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## **EDUCATION**

Ph.D. in Public Administration - August 1984  
MAXWELL SCHOOL OF CITIZENSHIP AND PUBLIC AFFAIRS  
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Masters of Public Administration - June 1981  
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Bachelors of Public Administration - March 1979  
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## PUBLICATIONS

### Books, Monographs, Readers

Riccucci, Norma M. *Critical Race Theory: Exploring its Application to Public Administration*. Cambridge Elements Series, Cambridge University Press, 2022.

Riccucci, Norma M. *Managing Diversity in Public Sector Workforces*, New York: Routledge Press, Second Edition, 2021.

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**Listed as one of the top 20 most influential books published in the field during the last 20 years (ranked in an essay in *Administration & Society*, Summer 2012)**

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“Tokenism.” In, John H. Moore (ed.), *Encyclopedia of Race and Racism*. Detroit, MI: Macmillan Reference, 2008, pp. 132-134.

“Equal Employment Opportunity and Affirmative Action.” In, Jack Rabin (ed.), *Encyclopedia of Public Administration and Public Policy*. New York: Taylor and Francis, 2<sup>nd</sup> edition, 2007, pp. 681-685.

“Equal Employment Opportunity and Affirmative Action.” In, Jack Rabin and T. Aaron Wachhaus (eds.), *Encyclopedia of Public Administration and Public Policy*, 2<sup>nd</sup> edition, 2008, informaworld, online:  
<http://www.informaworld.com/smpp/title~content=t789671754>

“Mary Ellen Guy: The Quintessential Leader in Public Administration.” In, Claire L. Felbinger and Wendy A. Haynes (eds.), *Profiles of Outstanding Women in Public Administration*. Washington, D.C.: American Society for Public Administration, 2007, pp. 73-77.

“Public Administration Pedagogy: What Exactly is It?” In, Jack Rabin, W. B. Hildreth, and Gerald J. Miller (eds.), *Handbook of Public Administration*, 3<sup>rd</sup> edition, New York: Taylor and Francis, 2007, pp. 757-765.

“The Legal Status of Affirmative Action in Employment.” In, Ronald R. Sims (ed.), *Contemporary Human Resource Management Challenges, Issues and Opportunities*. Charlotte, North Carolina: Information Age Publishing, 2007, 55-67.

“Integrating Citizen-Driven Measures and Performance Improvement.” In, Marc Holzer (ed.), *Citizen-Driven Government Performance*. Newark: National Center for Public Productivity and the Seoul Development Institute, 2006, pp. 77-90.

“Civil Service Reform in New York State: A Quiet Revolution.” In, J. Edward Kellough and Lloyd G. Nigro (eds.), *State Civil Service Reform*. Albany, NY: SUNY Press, 2006, pp. 303-313.

“The Criteria of Action in Reforming and Advancing the Administrative State: How do we Determine or ‘Know’ Effectiveness?” In, Howard McCurdy and David H. Rosenbloom (eds.), *Revisiting Dwight Waldo’s Administrative State*. Washington, D.C.: Georgetown University Press, 2006, pp. 55-70.

“Affirmative Action in the 21<sup>st</sup> Century.” In, Riccucci (ed.) *Public Personnel Management: Current Concerns, Future Challenges*, NY: Longman Press, 4<sup>th</sup> edition, 2006, pp. 51-57.

“Managing Diversity: Redux.” In, Riccucci (ed.) *Public Personnel Management: Current Concerns, Future Challenges*, NY: Longman Press, 4<sup>th</sup> edition, 2006, pp. 58-69.

“A Practical Guide to EEO and Affirmative Action.” In, Stephen E. Condrey, (ed.), *Handbook of Practical Human Resource Management*, 2d edition. San Francisco: Jossey-Bass, 2005, pp. 403-422.

“Cultural Diversity Programmes to Prepare for the 21<sup>st</sup> Century: Failures and Lost Opportunities.” In, Lyn Davidson and Sandra Fielden (eds.), *Individual Diversity and Psychology in Organizations: A Handbook in the Psychology of Management in Organizations*. Sussex, UK: John Wiley & Sons Limited, 2003, pp. 355-363.

