

DR. ELLEN V. RUBIN

Department of Public Administration and Policy
Rockefeller College of Public Affairs and Policy
University at Albany, State University of New York
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EDUCATION

Ph.D. in Public Administration and Policy.
University of Georgia, Athens, GA. United States.

Master of Public Administration.
Maxwell School of Citizenship and Public Affairs, Syracuse University,
Syracuse, NY. United States.

Bachelor of Science in Public Administration.
George Mason University, Fairfax, VA. United States.

EDUCATIONAL EMPLOYMENT

2008-present State University of New York, University at Albany, Department of Public Administration and Policy. Albany, NY. United States.

MPA Program Director	2021 - 2024
PhD Program Director	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. United States.

ADDITIONAL RELEVANT 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.

PUBLICATIONS

Refereed Articles

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

Rubin, E., Baker, K., *Song, Y., and Kellough, J.E. (2024). 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*, 54(7), 619-629.

<https://doi.org/10.1177/02750740241242057>

Baker, K., Rubin, E., Weinberg, S., and Stout, C. (2024). What's representation got to do with it? Two survey experiments comparing public reactions to diversity among government employees and government contractors. *International Review of Administrative Sciences*, 90(4), 810-829.

<https://doi.org/10.1177/00208523241247453>

Rubin, E., Baker, K. and Weinberg, S. (2024). Understanding whether Representative Bureaucracy and Racial Resentment Impact Public Perceptions of the Distributive Justice of Government Programs. *American Review of Public Administration*, 54(6), 518-539.

<https://doi.org/10.1177/02750740241229994>

*Kang, M. and Rubin, E. (2023). The Efficacy of Protection: The Effects of the Whistleblower Protection Enhancement Act of 2012 on the Transportation Security Administration. *International Public Management Journal*. 26(5), 649-666.

<https://doi.org/10.1080/10967494.2022.2124336>

*Alteri, A., Rubin, E., and *Park. Y. (2023). Two Wrongs Do Not Make a Right: Understanding Retaliation for Filing Discrimination Complaints in the U.S. Federal Government. *Public Personnel Management*, 52(1), 3-24. <https://doi.org/10.1177/00910260221123035>

Rubin, E. Roch, C., and Roch, S. (2022). Grading Teacher Performance Appraisal Systems: Understanding the Implications of Student Test Scores and Performance Information Use. *Public Performance and Management Review*, 46(2), 257-284. <https://doi.org/10.1080/15309576.2022.2118798>

*Perez-Chiques, E. and Rubin, E. (2022). Debasement of Merit: The method and experience of political discrimination by public employees in the Commonwealth of Puerto Rico. *Review of Public Personnel Administration*. 42(4), 669-685. <https://doi.org/10.1177%2F0734371X211014948>

Rubin, E. and *Edwards, A. (2020). The Performance of Performance Appraisal Systems: Understanding the Linkage between Appraisal Structure and Appraisal Discrimination Complaints. *International Journal of Human Resources Management*. 31(15), 1938-1957. <https://doi.org/10.1080/09585192.2018.1424015>

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>.

*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. <https://doi.org/10.1093/jopart/muu048>

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. <https://doi.org/10.1177%2F0095399714555755>

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. <https://doi.org/10.1108/IJOTB-18-01-2015-B005>

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.
<https://doi.org/10.1093/jopart/mur008>

Baker, K. and Rubin, E. (2011). Of Questionable Provenance: Understanding Accountability and Governance in Post-Invasion Iraq. *Administration and Society*, 43(5): 515-536.
<https://doi.org/10.1177%2F0095399711412929>

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.
<https://doi.org/10.1177%2F0734371X11408571>

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. <https://doi.org/10.1093/jopart/mum035>

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.
<https://doi.org/10.1080/10967490802491095>

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. <https://doi.org/10.1080/12294659.2008.10805119>

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. <https://doi.org/10.1177%2F009102600203100405>

Book Chapters

Rubin, E. (2023). How Federal Court Decisions on Discrimination Reflect Organizational Justice Violations. In Riccucci, N. (Ed.), *Public Personnel Management: Current Concerns, Future Challenges* (7th edition), pg. 92-102. Routledge.

