

**DR. ELLEN V. RUBIN**

Department of Public Administration and Policy  
Rockefeller College of Public Affairs and Policy  
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**EDUCATION**

- 2009 Ph.D. in Public Administration and Policy.  
University of Georgia, Athens, GA.
- 2000 Master of Public Administration.  
Maxwell School of Citizenship and Public Affairs, Syracuse University,  
Syracuse, NY.
- 1999 Bachelor of Science in Public Administration.  
George Mason University, Fairfax, VA.

**EDUCATIONAL EMPLOYMENT**

- 2008-present State University of New York, University at Albany, Department of Public  
Administration and Policy. Albany, NY.
- |                             |                |
|-----------------------------|----------------|
| Director of the MPA program | 2021 - present |
| Director of the PhD Program | 2016 - 2018    |
| Associate Professor         | 2016 - present |
| Assistant Professor         | 2008 - 2016    |
- 2004-2008 Research Assistant and Instructor. University of Georgia, Department of  
Public Administration and Policy. Athens, GA.

**ADDITIONAL EMPLOYMENT**

- 2017- 2019 Research Fellow. U.S. Equal Employment Opportunity Commission, Office  
of Federal Operations, Reports and Evaluations Division. Washington, D.C.
- Conducted research on federal employee discrimination. Part of the EEOC  
Fellows Program, through an Intergovernmental Personnel Act agreement  
(unpaid).

- 2005 Summer Intern. U.S. Merit Systems Protection Board. Washington, D.C..  
Assisted with research design and data gathering on a diversity management project, including writing research summaries and identifying sources of additional information. Provided assistance in developing the weighting scheme for the 2005 Merit Principles Survey.
- 2000-2004 Senior Analyst. U.S. Government Accountability Office. Washington, D.C..  
Designed, researched, and drafted studies on governmentwide strategic human capital management challenges as an Analyst-in-Charge, primarily at the request of the Senate Governmental Affairs Committee and the House Committee on Government Reform. Recognized with two Comptroller's General Team Awards and rated as a Role Model in representing GAO. Agencies audited include the Department of Homeland Security, Social Security Administration, Department of Housing and Urban Development, Environmental Protection Agency, and the Securities and Exchange Commission.
- 1999-2000 Research Assistant. Government Performance Project, Alan K. Campbell Public Affairs Institute. Syracuse University, Syracuse, NY.  
Analyzed surveys of city human resource management systems. Contributed to the design of the human resource management survey sent to all fifty states. Assisted the Managing for Results team in analyzing information submitted by city governments on their strategic planning efforts.

## **PUBLICATIONS**

### **Refereed Articles**

\* indicates the co-author was a doctoral student at time of primary drafting.

Perez Chiques, E.\* and Rubin, E. (2021). Debasing of Merit: The method and experience of political discrimination by public employees in the Commonwealth of Puerto Rico. *Review of Public Personnel Administration*. Available online for Advanced Access  
<https://doi.org/10.1177%2F0734371X211014948>

Rubin, E. and Baker, K. (2019). Paying Attention to the Trees in the Forest, or a Call to Examine Agency Specific Stories. *Review of Public Personnel Administration*, 39(4), 523-543.  
<https://doi.org/10.1177/0734371X17753865>.

Rubin, E. and \*Alteri, A. (2019). Discrimination Complaints in the Federal Government: Reviewing Progress under the No FEAR Act. *Review of Public Personnel Administration*. 39(4), 511-522. <https://doi.org/10.1177/0734371X17744864>.

Rubin, E. and \*Edwards, A. (2018). The Performance of Performance Appraisal Systems: Understanding the Linkage between Appraisal Structure and Appraisal Discrimination Complaints. *International Journal of Human Resources Management*. Available online, <https://doi.org/10.1080/09585192.2018.1424015>.

\*Potipiroon, W. and Rubin, E. (2018). Who Is Most Influenced by Justice Perceptions? Assessment of Two Occupational Groups. *Review of Public Personnel Administration*, 38(3), 271-302. <https://doi.org/10.1177/0734371X16660156>.

Rubin, E. and Weinberg, S. (2016). Does Changing the Rules Really Matter? Assessing Procedural Justice Perceptions Under Civil Service Reform. *Journal of Public Administration Research and Theory*, 26(1): 129-142.