”The Politicized Administrative Environment: Public Administration in the United States.” In, Krishna K. Tummala (ed.), *Comparative Bureaucratic Systems*. Lanham, MD: Lexington Books, 2003, pp. 81-96 (co-author: David M. Van Slyke).

“Equal Employment Opportunity and Affirmative Action.” In, Jack Rabin (ed.), *Encyclopedia of Public Administration and Public Policy*. New York: Marcel Dekker, Inc., 2003, pp. 449-453.

“Managing Across Boundaries: A Case Study of Dr. Helene Gayle and the AIDS Epidemic.” In, Mark A. Abramson and Kevin M. Bacon (eds.), *Leaders*. Lanham, MD: Rowman & Littlefield Publishers, Inc., 2002, pp. 55-84.

“The Immortality of Affirmative Action.” In, Ban and Riccucci (eds.) *Public Personnel Management: Current Concerns, Future Challenges*, NY: Longman Press, 3<sup>rd</sup> edition, 2002, pp. 72-84.

“Managing Diversity in the Government Workplace.” In, Ban and Riccucci (eds.) *Public Personnel Management: Current Concerns, Future Challenges*, NY: Longman Press, 3<sup>rd</sup> edition, 2002, pp. 85-94.

“Excellence in Administrative Leadership.” In, Kevin Theakston (ed.), *Bureaucrats and Leadership*. London: Macmillan Press LTD, 2000, pp. 17-38.

“Reinventing Government.” In, Nelson W. Polsby (ed.), *Annual Review of Political Science*, 1998, vol. 1, pp. 231-257, (co-author: Frank J. Thompson).

“Constitutions, Statutes, Regulations and Labor Relations: Dispute Resolution in a Complex Authority Mix.” In, Phillip J. Cooper and Chester Newland (eds.), *Handbook of Public Law and Public Administration*. San Francisco: Jossey-Bass, 1997, pp. 274-286.

“A Practical Guide to EEO and Affirmative Action.” In, Stephen E. Condrey, (ed.), *Handbook of Practical Human Resource Management*. San Francisco: Jossey-Bass, 1997: 165-182.

“Will Affirmative Action Survive into the 21<sup>st</sup> Century?” In, Ban and Riccucci (eds.) *Public Personnel Management: Current Concerns, Future Challenges*, NY: Longman Press, 2d edition, 1997, pp. 57-72.

“Models of Excellence in Workplace Diversity,” In, Ban and Riccucci (eds.) *Public Personnel Management: Current Concerns, Future Challenges*, NY: Longman Press, 2d edition, 1997, pp. 73-90 (co-author: Tamu Chambers).

"Personnel Systems and Labor Relations: Steps Toward a Quiet Revitalization." In, Frank J. Thompson (ed.), *Revitalizing State and Local Public Service*. San Francisco: Jossey-Bass, 1993, pp. 71-103 (co-author: Carolyn Ban).

"Affirmative Action in the 21st Century: New Approaches and Developments." In, Ban and Riccucci (eds.), *Public Personnel Management: Current Concerns, Future Challenges*. NY: Longman Press, 1991, pp. 89-99.

"Biological Testing and Personnel Policy: Drugs and the Federal Workplace" (co-authors). In, Ban and Riccucci (eds.) *Public Personnel Management: Current Concerns, Future Challenges*. NY: Longman Press, 1991, pp. 156-171 (co-authors: Frank Thompson and Carolyn Ban).

"Productivity and the Personnel Process." In Marc Holzer (ed.), *Public Productivity Handbook*, Marcel Dekker, 1992 (co-authors: Sue Faerman and Carolyn Ban).

"Equity in Federal Employment in the United States," in *Equity in Public Employment Across Nations* (Krishna K. Tummala, editor), Lanham, MD: University Press of America, 1989, pp. 23-48 (co-author: David Rosenbloom).

"A Theoretical Approach to Public Personnel Reform," *Bureaucratic and Governmental Reform* (Donald J. Calista, ed), JAI Press, 1986, pp. 73-87 (co-author: David Rosenbloom).