Rubin, E. and *Kang, M. (2022). Linking Justice and Employee Performance in Public Organizations. R. Davis and E. Stazyk (Eds.). *The Research Handbook on Motivation in Public Administration* (pp. 293-306). 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 21st Century*, edited by H. Sistare, M.H. Shiplett, and T. Buss. *Public Administration*, 90(1) 276-278.

WORKING PAPERS

Kang, M. and Rubin, E. How is justice related to performance? Comparing the social exchange and social identity approaches. Revised and resubmitted to *Public Performance and Management Review*.

Roch, C. and Rubin, E.. Accountability Systems and Coping in the Bureaucratic Environment. Submitted to *Journal of Public Administration Research and Theory*.

Rubin, E., *Kim, S., and Baker, K. How Does Leadership Matter? Evaluating Discrimination Complaints Across Different U.S. Presidential Administrations. Full draft available; preparing for submission to *Public Administration Review*.

Baker, K., Kellough, J.E., *Song, Y., Rubin, E. The U.S. Supreme Court and Administrative Discretion. Full draft available; preparing for submission to *Public Administration Review*.

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

President's Excellence Award in Academic Service, University at Albany, 2025. Recognizes consistently strong performance over multiple years by members of the full-time teaching faculty.

Best Article Award for 2023, *Public Personnel Management* for *Alteri, A., Rubin, E., and *Park. Y. (2023). Two Wrongs Do Not Make a Right: Understanding Retaliation for Filing Discrimination Complaints in the U.S. Federal Government. *Public Personnel Management*, 52(1), 3-24. <https://doi.org/10.1177/00910260221123035>

Best Article Award for 2022, *Review of Public Personnel Administration*. *Perez Chiques, E. and Rubin, E. (2022). Debasement of Merit: The method and experience of political discrimination by public employees in the Commonwealth of Puerto Rico. *Review of Public Personnel Administration*. 42(4), 669-685. <https://doi.org/10.1177%2F0734371X211014948>

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.

Johnson Award for Best Papers in Ethics and Accountability in Public Service, 2006-2007, 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 Reports

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.

Workforce Modernization Challenges in New York State. Prepared for the Savings and Government Efficiency (SAGE) Commission (2012). Report prepared by Dr. Ellen V. Rubin. Majority of the report was incorporated into the final SAGE Commission Report which was published in February 2013.

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

Funded Proposals

Organization: New York State Department of Health

Title: Evaluation of Disease Intervention Specialists Workforce Development

Status: Funded

PI: Dr. Erika Martin and Dr. Tomoko Schaller Udo

Role: Co-Principal Investigator (January 2024 to present), Co-Investigator (January 2022 to December 2023)

Amount: \$1,999,708.00

Date: January 2022 – December 2025

Description: *Evaluate management challenges impacting the Disease Intervention Specialist workforce within the NYS AIDS Institute. Note I was not involved in the initial proposal/funding application. I was elevated to the Co-PI role after Dr. Martin went on an extended leave.*

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

Status: Completed

PI: Rubin (Adviser to the Commission)

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

Date: October 2011-June 2012

Proposals Not Funded

Organization: Howard J. Samuels State and City Policy Center, Baruch College, Austin W. Marx School of Public and International Affairs, CUNY

Title: Grading teacher performance appraisal systems: Understanding the implications of fairness perceptions.

PI: Rubin Co-PI with Dr. Sylvia Roch, Department of Psychology, SUNY Albany, and Dr. Christine Roch, Department of Public Management and Policy, Georgia State University

Amount: \$14,000

Date: Submitted July 10, 2017

CONFERENCE PRESENTATIONS

Papers Presented

Kang, M. and Rubin, E. (2025). How is justice related to performance? Comparing the social exchange and social identity approaches. Public Management Research Association annual conference, Seoul, South Korea.

Rubin, E., *Kim, S., and Baker, K. (2025). How Does Leadership Matter? Evaluating Discrimination Complaints Across Different U.S. Presidential Administrations. Public Management Research Association annual conference, Seoul, South Korea.

Kang, M. and Rubin, E. (2025). How is fairness related to employee performance? Comparing the relational approach and social exchange. American Society for Public Administration Annual Conference, Washington, D.C..

Roch, C and Rubin, E. (2024). Accountability Systems and Coping in the Bureaucratic Environment. American Political Science Association, Philadelphia, PA.

