

## MAURICIO ASTUDILLO-RODAS

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Doctoral Candidate  
School of Public Affairs and Administration  
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### Education

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May 2023 - (Expected) Ph.D. Public Administration  
Newark, NJ Rutgers University - Newark  
School of Public Affairs and Administration  
Dissertation: *Public servants: Let's talk about transparency in the workplace. Three essays on human resource administration and transparency.*  
Committee: Norma Riccucci (Chair), Gregg Van Ryzin, Gregory Porumbescu

June 2015 Master's in Public Policy (MPP)  
Bogotá, Colombia Universidad de los Andes  
School of Government

June 2013 B.A. Economics with Emphasis in Public Policy – Cum Laude  
Cali, Colombia B.A. Business Administration – Cum Laude  
Icesi University  
School of Business and Economic Studies

### Research Interests

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Human Resources Administration, Transparency and Accountability, Social Equity and Inclusion, Information and Communication Technologies, Public Management.

### Publications

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#### Journal Publications

**Astudillo-Rodas, M.** (2022). Internalizing transparency and its relationship with corruption: Insights from Colombian public servants. *Public Management Review*. doi 10.1080/14719037.2022.2068051.

Hamidullah, M. F., & **Astudillo-Rodas, M.** (2020). Going beyond study abroad: An introduction to United States and Chinese joint undergraduate degree programs in public affairs education. *Journal of Public Affairs Education*; 26:2, 171-181.

## Book Chapters

**Astudillo-Rodas, M** & Rodas-Gaiter, A. (Forthcoming). Empleo público para las políticas públicas: analizando el rol de las personas que trabajan en lo público. In, Sanabria-Pulido, P., & Cuervo-Restrepo, J. (eds.), *Instituciones y organizaciones para las políticas públicas en Colombia*.

Riccucci, N. & **Astudillo-Rodas, M.** (2021). Future Challenges to a Diverse Workforce. In, Bram Steijn & Eva Knies (eds.), *Research Handbook on Human Resources Management in the Public Sector*, Cheltenham, UK: Edward Elgar Publishing.

**Astudillo-Rodas, M.**, & Riccucci, N. (2021). Personnel Management: improving employee and organizational performance. In, Thomas A. Bryer (ed.), *Handbook of Theories of Public Administration and Management*, Cheltenham, UK: Edward Elgar Publishing.

Sanabria, P., & **Astudillo, M.** (2016). A modo de introducción y recordatorio: recomendaciones y lineamientos para la formulación de un modelo de gestión estratégica del talento humano en el sector público colombiano. In Sanabria, P. (compiler) (2016). *De la recomendación a la acción ¿Cómo poner en marcha un modelo de gestión estratégica del talento humano para el sector público colombiano?* Bogotá: Ediciones Uniandes.

Cuéllar, P., Sanabria, P., & **Astudillo, M.** (2016). Lecciones de pilotos que potencian las capacidades de las entidades para la puesta en marcha de mejoras en la gestión estratégica del talento humano. In Sanabria, P. (compiler) (2016). *De la recomendación a la acción ¿Cómo poner en marcha un modelo de gestión estratégica del talento humano para el sector público colombiano?* Bogotá: Ediciones Uniandes.

Sanabria, P., **Astudillo, M.**, Rodas, A., & Cuéllar, P. (2016). Lineamientos generales para la implementación de un modelo de gestión estratégica del talento humano en el sector público colombiano. In Sanabria, P. (compiler) (2016). *De la recomendación a la acción ¿Cómo poner en marcha un modelo de gestión estratégica del talento humano para el sector público colombiano?* Bogotá: Ediciones Uniandes.

Sanabria, P., Telch, F., Rodas, A., **Astudillo, M.**, & Estrada, S. (2015). Lineamientos para una política de talento humano en el sector público colombiano. Para servir mejor al país: ¿cómo hacer estratégica la gestión del talento humano en las organizaciones públicas colombianas? In Sanabria, P. (compiler) (2015). *Gestión Estratégica del Talento Humano en el Sector Público: Estado del Arte, Diagnóstico y Recomendaciones para el Caso Colombiano*. Bogotá: Ediciones Uniandes.