### Book Reviews

Bozeman, Barry and Mary K. Feeney. 2011. *Rules and Red Tape: A Prism for Public Administration Theory and Research* (Armonk, NY: M.E. Sharpe, 2011), *Public Administration Review*, May/June 2012, vol. 72, no. 3, pp.463-465.

Black, William K. The Best Way to Rob a Bank is to Own One: How Corporate Executives and Politicians Looted the S&L Industry (Austin: University of Texas Press, 2005), *Public Administration Review*, March/April 2006, vol. 66, no. 2, p. 290.

Mastracci, Sharon H. *Breaking Out of the Pink-Collar Ghetto: Policy Solutions for Non-College Women* (Armonk, NY: M.E. Sharpe), *Review of Public Personnel Administration*, December 2005, vol. 25, no. 4, pp. 384-386.

Maynard-Moody, Steven and Michael Musheno. *Cops, Teachers, Counselors: Stories from the Front Lines of Public Service* (Ann Arbor: University of Michigan Press, 2003),

*Public Administration Review*, March/April, 2005, vol. 65, no. 2, pp. 243-245.

Guy, Mary E., ed. *Women and Men of the States: Public Administrators at the State Level* (Armonk, NY: M.E. Sharpe, Inc., 1992), *Public Administration Review*, January/February, 1994, vol. 54, no. 1, p. 84.

Coleman, Charles J. *Managing Labor Relations in the Public Sector* (Jossey-Bass, 1990), *Public Administration Review*, vol. 51, no. 4, 1991, pp. 369-370.

Gottfried, Frances. *The Merit System and Municipal Civil Service: A Fostering of Social Inequality* (Greenwood Press, 1988), *Public Administration Review*, vol. 49, no. 6, 1989, pp. 567-568.

Baum, Howell S. *The Invisible Bureaucracy* (Oxford University Press, 1987), *American Political Science Review*, vol. 83, March 1989, pp. 315-316.

Kelly, Rita Mae and Jane Bayes. *Comparable Worth, Pay Equity and Public Policy* (Greenwood Press, 1988), *Women and Politics*, vol. 9, no. 2, 1989, pp. 69-71.

### Other

Riccucci, Norma M. "Forward." *Foundations of Public Administration*, Jos C.N. Raadschelders and Richard J. Stillman II (eds.), Irvine, Melvin & Leigh, Publishers, 2017, pp.vii-viii.

Riccucci, Norma M. "Forward." *Cultural Competency for Public Administrators*, Kristen A. Norman-Major and Susan T. Gooden (eds.), Armonk, M.E. Sharpe, 2012, pp. vii-viii.

Riccucci, Norma M. Letter to the Editor, *New York Times*, March 3, 2011, p. A26.  
[http://www.nytimes.com/2011/03/03/opinion/103unions.html?\\_r=3&ref=todayspaper](http://www.nytimes.com/2011/03/03/opinion/103unions.html?_r=3&ref=todayspaper)

Riccucci, Norma M. Letter to the Editor, *New York Times*, January 5, 2008. "Reflections on Iowa's Day in the Sun." [http://www.nytimes.com/2008/01/05/opinion/lweb05iowa.html?\\_r=1&oref=slogin](http://www.nytimes.com/2008/01/05/opinion/lweb05iowa.html?_r=1&oref=slogin)

Riccucci, Norma M. Letter to the Editor, *New York Times*, November 6, 1986. p. A34. "Meese Sang Another Song on Affirmative Action."

## **GRANTS**

U.S. Department of Health and Human Services. “Front Line Management and Practice Study.” \$600,000, 1997-2000 (Senior Investigator).

The PricewaterhouseCoopers Endowment for the Business of Government. “Managing Across Agencies and Boundaries: A Case Study of Dr. Helene Gayle and the AIDS Epidemic.” Endowment, \$15,000, 2001 (Principal Investigator).

The Ford Foundation. “Appointed Policy Makers in State Government: Phase II.” \$250,000, 1997-1999 (Co-Principal Investigator: Judith Sidel).

The Ford Foundation. “Completing the Public Record: Appointed Policy Makers in State Government.” \$157,000, 1995-1997 (Co-Principal Investigator: Judith Sidel).

