1995)
Department of Public Administration and Policy, Director, MPA Program (1996-1999)
Department of Public Administration & Policy, MPA Core Revisions Committee (member 1994-1995)
Distinguished Service Professor Selection Review Committee (member, 1997)
Distinguished Teaching Professor Selection Review Committee (member, 1997)
Distinguished Teaching and Service Professor Selection Review Committee (member, 2001-2004, 2013)
Faculty Mentoring Program (1997-present)
GSPA Student Development Advisory Committee (1991-1999)
GSPA Faculty Chair (1995-1996)
Initiatives for Women, Honorary Committee for Fall Fundraising Dinner (co-chair, 2003)
Intercollegiate Athletics Advisory Board (member, 2003-present)
IT Commons Steering Committee (member, 2004-present)
Marshall for University Commencement (1990-1999)
National Coalition Building Institute, University at Albany Campus Chapter (member, 1996-present)
Women’s Leadership Academy, Center for Women in Government & Civil Society (Academic Chair, 2010-present)
Omicron Delta Kappa, University at Albany Campus Circle Faculty Advisor (2003-2011)
National Society for Collegiate Scholars, University at Albany Campus Chapter Faculty Advisor (2002-present)
Personnel Committee, Research Council (member, 1986-1988)
President's Task Force on Recruitment and Retention of Minority Group Students (member, 1993-94)
Public Engagement Council (member, 2014-present)
Rockefeller College Faculty Council (1990-1991)
Selection Committee for President’s Award for Excellence in Academic Service (member, 1996)
Steering Committee for Self-Study for the Accreditation by Commission on Higher Education – Middle States Association of Colleges and School (chair, 1998-2000)
Steering Committee for Self-Study for the Accreditation by Commission on Higher Education – Middle States Association of Colleges and School (chair, 2008-2010)
Steering Committee for Self-Study for the Accreditation by National Collegiate Athletic Association (member, 2001-2002; chair of Academic Integrity Subcommittee)
Steering Committee for Self-Study for the Accreditation by National Collegiate Athletic Association (member, 2010-2011; chair of Academic Integrity Subcommittee)
Strategic Planning Committee
Undergraduate Education Subcommittee (member, 2010)
The Student Experience Subcommittee (member, 2010)
Strategic Planning Implementation
Undergraduate Academics Working Group (co-chair, 2011-2013)
Steering Committee (member, 2011-2013)
Student Health Advisory Committee (member, 1991-1996)
University Budget Panel (member, 1993)
University Committee on Nominations and Elections (member, 1992-1994)
University Library Cooperative Collection Development Committee (member, 1991-1993)
University Resources and Priorities Advisory Committee (member, 1998-1999)
University - Departmental Service—cont’d.
  Council on Academic Assessment (CAA) (ex-officio member, 2004-2013)
  Educational Policy Council (EPC) (member, 1992-1994, 1995-1997; chair, 1995-1996);
    Resource Advisory Committee (chair, 1992-1994)
    Long Range Planning Committee (member, 1996-1997)
  Libraries, Information Systems and Computing (LISC) Council (ex-officio member, 2004-
    2006)
  Undergraduate Academic Council (UAC) (ex-officio member, 1999-2013)
  University Life Council (ULC) (member, 1998-1999)
University Technology Infrastructure Survey and Resource Sharing Needs Assessment
  Committee of SUNY University Center Libraries CLR Grant (member, 1991-1993)
Women's Concerns Committee, University Commission on Affirmative Action (co-chair, 1987-

SUNY Service
SUNY-Wide Information Literacy Initiative Committee (1997-1998)
SUNY-wide Distinguished Teaching Professor Review Committee (2011-2013)
Student Completion and Success Task Force (2012-2013)
Student Mobility Steering Committee (2011-2013)
The Power of SUNY (Strategic Plan Implementation) – Academic Excellence Transformation
  Team (2010-2011)

Professional Service
Public and Nonprofit Division, Academy of Management
  Membership Committee (member, 1992-1995)
  Best Dissertation Committee Chair (2010-2011)
  By-Laws Revision Committee (2012)


NASPAA Leslie A. Whittington Excellence in Teaching Award Committee (chair, 2004)