Rubin, E. and \*Perez-Chiques, E. (2015). Where You Sit is Where You Stand: Evaluating Manager and Employee Differences in Procedural Justice Perceptions in the U.S. Federal Government. *Administration and Society*, 47(5): 549-573.

Rubin, E. (2015). Holding Employees Accountable for the Accomplishment of Organizational Goals in the U.S. Federal Government. *International Journal of Organization Theory and Behavior*, 18(1): 76-105.

Rubin, E. and Kellough, J. (2012). Does Civil Service Reform Affect Behavior? Linking Complaints, Alternative Personnel Systems, and Procedural Justice Perceptions. *Journal of Public Administration Research and Theory*, 22(1) 121-142.

Baker, K. and Rubin, E. (2011). Of Questionable Provenance: Understanding Accountability and Governance in Post-Invasion Iraq. *Administration and Society*, 43(5): 515-536.

Rubin, E. (2011). Exploring the Link between Procedural Fairness and Union Membership in the Federal Government. *Review of Public Personnel Administration*. 31(2): 128-142.

Rubin, E. (2009). The Role of Procedural Justice in Public Personnel Management: Empirical Results from the Department of Defense. *Journal of Public Administration Research and Theory*, 19(1): 125-144.

Rubin, E. and Whitford, A. (2008). Effects of the Institutional Design of the Civil Service: Evidence from Corruption. *International Public Management Journal*, 11(4): 404.

Jacobson, W., Rubin, E., Donahue, A. (2008). Integrating Labor Relations and Human Resource Management: Impacts on State Workforces. *International Review of Public Administration*, 13(2): 13-31.

Jacobson, W., Rubin, E., Selden, S. (2002). Examining Training in Large Municipalities: Linking Individual and Organizational Training Needs. *Public Personnel Management*. 31(4): 485-506.

## **Book Chapter**

Rubin, E. and Kang, M.\* (forthcoming). Linking Justice and Employee Performance in Public Organizations. R. Davis and E. Stazyk (Eds.). *The Research Handbook on Motivation in Public Administration*. Edward Elgar.

Donahue, A., Jacobson, W., Robbins, M., Rubin, E., and Selden, S. (2004). Management and Performance Outcomes in State Governments. In P. Ingraham and L. Lynn (Eds.), *The Art of Governance: Analyzing Management and Administration* (pp. 123-151). Washington, D.C.: Georgetown University Press.

## **Book Reviews**

Rubin, E. (2016). Review of Massey, A. (2011). International Handbook on Civil Service Systems. *Review of Public Personnel Administration*. 36(1) 106-110.

Rubin, E. (2015). Review of Moore, M. (2013). *Recognizing Public Value*. Cambridge, MA: Harvard University Press. *American Review of Public Administration*, 45(6) 760-762.

Rubin, E. (2012). Review of *Innovations in Human Resource Management: Getting the Public's Work Done in the 21<sup>st</sup> Century*, edited by H. Sistare, M.H. Shiple, and T. Buss. *Public Administration*, 90(1) 276-278.

## **WORKS IN PROGRESS**

Rubin, E., Baker, K. and Weinberg, S. Understanding whether Representative Bureaucracy and Racial Resentment Impact Public Perceptions of the Distributive Justice of Government Programs. Invited to revise and resubmit to *American Review of Public Administration*.

Rubin, E. Roch, C., and Roch, S. Grading Teacher Performance Appraisal Systems: Understanding the Implications of Student Test Scores and Student Poverty. Under review at *Public Performance and Management Review*.

Kang, M.\* and Rubin, E. The efficacy of protection: The effects of the Whistleblower Protection Enhancement Act of 2012 on the Transportation Security Administration. Under review at the *International Public Management Journal*.

\*Alteri, A., Rubin, E., and \*Park, Y. Two Wrongs Do Not Make a Right: Understanding Retaliation for Filing Discrimination Complaints in the U.S. Federal Government. Under review at *Law and Policy*.

Baker, K., Rubin, E., Weinberg, S., and Stout, C. What's representation got to do with it? Two survey experiments comparing public reactions to diversity among government employees and government contractors. Full draft available. Planning submission in fall 2021.