Jaramillo, M., Trejos, L., Vera, R., & **Astudillo, M.** (2011). Marco Conceptual, Político y Normativo. In CIENFI - Universidad Icesi (Ed.), *Salud de los Niños y las Niñas: Pasado, Presente y Futuro en Santiago de Cali* (pp. 27 - 44). Cali: Secretaría de Salud Pública Municipal.

De Borrero, M., Melo, L., Landazábal, N., Holguín, J., Jaramillo, M., Vera, R., Alarcón, L., Yoda, Y., Muñoz, E., Benavides, M., **Astudillo, M.**, & Trejos, L. (2011). Programas de Salud Dirigidos a los Niños y las Niñas. In CIENFI - Universidad Icesi (Ed.), *Salud de los Niños y las Niñas: Pasado, Presente y Futuro en Santiago de Cali* (pp. 71 - 116). Cali: Secretaría de Salud Pública Municipal.

Melo, L., De Borrero, M., Benavides, M., Guerra, J., Holguín, J., Teherán, A., Vera, R., Jaramillo, M., **Astudillo, M.**, & Trejos, L. (2011). Atención Integrada a las Enfermedades Prevalentes de la Infancia, Estrategia AIEPI. In CIENFI - Universidad Icesi (Ed.), *Salud de los Niños y las Niñas: Pasado, Presente y Futuro en Santiago de Cali* (pp. 119 -153). Cali: Secretaría de Salud Pública Municipal.

### **Working Papers**

Sanabria, P., Rincón, J., Cuéllar, P., Rodas, A., **Astudillo, M.**, Estrada, S., & González, J. S. (2016). *Guía de Implementación. De la recomendación a la acción: ¿Cómo poner en marcha un modelo de gestión estratégica del talento humano en el sector público colombiano?* Documentos de trabajo, Escuela de Gobierno Alberto Lleras Camargo, 26.

Sanabria, P., Cuéllar, P., Rodas, A., **Astudillo, M.**, Estrada, S. & González, J. S. (2016). *¿Cómo evaluar la efectividad de una política que busque hacer estratégica la gestión del talento humano en el sector público colombiano?* Documentos de trabajo, Escuela de Gobierno Alberto Lleras Camargo, 27.

Sanabria, P., Telch, F., Rodas, A., **Astudillo, M.**, & Estrada, S. (2015) *Documento de Recomendaciones. Para servir mejor al país: ¿cómo hacer estratégica la gestión del talento humano en las organizaciones públicas colombianas?* Documento de Trabajo, Escuela de Gobierno Alberto Lleras Camargo, 18.

### **Other Publications**

Rodas, A., & **Astudillo, M.** (2011) Política Pública sobre el Bilingüismo en Cali. *Boletín Polis*, 10, 14-16.

### **Works in Progress**

Determining public managers' attitudes when using social media (WhatsApp) in the workplace.

Public servants: Understanding how the use of WhatsApp affects transparency and accountability.

Assessing public servant's behaviors when making decisions in the workplace with the help of ICTs.

Motivated because they fit? Employee - supervisor relationships and work motivation among public servants [with Pablo Sanabria-Pulido].

Women's attitudes in the workplace: Unfair situations and employees' behaviors in the Colombian public sector. [with Alejandra Rodas-Gaiter].

Administrative burden as a source of policy feedback on orientations toward government programs. [with Inkyu Kang].

Administrative capacity, political context, and decision making under uncertainty: Schools reopening. [with Alejandra Rodas-Gaiter, Pablo Sanabria-Pulido, Ana Bolena Escobar].