Kellough, J.E., Rubin, E., Baker, K. *Song, Y. (2023). The End of Affirmative Action? Examining Arguments in the UNC and Harvard U.S. Supreme Court Cases. Public Management Research Conference, Utrecht, the Netherlands.

Kellough, J.E., Rubin, E., Baker, K. *Song, Y. (2023). The End of Affirmative Action? Examining Arguments in the UNC and Harvard U.S. Supreme Court Cases. American Society for Public Administration Annual Conference, virtual conference.

Rubin, E. Roch, C., and Roch, S. (2022). Understanding the Effects of Performance Appraisal Systems on Teachers' Helping Behaviors and Burnout. Presented at the 2021 Association for Public Policy and Management Annual Conference, rescheduled for March 2022 due to COVID, Austin, TX and online.

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 *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. 8th 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

Jacobson, W. and Rubin, E. (2025). Symposium on Effective Government Human Resources Management Systems. Delivered for the Sectional on Personnel Administration and Labor Relations, American Society for Public Administration Annual Conference, Washington, D.C..

Rubin, E., Baker, K., *Song, Y., and Kellough, J.E. (2023). *The End of Affirmative Action? Examining Arguments in the UNC and Harvard U.S. Supreme Court Cases*. Consortium of Race and Gender Scholars (CORGES) Webinar Series. October 16, 2023, Virtual

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, 10th 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

Current Courses

- Valuing People in Public and Nonprofit Organizations (MPA, RPAD 502, in-person).
- Foundations of Public Administration (MPA, RPAD 500, online and in-person).
- Scholarly Foundations of Public Administration (PhD, RPAD 709, in-person).
- Public Administration and Management (Undergraduate, RPAD 303, in-person and online).

Previous Courses

- Statistics for Public Managers and Policy Analysts (MPA, RPAD 505, on-line).
- Public Personnel Administration (MPA, RPAD 618, in-person).
- Professional Applications I (MPA, RPAD 507, online and in-person).
- Managing Public Sector Performance (PhD, PAD 671, in-person).
- Foundations of Public Management (MPA, RPAD 506, in-person).

Doctoral Student Supervision

Dissertation Chair

1. Seunghwa Kim, PhD Candidate, fall 2024 to present. Research focuses on diversity management and organizational performance.
2. SooHyun Park, Assistant Professor, University of South Alabama. Fall 2022 to summer 2025. Research focuses on strategic management and performance outcomes.
3. Minsung Michael Kang, Assistant Professor, Kyung Hee University, Korea. Fall 2020 to spring 2022. Research focuses on whistleblowing and public personnel management.
4. Iseul Choi, Assistant Professor, North Carolina State University. Fall 2017 to summer 2020. Research focuses on performance management.
5. Ashley Alteri, Assistant Professor of Human Resource Management, Trinity University, San Antonio TX. Fall 2015 to summer 2017. Research focuses on diversity management and workplace law.
6. Geunpil Ryu, Associate Professor, Chonnam National University, Korea. Spring 2010 to spring 2013. Research focuses on family/work role conflict.

Dissertation Committee Member

1. Craig Waltz, PhD Candidate, summer 2024 to present.
2. Sarah Lauser, PhD Candidate in Information Sciences, summer 2025 to present.
3. Jisang Kim, PhD awarded, summer 2021 to summer 2023. Senior Research Associate, Center for Women in Government and Civil Society, University at Albany.
4. Phil Gigliotti, PhD awarded, fall 2019 to fall 2022. Researcher, Mathematica Policy Research.
5. Amani Edwards, PhD awarded, summer 2017 to spring 2021. Diversity, Equity and Inclusion Director, Every Town for Gun Safety.
6. Kimberly LePore Braddock, PhD awarded in Industrial and Organizational Psychology, fall 2018 to spring 2020. Lead Personnel Research Psychologist, U.S. Office of Personnel Management.
7. Elizabeth Perez-Chiques, PhD awarded, summer 2017 to fall 2018. Assistant Professor, Centro de Investigación y Docencia Económicas (CIDE), Región Centro, Mexico.
8. Rick Caceres-Rodriguez, PhD awarded, spring 2010 to spring 2018. Human resources professional in the U.S. Intelligence Community.
9. Shahid Umar, PhD awarded, fall 2013 to fall 2015. Program Analyst, U.S. Federal Emergency Management Administration (FEMA).
10. Karen Bryce, PhD awarded, fall 2009 to fall 2012. Psychometrician, Certified Management Service.
11. Shahidul Russell Hassan, PhD awarded, fall 2009 to summer 2010. Professor, The Ohio State University.