\*Choi, I. and Rubin, E. Exploring Linkages Between Employee Engagement, Performance, and Occupational Health: A Review of the Current Literature and Future Directions. Full draft available.

Rubin, E. Appraising Performance Appraisal Systems in the Federal Government: A Literature Review, Preliminary Findings, and Prospects for Future Research. Full draft available.

## **HONORS AND AWARDS**

Best Article Award for 2018, *Review of Public Personnel Administration*. For \*Potipiroon, W. and Rubin, E. (2018). Who Is Most Influenced by Justice Perceptions? Assessment of Two Occupational Groups. *Review of Public Personnel Administration*, 38(3), 271-302. <https://doi.org/10.1177/0734371X16660156>.

Outstanding Scholar, 2018 for the Section on Personnel Administration and Labor Relations, American Society of Public Administration.

Selected as one of 10 participants for the inaugural class of the SUNY Albany Career, Leadership, and University Excellence (CLUE) initiative (2010-2011). Individuals from across the university were nominated by department chairs.

Winner of the 2006-2007 Johnson Award for Best Papers in Ethics and Accountability in Public Service, awarded by the Johnson Institute for Responsible Leadership at the University of Pittsburgh, for the paper “Effects of the Institutional Design of the Civil Service: Evidence from Corruption.” Co-authored with Andrew Whitford.

## **OTHER SCHOLARLY ACTIVITY**

### **Consulting**

U.S. Equal Employment Opportunity Commission (2019). *Understanding the Link between Perceived Harassment and Harassment Complaints in the Federal Government*. Prepared for the Reports and Evaluation Division in the Office of Federal Operations. Report prepared by Dr. Ellen V. Rubin.

U.S. Equal Employment Opportunity Commission (2017). *Understanding the Link between Retaliation Claims and Agency EEO Resources in the Federal Government*. Prepared for the Reports and Evaluation Division in the Office of Federal Operations. Report prepared by Dr. Ellen V. Rubin, \*Dr. Young Joo Park, and \*Dr. Ashley Alteri.

### **Selected Publications from the U.S. Government Accountability Office**

*Human Capital: DHS Faces Challenges in Implementing Its New Personnel System*. GAO-04-790. Washington, D.C.: June 18, 2004. Analyst-In-Charge.

*Human Capital: Preliminary Observations on Proposed DHS Human Capital Regulations.* GAO-04-479T. Washington, D.C.: February 25, 2004. Analyst-In-Charge.

*Human Capital: DHS Personnel System Design Effort Provides for Collaboration and Employee Participation.* GAO-03-1099. Washington, D.C.: September 30, 2003. Analyst-In-Charge.

*High Risk Series: Strategic Human Capital Management.* GAO-03-120. Washington, D.C.: January 2003. Analyst-In-Charge.

*A Model of Strategic Human Capital Management.* GAO-02-373SP. Washington, D.C.: March 15, 2002. Analyst-In-Charge.

*High Risk Series: An Update.* GAO-01-263. Washington, D.C.: January 2001. Analyst-In-Charge.

## **RESEARCH FUNDING**

Organization: Savings and Government Efficiency (SAGE) Commission, funded by New York State Division of the Budget, Albany, NY.

PI: Rubin (Adviser to the Commission)

Amount: \$11,000 and release from one course

Date: October 2011-June 2012

Description: *Conducted interviews on state workforce management challenges with 28 state executives, and 38 small group interviews in four state agencies. Summaries and analyses of findings were provided throughout the data gathering process. In multiple briefings I provided recommendations and revised proposed language in the final commission report.*

## **CONFERENCE PRESENTATIONS**

### **Papers Presented**

Rubin, E. and Kang, M.\* (2021). Linking Justice and Performance in Public Organizations. American Society for Public Administration Annual Conference, virtual conference.

Baker, K., Rubin, E., Weinberg, S., and Stout, C. (2020). Inattentive or Misunderstood? Questioning the effects of dropping respondents who fail attention check questions in survey experiments focused on representation. Public Management Research Conference. Conference cancelled due to COVID-19.

Rubin, E. Roch, C., and Roch, S. (2020). Understanding the effects of performance appraisal systems on teachers' helping behaviors. Public Management Research Conference. Conference cancelled due to COVID-19.