## Academic Experience

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### Appointments

Academic Year 2020 - 2021	<i>Teaching Assistant.</i> School of Public Affairs and Administration. Rutgers University – Newark.
Summer 2021, 2022	<i>Winter/ Summer Instructor.</i> Office of Sumer & Winter Session. Rutgers University – Newark.
07.2015 – 02.2016	<i>Co-Investigator.</i> School of Government. Universidad de los Andes (Bogotá - Colombia).

### Affiliations

Spring 2022 -	<i>Affiliated Graduate Student.</i> Center for Latin American Studies. School of Arts and Sciences. Rutgers University – Newark.
Spring 2019 -	<i>Affiliated Graduate Student.</i> Transparency and Governance Center. School of Public Affairs and Administration. Rutgers University – Newark.

### Fellowships and Honors

2022	<i>Paul Volcker Junior Scholar Research Award</i> [APSA Section for Public Administration] (\$ 2,800).
Academic year 2021 - 2022	<i>Dean's Dissertation Fellow.</i> Rutgers University – Newark.
Academic year 2018 – 2019; 2019 - 2020	<i>Graduate Fellow.</i> School of Public Affairs and Administration. Rutgers University – Newark.

### Research Assistantships

Fall 2013 – Spring 2015	<i>Graduate Research Assistant.</i> School of Government. Universidad de los Andes (Bogotá - Colombia).
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### Grants and Collaborations

Fall 2022	<i>New Jersey Policy Lab.</i> “Child Care Provider Subsidies in New Jersey: An Analysis of Options and Impacts, Qualitative insights” [PI: Andrea Hetling, Co-PI: Gregory Porumbescu].
07.2021 – 06.2023	<i>Rutgers Global International Collaborative Research Grant</i> (\$ 5,000). “Transparency and Civic Engagement in Palmira, Colombia” [PI: Gregory Porumbescu].

## Teaching Experience

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### Graduate Level

Fall 2022	<i>Intergovernmental and Intersectoral Management</i> (Online, Asynchronous). School of Public Affairs and Administration. Rutgers University – Newark.
Summer 2022	<i>Intergovernmental and Intersectoral Management</i> . School of Public Affairs and Administration. Rutgers University – Newark.
Summer 2021	<i>Applied Statistics</i> (Online). School of Public Affairs and Administration. Rutgers University – Newark.
Spring 2021	<i>Administrative Ethics</i> (Online). School of Public Affairs and Administration. Rutgers University – Newark.
Fall 2019; 2020	<i>Human Resource Administration</i>   Co-Instructor [Norma Riccucci] (Online, Asynchronous). School of Public Affairs and Administration. Rutgers University – Newark.

### Undergraduate Level

Fall 2020	<i>Public Service as Responsible Citizenship</i> (Online). School of Public Affairs and Administration. Rutgers University – Newark.
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### Certificate/Development Program

Fall 2021	<i>Programa Actualización profesional en Política Pública: Gestión de Riesgos de Proyectos</i> . (Online)   34 hours. Universidad de los Andes (Bogotá, Colombia).
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### Teaching Assistantships

Spring 2019	<i>Government Revenue Systems</i> [Undergraduate]   Prof. Pengju Zhang. School of Public Affairs and Administration. Rutgers University – Newark.
Spring 2019	<i>Econ for Public Administration</i> [Graduate]   Prof. Pengju Zhang. School of Public Affairs and Administration. Rutgers University – Newark.
Fall 2018	<i>Human Resource Administration (Online)</i> [Graduate]   Prof. Norma Riccucci. School of Public Affairs and Administration. Rutgers University – Newark.
Spring 2014 – Spring 2015	<i>Public Policy</i> [Graduate]   Prof. Pablo Sanabria-Pulido. School of Government. Universidad de los Andes (Bogotá - Colombia).