## **COMMUNITY ENGAGEMENT**

“The Birth of a Movement.” Black History Month Event: Documentary Screening and Panel Discussion. Speaker. School of Public Affairs and Administration, Rutgers Newark. February 25, 2019.

## **AWARDS AND HONORS**

Doctor Honoris Causa (honorary degree), IDHEAP, Swiss Graduate School of Public Administration, University of Lausanne, Switzerland, Dies Academicus ceremony, June 3, 2022.

Herbert Simon Award, for significant career contributions to the scientific study of bureaucracy, Midwest Political Science Association, 2021.

Deil S. Wright Lecture in Public Administration, University of North Carolina, Chapel Hill, School of Government, 2021.

H. George Frederickson Award for Career Contributions in Public Management Research, Public Management Research Association, 2020.

William Duncombe Excellence in Doctoral Education Award, NASPAA, 2020.

John Gaus Award for a lifetime of exemplary scholarship in the joint tradition of political science and public administration, American Political Science Association, 2018.

Dwight Waldo Award for outstanding contributions to the professional literature of public administration over an extended career, American Society for Public Administration, 2016.

Section on Personnel Administration and Labor Relations, Best Book Award, American Society for Public Administration, 2018: *Public Personnel Management: Current Concerns, Future Challenges*. New York: Routledge, Sixth Edition, 2018.

Section on Public Administration Research, Best Book Award, American Society for Public Administration, 2012: *Public Administration: Traditions of Inquiry and Philosophies of Knowledge*. Washington, D.C.: Georgetown University Press, 2010.

Rutgers, The State University of New Jersey, Board of Trustees Award for Excellence in Research, 2010.

President, Public Management Research Association, Fall 2007 to Fall 2009.

Herbert Simon Award for Best Book, American Political Science Association, 2009: *How Management Matters: Street-Level Bureaucrats and Welfare Reform*. Washington, D.C.: Georgetown University Press, 2005.

Visiting Scholar, Lecture Series, Hong Kong. Department of Public and Social Administration, City University of Hong Kong, Kowloon, Hong Kong SAR, March 1-8, 2009.

Charles H. Levine Award for Excellence in Public Administration Research, Teaching and Service, American Society for Public Administration, 2006.

Hatfield Scholar, Mark O. Hatfield School of Government at Portland State University, 2006.

Fellow, National Academy of Public Administration, 2005.

Inducted into Phi Beta Delta, Honor Society for International Scholars, in recognition of achievements in the areas of international education and exchange, 2005.

Rita Mae Kelly Award for Research Excellence, Section for Women in Public Administration, American Society for Public Administration, 2005.

Special Editor, *Public Administration Review*, “Administrative Profiles.” 2005 – 2011.

Special Co-Editor, Персонал (*Personnel- Mix Journal*), Series on Public Personnel and Human Resources Management in Government for Russian journal, 2005-2006.

Chair, Public Administration Section, American Political Science Association, 2004-2005.

Distinguished Research Award. ASPA/NASPAA (American Society for Public Administration/National Association for Schools of Public Affairs and Administration), 2002.

Member, Academic Advisory Board, Partnership for Public Service, 2002-2005.

Visiting Scholar, Lecture Series, Virginia Commonwealth University, School of Government and Public Affairs, Richmond, Virginia, April 15-16, 2004. “Building Social Capital Within Organizations.”

“Coordinating Editor, Special Issue, Democratic Governance in the Aftermath of September 11, 2001.” *Public Administration Review*, March 2003.

“President’s Award for Excellence in Research.” University at Albany, State University of New York, 2001.

“Award for Scholarship in Public Sector Human Resources.” American Society for Public Administration, Section on Personnel Administration and Labor Relations, 2000.

## **RESEARCH PUBLICATIONS/REPORTS**

“Local Unit Alignment, Reorganization, and Consolidation Commission: Literature Reviews and Analyses,” 2008, editing with Holzer, Fry, Van Ryzin, et. al.  
<http://nj.gov/dca/affiliates/luarcc/publications/>

“Managing Across Agencies and Boundaries: A Case Study of Dr. Helene Gayle and the AIDS Epidemic.” The PricewaterhouseCoopers Endowment for the Business of Government. 2001.