Rubin, E. (May 2019). From Naming to claiming: Exploring gaps in harassment perceptions and complaint rates in the U.S. federal government. Miniconference on Public Management and Equity, organized by Ken Meier. American University, Washington D.C..

Baker, K., Rubin, E., Weinberg, S. (2019). What's representation got to do with it? A survey experiment comparing public reactions to diversity among government employees and government contractors. Public Management Research Conference, University of North Carolina.

Rubin, E. Roch, C., and Roch, S. (2019). Grading Teacher Performance Appraisal Systems: Understanding the Implications of Fairness Perceptions. Public Management Research Conference, University of North Carolina.

Rubin, E., Baker, K. and S. Weinberg. (2018). Representative Bureaucracy and Legitimacy: A Survey Experiment. American Society for Public Administration Annual Conference, Denver, CO.

Rubin, E. and Ledvinka-Rush, C. (2018). Steering Without a Rudder: Understanding Conflicting Court Doctrines on Discriminatory Non-Sexual Harassment and Freedom of Speech. American Society for Public Administration Annual Conference, Denver, CO.

Rubin, E. and Ledvinka-Rush, C. (2017). Understanding non-sexual harassment: The hidden form of workplace discrimination. American Society for Public Administration Annual Conference, Atlanta, GA.

Edwards, A.\* and Rubin, E. (2017). Handling bias: Are individuals in disadvantages groups more likely to file discrimination complaints? American Society for Public Administration Annual Conference, Atlanta, GA.

Rubin, E. and Edwards, A.\* (2016). The Performance of Performance Appraisal Systems: Understanding the Linkage between Appraisal Structure and Appraisal Discrimination Complaints. Public Management Research Conference, Aarhus, Denmark.

Brewer, G., E. Kellough, and E. Rubin (2016). The Merit Principles Under Assault: Evidence from the Frontlines of the U.S. Federal Government. Public Management Research Conference, Aarhus, Denmark.

Rubin, E. and Edwards, A.\* (2016). The Performance of Performance Appraisal Systems: Understanding the Linkage between Appraisal Structure and Appraisal Discrimination Complaints. American Society for Public Administration Annual Conference. Seattle, WA.

Choi, I.\* and Rubin, E. (2016). Organizational Learning Culture, Empowerment, and Performance. American Society for Public Administration Annual Conference. Seattle, WA.

Alteri, A.\* and Rubin, E. (2015). Two Wrongs Do Not Make a Right: Understanding Retaliation for Filing Discrimination Complaints in the U.S. Federal Government. Public Management Research Conference, Minneapolis, MN.

Rubin, E. and Davis-Alteri, A.\* (2014). The Evolution of Employment Discrimination Complaints in the Federal Government: Reviewing the First Ten Years under the No FEAR Act. American Society for Public Administration Annual Conference, Washington, D.C..

Potipiroon, W.\* and Rubin, E. (2014). Who Is Most Influenced by Justice Perceptions? Assessment of Two Occupational Groups. American Society for Public Administration Annual Conference, Washington, D.C..

Rubin, E and Perez-Chiques, E.\* (2013). Where You Sit is Where You Stand: Evaluating Manager and Employee Differences in Procedural Justice Perceptions in the U.S. Federal Government. American Political Science Association Annual Conference, Chicago, IL.

Rubin, E. and Weinberg, S. (2013). Does Changing the Rules Really Matter? Assessing Fairness Perceptions Before, During and After the National Security Personnel Systems in the U.S. Department of Defense. Public Management Research Conference, Madison, WI.

Rubin, E. (2013). Assessing Changes in Fairness Perceptions of the National Security Personnel System. American Society for Public Administration Annual Conference, New Orleans, LA.

Rubin, E. (2012). Holding Employees Accountable for the Accomplishment of Organizational Goals in the U.S. Federal Government. 8<sup>th</sup> Transatlantic Dialogue, Nijmegen, Netherlands.

Rubin, E. (2011). Results-Based Management in Federal Performance Appraisal Systems. American Political Science Association Annual Conference, Seattle, WA.

Ryu, G.\* and Rubin, E. (2011). Value Congruence and Organizational Commitment in the Central Government of South Korea. American Political Science Association Annual Conference, Seattle, WA.

Rubin, E. (2011). Appraising Performance Appraisal Systems in the Federal Government: A Literature Review, Preliminary Findings, and Prospects for Future Research. Public Management Research Conference, Syracuse, NY.