Candidacy Committee Chair

1. Seongil Han, spring 2023 to present.
2. Sungyeop Kim, spring 2025 to present.
3. Seunghwa Kim, spring 2022 to summer 2024.
4. SooHyun Park, fall 2019 to summer 2022.
5. Minsung Michael Kang, fall 2019 to summer 2020.
6. Amani Edwards, spring 2015 to summer 2017.
7. Iseul Choi, fall 2014 to summer 2017.
8. Elizabeth Bough-Martin, fall 2014 to summer 2017.
9. Ashley Alteri, fall 2012 to summer 2015.

Candidacy Committee Member

1. Zong Xian Huang, May 2024 to present.
2. Craig Waltz, spring 2022 to summer 2024.
3. Soyun Jeong, spring 2022 to December 2023.
4. Jisang Kim, spring 2018 to spring 2021.
5. Hae Lee Kim, Fall 2018 to spring 2021.
6. Andre Kiesel, fall 2017 to summer 2018.
7. Sunyoung Pyo, spring 2017 to summer 2018.
8. Elizabeth Perez-Chiques, spring 2014 to spring 2017.

SERVICE

Departmental Leadership

- Program Director, Master of Public Administration and Graduate Certificate for Public Sector Management, August 2021 to June 2024.
 - Implemented major curriculum revisions for the MPA program in fall 2021, including changes to core courses, concentrations, and credit hours. Developed materials for faculty to advise students on the program changes.
 - Successfully secured NASPAA reaccreditation in summer 2023. Led the drafting of self-study report in spring and summer 2022. Led preparations for site visit, and facilitated site visit in spring 2023. Completed annual program reports for NASPAA.
 - Facilitated major revision of program learning objectives in academic year 2022-23.
 - Provided advising on challenging student issues relating to academic performance, credit transfers, leaves and withdraws.
 - Stood up new MPA Program Committee of faculty to provide guidance on program management.
 - Student recruiting and occasional review of student applications.
 - Provide guidance on course scheduling.
 - Delivered new student orientation programs.

- Program Director, PhD in Public Administration and Policy, fall 2016 to spring 2018.
 - Facilitated discussions on major program revisions, including changes to core courses, methods requirements, concentrations, and the annual review of student performance. Faculty voted to adopt program revisions in spring 2017.
 - Successfully secured Middle States reaccreditation in summer 2018. Led the drafting of self-study report in fall 2017 to spring 2018. Led preparations for site visit, and facilitated site visit in spring 2018.
 - Facilitated major revision of program mission statement and learning objectives in fall 2017.
 - Facilitated review of student applications and admissions.
 - Delivered orientation programs for new doctoral students.
- Lead, Peer Teaching Evaluation Policy Committee, summer and fall 2010. Facilitated drafting of new departmental policy that was adopted by the department.

Departmental Committee Service

- Master of Public Administration program (other than service as Program Director)
 - Program Committee member, fall 2024 to present.
 - MPA Orientation Case Study work group, fall 2009 to fall 2016.
 - Working group on re-accreditation for the MPA program, spring 2012 to spring 2015. Facilitated department's efforts to draft a new mission statement, program learning objectives, and revise the capstone to be consistent with NASPAA competency-based standards.
- PhD Program in Public Administration and Policy (other than service as Program Director)
 - PhD Annual Assessment Redesign Committee member, fall 2015 to spring 2018.
 - Public Management concentration Chair, summer 2015 to spring 2016.
 - Public Management concentration, review of student admission applications, spring 2016, and spring 2020 to present.
- Executive Committee member, fall 2020 to spring 2024; fall 2015-spring 2018; fall 2011-spring 2013.
- Public Management faculty hiring committee member in fall 2010, 2014, and 2016.
- Faculty mentoring, promotion, and tenure committees:
 - Member of promotion committee for Dr. Mila Gasco-Hernandez for promotion to full Professor, spring 2024 to present.
 - Chair of mentoring committee for Dr. Hongseok Lee, fall 2019 to spring 2024. Promoted to Associate Professor.
 - Member of mentoring committee for Dr. Lucy Sorensen, fall 2017 to spring 2022. Promoted to Associate Professor.
 - Member of mentoring committee for Dr. Mila Gasco-Hernandez, spring 2020 to fall 2020. Promoted to Associate Professor.
 - Member of mentoring committee for Dr. Elizabeth Searing, fall 2016 to spring 2020.
 - Chair of Committee for Dr. Dina Refki, fall 2019. Promoted to Associate Clinical Professor.