### Professional Experience

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10.2017 – 06.2018	<i>Process Development Advisor</i>   AECOM [Cali – Colombia].
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- Analyzed data from different sources to measure an urban resilience strategy on education, mobility, climate change, and crime prevention.
    - Implemented Cali’s City Resilience Index.
- 01.2017 – 04.2017 *Deputy Director* | Municipality of Cali, Department of City Planning [Cali – Colombia].
- Managed and supervised the improvement of Cali’s Project Bank to manage public spending (about US \$ 700 million annually) more efficiently and effectively.
  - Initiated the public policy evaluation team within the Municipality.
  - Improved administrative processes to make public administration more efficient and transparent.
- 02.2016 – 12.2016 *Integral Development Professional* | Municipality of Cali, Department of City Planning [Cali – Colombia].
- Worked in the design of the four-year Development Plan for Cali.
  - Carried out the most important administrative reform in the past 15 years.
  - Advised the city’s data management team.

## Conferences

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- 03.2022 – Jacksonville, FL ASPA Annual Conference - Fred Riggs Symposium. *Women’s Attitudes in The Workplace: Unfair situations, job positions and employee’s behaviors in the Colombian public sector.* (Co-author: Alejandra Rodas-Gaiter).
- 07.2021 - Virtual Academy of Management (AOM) - Public and Nonprofit Division. Doctoral Consortium. *Public servants: Let’s talk about transparency in the workplace.*
- 06.2021 – Virtual Public Management Research Association Conference (PMRC). *Employees’ work attitudes when facing discrimination, evidence from the Colombian public sector.* (Co-author: Alejandra Rodas-Gaiter).
- 09.2020 – Virtual National Freedom of Information Coalition FOI research competition - NFOIC summit. Finalist: *Internalizing FOI-law in a developing country: insights from Colombian public servants.*
- 06.2020 – Virtual Virtual Doctoral Colloquium. *What do public servants think of transparency? Internalizing transparency in a context of highly-perceived corruption.*

04.2020 – Tampere, Finland	International Research Society for Public Management – IRSPM. Canceled (COVID-19)   <i>What do public servants think of transparency? Internalizing transparency in a context of highly-perceived corruption.</i>
06.2020 – Oahu, HI	Public Management Research Association Conference (PMRC). Canceled (COVID-19)   <i>What do public servants think of transparency? Internalizing transparency in a context of highly-perceived corruption.</i>
11.2016 - Santiago, Chile	XXI CLAD International Congress. <i>Public policy guidelines for the conformation of a strategic human resource management in the Colombian public sector.</i> (Co-authors: Alejandra Rodas-Gaiter, Pablo Sanabria-Pulido, Paula Cuéllar).
06.2015 – Minneapolis, MN	Public Management Research Association Conference (PMRC). <i>Motivated because they Fit? Employee - Supervisor Relationships and Work Motivation among Colombian Public Servants.</i> (Co-author: Pablo Sanabria-Pulido).
09.2014 – Cali, Colombia	III ACCPOL Political Science Congress. <i>Collaboration or subordination? Boss – Employee relationships and its effects on job motivation in Colombian Public Servants.</i>

## Professional Service

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### Ad-hoc Journal Reviewer

*Public Management Review*

### Service to Institution

Fall 2022	<i>Dean Search Committee</i> [member]. School of Public Affairs and Administration. Rutgers University – Newark.
Academic year 2021 - 2022	<i>Ph.D. Student Club President.</i> School of Public Affairs and Administration. Rutgers University – Newark. <ul style="list-style-type: none"> <li>• <i>Doctoral student supersessions</i> (Fall 2021, Spring 2022). [Co-organized with Yahong Zhang].</li> <li>• <i>Roundtable colloquiums</i> (Spring 2021). [Co-organized with Yahong Zhang].</li> </ul>
Academic year 2011 - 2012	<i>Student Representative.</i> Economics Curriculum Committee. Icesi University (Cali-Colombia).

### Service to Community

Fall 2008 – Fall 2012	<i>Social Project Volunteer</i>   Icesi University (Cali, Colombia). Encouraged high school students from poor neighborhoods in Cali to consider college education "possible."
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### Training

Summer 2022

New Jersey Applied Data Analytics Training [Module 1]

Spring 2022

Micro-Credential: *Designing Student-Centered Courses*. Association of College and University Educators (ACUE).