Rubin, E. and Bryce, K.\* (2010). Transformational Change or Rearranging the Deck Chairs on the Titanic? An Examination of Civil Service Reform at the U. S. Securities and Exchange Commission. International Research Society of Public Management Annual Conference in Berne, Switzerland.

Rubin, E. and Kellough, J.E. (2009). Does Civil Service Reform Affect Behavior? The Missing Link and Its Connection to Procedural Justice Perceptions. Public Management Research Conference, Columbus, OH.

Rubin, E., Bryce, K.,\* and McCaffrey, D. (2009). Stability and Change in a “Best Place to Work”: An Analysis of Human Capital Management at the Securities and Exchange Commission. Public Management Research Conference, Columbus, OH.



Rubin, E. (2009). Bringing Free-Riders into the Fold: Exploring the Link between Procedural Fairness and Union Membership in the Federal Government. Organizer of panel titled “Labor Relations in the Public Sector: Changing Paradigms, Structures, and Measurement.” American Political Science Association Annual Conference, Toronto, Canada.

Rubin, E. (2009). Managers’ Perceptions of Procedural Justice in the Federal Government. Organizer of panel titled “Some Rules are Good: Examining Procedural Fairness Across Multiple Levels of Government.” American Society for Public Administration Annual Conference, Miami, FL.

Baker, K. and Rubin, E. (2008). Of Questionable Provenance: Understanding Accountability and Governance in Post-Invasion Iraq. Minnowbrook III. Lake Placid, NY.

Rubin, E. (2007). Managers’ Perceptions of Procedural Justice at the Department of Defense. Western Social Science Association.

Rubin, E. (2006). The Role of Procedural Justice in Civil Service Reform: An Analysis of the Department of Defense. American Society for Public Administration Annual Conference.

Rubin, E. and Whitford, A. (2006). An Exploratory, Quantitative Study of the Impact of Civil Service Structure on Corruption. International Research Symposium on Public Management Annual Conference.

Bertelli, A., and Rubin, E. (2005). The Motivation Crowding Effect and the Federal Bureaucrat. Midwest Political Science Association Annual Conference.

Jacobson, W., Rubin, E., Donahue, A., Selden, S. (2004). Laboring Over Labor Relations: A Synthesized Model for Inquiry. South Eastern Conference of Public Administration Annual Conference.

Rubin, E. (2004). GAO’s Evaluation of DHS Human Capital Policies. Western Social Science Association Annual Conference

Jacobson, W., Rubin, E., Donahue, A., Selden, S. (2004). Labor/Management Relations and Homeland Security. Western Social Science Association Annual Conference

Rubin, E. (2001). Government-wide Human Capital Management. Western Social Science Association Annual Conference.

Jacobson, W., Rubin, E., Selden, S. (2000). Modeling Training Systems: A Conceptual Framework and Insights from the 35 Largest Cities. Western Social Science Association Annual Conference.

## **Other Invited Presentations**

Rubin, E., Baker, K. and Weinberg, S. (2019). Understanding Whether Representative Bureaucracy and Racial Resentment Impact Public Perceptions of the Distributive Justice of Government Programs. Presented at the Andrew Young School at Georgia State University on March 6, 2019.

Rubin, E. and Weinberg, S. (2017). *Does Changing the Rules Really Matter? Assessing Procedural Justice Perceptions Under Civil Service Reform*. Presented at the Martin School of Public Policy and Administration, University of Kentucky on September 8, 2017.

Rubin, E. (2014). *Appraising Performance Appraisal Systems in the Federal Government*. Presented at the U.S. Government Accountability Office to the Human Capital Community of Practice on September 30, 2014.

Rubin, E. (2012). *Holding Employees Accountable for the Accomplishment of Organizational Goals: The Case of the U.S. Federal Government*. Delivered for the Fall 2012 Delmer D. Dunn endowed lecture series at the University of Georgia.

Panelist, 10<sup>th</sup> Annual Section on Personnel Administration and Labor Relations/Review of Public Personnel Administration Symposium on Public Employee Rights in a Changing Environment. American Society of Public Administration, Las Vegas, NV, 2012.

## **TEACHING**

### **Courses Offered at SUNY Albany**

Scholarly Foundations of Public Administration (PhD, RPAD 709).