College Service

- Dean's Leadership Committee, fall 2021 to spring 2024.
- Equitable Contribution Policy work group, Summer 2014 to spring 2015. Participant in a work group designing a policy identifying expectations for faculty contributions to research, teaching, and service missions.
- Rockefeller College Speakers Series Coordinating Committee, fall 2008 to spring 2010.

University Service

- Graduate Academic Council, Subcommittee on Curriculum and Instruction member, fall 2024 to present.
- Committee on Promotion and Continuing Appointment (CPCA) member, fall 2019 to spring 2021.
- Recognition Programs Subcommittee member, of the Diversity and Inclusion Committee, spring 2017 to spring 2018. Committee supported the implementation of the university strategic plan.
- Dialogue in Action Series member, spring 2013 to fall 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, fall 2010-spring 2011.

Service to the Profession

- Guest Editor for a special issue on the link between fairness and performance, *Public Performance and Management Review*. Spring 2024 to present. Issue expected in late 2025 or early 2026.
- Guest Editor, with Willow Jacobson, for roundtable on building effective government human resources management systems, *Perspectives on Public Management and Governance*. Spring 2025 to present. Publication expected in 2026.
- Editorial Board Appointments
 - *Review of Public Personnel Administration* (2013 to present)
 - Member of the best article committee for 2014, 2017.
 - *Public Performance and Management Review* (2017 to present)
 - *Public Personnel Management* (2016 to present)
 - Member of the best article committee for 2023.
 - *Journal of Public Administration Research and Theory* (spring 2019 to fall 2021)
 - *Public Administration Review* (January 2017 to December 2020)
- Public Management Research Association, board member, 2019 to 2023.
 - Coordinator of the annual conference student travel award, (2020 to 2023).
 - Best paper award committee, *Perspectives on Public Management and Governance*, spring 2021
 - Proposed the creation of an annual best article award to recognize outstanding research on diversity and equity topics from the association's two journals. Proposal adopted by the board. The award is now recognized as the Riccucci and O'Leary Award.

- Section on Personnel Administration and Labor Relations, American Society for Public Administration,
 - Executive board member, 2025 to present; 2012-March 2017.
 - Member, Dissertation Award Review Committee, 2013, 2025.
- Federal Employee Data Work Group, organized by NASPAA, February 2014 to spring 2017.
- Occasional reviewer for:
 - *Perspectives on Public Management and Governance*,
 - *International Public Management Journal*,
 - *Public Management Review*,
 - *Governance*,
 - *American Review of Public Administration*,
 - *American Journal of Political Science*,
 - *Public Administration*,
 - *Policy Sciences*,
 - *Australian Journal of Public Administration*,
 - *International Review of Administrative Sciences*,
 - *International Journal of Organization Theory and Behavior*.

Community Service

- State Academy of Public Administration, Essentials in Public Sector Leadership Program, fall 2023 and fall 2024. Organized and delivered workshop on Politics and the Permanent Bureaucracy to more than 30 state agency supervisors.
- Professional Development Program, Rockefeller College
 - Organized and delivered workshop on workforce management challenges to approx. 30 state agency managers and executives as part of the New York State Leadership Institute. Fall 2022; Fall 2023; Spring 2025.
 - Subject Matter Expert and co-presenter of day-long workshop for state Directors of Human Resources Management on strategic human resources management. Spring 2014.
 - Delivery of day-long workshops on knowledge management strategies to state employees. Spring and fall 2011. Delivered the workshop five times.
- 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).
- Advisor to Governor Andrew Cuomo's Spending and Government Efficiency (SAGE) Commission, New York, fall 2011 through summer 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. I supervised a team of three students who assisted with the research. Our work was included in 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.
- New York State Academy of Public Administration.