Statistics for Public Managers and Policy Analysts (Masters, RPAD 505).

Public Administration and Management (Undergraduate, RPAD 303).

Foundations of Public Administration (Masters, RPAD 500).

Public Personnel Administration (Masters, RPAD 618).

Professional Applications I (Masters, RPAD 507).

Managing Public Sector Performance (PhD, PAD 671).

Foundations of Public Management (Masters, RPAD 506).

## **Graduate Student Supervision**

Minsung Michael Kang, PhD Candidate, Adviser and Dissertation Chair, fall 2019 to present. Research focuses on whistleblowing and public personnel management.

SooHyun Park, PhD student, Adviser, fall 2019 to present. Research focuses on performance management and perceptions of red tape.

Phil Gigliotti, PhD Candidate, dissertation committee member, fall 2019 to present. Research interest include performance management, education and health outcomes.

Jisang Kim, PhD Candidate, academic adviser, January 2017 to May 2018, Candidacy and dissertation committee member May 2018 to present. Research focuses on accountability.

Elizabeth Bough-Martin, PhD student, academic adviser, fall 2014 to summer 2017.

Andre Kiesel, PhD Candidate, candidacy committee member, fall 2017 to summer 2018. Research interests include performance and discrimination in the criminal justice system. Anticipated graduation summer 2022.

Amani Edwards, PhD awarded. Director of Diversity and Human Resources, Connecticut Bar Association. Academic adviser from spring 2015 to summer 2017; dissertation committee member from summer 2017 to spring 2021. Research focuses on representative bureaucracy.

Sunyoung Pyo. PhD awarded. Candidacy committee member, spring 2017 to summer 2018. Research focuses on discretion of street level bureaucrats.

Iseul Choi, Assistant Professor, University of New Mexico. Adviser and Dissertation Chair, Fall 2014 to Summer 2020. Research focuses on performance management.

Kimberly LePore Braddock. PhD awarded. U.S. Office of Personnel Management. PhD in Industrial and Organizational Psychology. Dissertation committee member from Fall 2018 to May 2020. Research focuses on performance appraisal systems.

Elizabeth Perez-Chiques, Assistant Professor, CIDE Mexico. Dissertation committee member, spring 2014 to December 2018. Research focuses on corruption and political discrimination.

Rick Caceres-Rodriguez, PhD awarded, dissertation committee member, spring 2010 to May 2018. Research focuses on diversity as an organizational phenomenon.

Ashley Alteri, Assistant Professor at Tennessee State University. Adviser and Dissertation Chair, fall 2012 to summer 2017. Research focuses on representative bureaucracy and public personnel law.

Shahid Umar, PhD awarded, committee member, fall 2013 December 2015. Currently working as a USAID contractor conducting program evaluation work in Pakistan. Research focused on program evaluation capacity and organizational learning in nonprofit organizations.

Geunpil Ryu, Assistant Professor, Jeonam National University in South Korea. Co-supervisor with Karl Rethemeyer, spring 2010 to spring 2013. Research focuses on family/work role conflict and person-organization fit.

Karen Bryce, PhD awarded, dissertation committee member, Fall 2009 to Fall 2012. Previously working as the MPA Program Director at Excelsior College. Research focused on bureaucratic legitimacy and financial market regulatory institutions.

Russell Hassan, Associate Professor, The Ohio State University. Dissertation committee member, Fall 2009 to August 2010. Research focused on perceptions of procedural justice.

## **SERVICE**

### **Department Service**

- Masters of Public Administration Program Director (August 2021 to present)
- PhD Program in Public Administration and Policy
  - Program Director (August 2016-May 2018)
  - Public Management concentration Chair (April 2015 to July 2016).
  - PhD Curriculum Redesign Committee (May 2016 to May 2018).
  - PhD Annual Assessment Redesign Committee (October 2015 to May 2018).
  - Admissions, public management applicant review (spring 2020 and as needed)
- Member of Executive Committee, Department of Public Administration and Policy (September 2011-June 2013; August 2015-May 2018; August 2020 to present).
- Committee for promotion of Dr. Dina Refki to Associate Clinical Professor. Chair. (fall 2019)
- Department Strategic Plan, Governance Committee member. (spring 2020 to present)
- Public Management Faculty Recruiting and Hiring Committee (Fall 2016; Fall 2014; Fall 2010).
- Faculty mentoring and promotion committees: Chair for Hongseok Lee and Elizabeth Searing. Member of mentoring committee for Lucy Sorensen and Mila Gasco-Hernandez.
- Masters Orientation Case Study work group (November 2009 to September 2016; March to September 2020).
- Working group on re-accreditation for the Masters program (January 2012 to May 2015). Facilitating department's efforts to articulate a mission statement for the Masters of Public Administration program, define new competency standards, document how issues of diversity and fairness are communicated in the curriculum, and revise curricular design of the capstone and portfolio experience.
- Peer Teaching Evaluation Policy Lead, (April to December 2010).

### **College Service**

- Equitable Contribution Policy work group (May 2014-February 2015). Participant in a work group designing an equitable contribution policy identifying expectations for faculty contributions to research, teaching, and service missions.
- Rockefeller College Speakers Series Coordinating Committee (September 2008 to August 2010).

### **University Service**

- Committee on Promotion and Continuing Appointment member (fall 2019 to present).
- Recognition Programs Subcommittee of the Diversity and Inclusion Committee (April 2017 to May 2018). Committee supported the implementation of the university strategic plan.
- Dialogue in Action Series (2013-December 2015). Participant in workshops on fostering a campus culture that is supportive of diversity.
- SUNY Albany Career, Leadership, and University Excellence (CLUE) leadership development program (2010-2011).
- Advisory Committee on Federal Recruiting, Career Services (university level, January 2009 to May 2009).

### **Service to the Profession**

- Editorial Board Appointments
  - *Journal of Public Administration Research and Theory* (January 2019 to present)
  - *Review of Public Personnel Administration* (2013 to present)
    - Member of the best article committee for 2014 and 2017.
  - *Public Administration Review* (January 2017 to December 2020)
  - *Public Performance and Management Review* (March 2017 to present)
  - *Public Personnel Management* (2016 to present)
- Board member, Public Management Research Association, June 2019 to present.
  - Coordinator of the annual conference student travel award.
  - Best paper award committee, *Perspectives on Public Management and Governance*, spring 2021
- Board member, Section on Personnel Administration and Labor Relations, American Society for Public Administration, 2012-March 2017.
  - Member, Dissertation Award Review Committee, Fall 2013.
- Federal Employee Data Work Group, organized by NASPAA, February 2014 to spring 2017. Working group is intended to build a professional network and share information on using/accessing/ linking federal personnel data. Network includes public administration scholars and federal agencies.
- Occasional reviewer for:
  - International Public Management Journal,
  - Public Management Review,
  - Governance,
  - American Review of Public Administration,
  - American Journal of Political Science,
  - Public Administration.

- International Journal of Organization Theory and Behavior

### **Community Service**

- U.S. Equal Employment Opportunity Commission, Office of Federal Operations, Reports and Evaluations Division. Washington, D.C. Research Fellow. (2017 to 2019). Conduct research on federal employee discrimination. Part of the EEOC Fellows Program, through an Intergovernmental Personnel Act agreement (unpaid).
- Professional Development Program, Rockefeller College (May 2014). Subject Matter Expert and co-presenter of day-long workshop for state Directors of Human Resources Management on strategic human resources management.
- Professional Development Program, Rockefeller College (January through December 2011). Delivery of day-long workshops on knowledge management strategies to state employees.
- Advisor to Governor Andrew Cuomo's Spending and Government Efficiency (SAGE) Commission, New York (October 2011 through June 2012). I advised the commission on state workforce modernization. As part of my advising I interviewed nearly thirty state executives and conducted approximately forty group interviews with employees and managers at four state agencies. The work contributed to the final report of the commission.
- Division of Classification and Compensation, New York State Department of the Civil Service. Dual Career Track Advisory Committee member (February to December 2010). The committee provided guidance to the Department of Civil Service on how to design alternative career development opportunities for Information Technology professionals.

### **PROFESSIONAL AFFILIATIONS**

- American Society for Public Administration, and Section on Personnel Administration and Labor Relations.
- Public Management Research Association.
- American Political Science Association, Public Administration section.
- Society for Human Resources Management.
- New York State Academy of Public Administration.