“Appointed Policy Makers in State Government: The Regional Profile.” Summer 1997 (with Judith Saidel).



Cited in *New York Times*, “Pataki Found Lagging in Minority Appointees,” by Richard Perez-Pena, July 22, 1997, <http://www.nytimes.com/1997/07/22/nyregion/pataki-found-lagging-in-minority-appointees.html>.

“Appointed Policy Makers in State Government: The National Profile.” Fall 1996 (with Judith Saidel).

“Personnel Systems, Labor Relations, and Government Performance.” 1991. Task Force Report prepared for the National Commission on the State and Local Public Service, or the Winter Commission (Co-author).

“NASPAA Faculty Directory.” 1991. 1992. National Association of Schools of Public Affairs and Administration (Co-authors).

“NASPAA Directory of Programs, 1992.” National Association of Schools of Public Affairs and Administration (Co-authors).

## **KEY NOTES, PAPERS & CONFERENCES**

Public Management Research Conference (PMRC), May 25, 2022, Workshop, “Applying New and Innovative Frameworks to Advance Scholarship on Race and Gender,” Phoenix, Arizona

Public Management Research Conference (PMRC), June 24, 2021. Roundtable, “Gendered Citation Patterns in Public Administration: Is there a Gender Citation Gap?”

Instituto di Asuntos Publicos, Universidad de Chile (Institute of Public Affairs, University of Chile), April 30, 2021, delivered remotely. “A Snapshot of Gender Diversity in U.S. Public Sector Workforces.”

Herbert Simon Lecture, Midwest Political Science Conference (MPSC), April 16, 2021.

Midwest Political Science Conference (MPSC), April 17, 2021. Roundtable, “Social Equity, Inclusion and Social Justice in Public Administration.”

2021 Deil S. Wright Lecture in Public Administration, University of North Carolina, Chapel Hill, School of Government, April 8, 2021.

2020 Hauptmann Distinguished Guest Lecture Series, Park University, “The Importance of Diverse Workforces in Promoting Democratic Values.” Delivered via ASPA Webinar, September 10, 2020.

Transatlantic Dialogue, October 21-22, 2019. Baruch College, New York, New York. “Creating Public Values through Cross-Sector Collaboration: A Case of Business Improvement Districts in New Jersey,” (Co-author).

Virginia Commonwealth University, September 29-30, 2019. “Citizens’ Perceptions of Closing the Gender Pay Gap: An Experimental Study.”

Public Management Research Conference, June 11-14, 2019. Chapel Hill, University of North Carolina. Workshop: Advancing Race and Gender Scholarship in Public Policy and Administration, (Co-Chair).

Public Management Research Conference, June 11-14, 2019. Chapel Hill, University of North Carolina. “Citizens’ Perceptions of Closing the Gender Pay Gap: An Experimental Study,” (Co-author).

Social Equity and Leadership Conference, June 5-7, 2019. SPAA, Newark, NJ. Conference Advisor and Panel Chair, “Community Partnerships and Social Equity.”

International Conference on Social Science and Economics, May 9-10, 2019. Amsterdam, Netherlands. “Fluctuations in U.S. Civil Rights Policies: The Case of LGBT Employment.”

Midwest Political Science Association, April 4-7, 2019. Chicago, IL. “Public Values in the Context of Performance,” (Co-author).

American Society for Public Administration, March 9-12, 2019. Washington, D.C. “Celebrating Minnowbrook at 50: Social Equity Past, Present and Future,” (Co-author).

American Society for Public Administration, March 9-12, 2019. Washington, D.C. “Citizens’ Perceptions of Closing the Gender Pay Gap: An Experimental Study,” (Co-author).

Association for Public Policy Analysis and Management, November 8 - 10, 2018, Washington, D.C. “Collaborative Strategies for Local Government,” (Co-author).

American University, October 25, 2018. Washington, D.C. “Representative Bureaucracy, Race and Policing: A Survey Experiment.”

George Washington University, October 15, 2018. Washington, D.C. “Representative Bureaucracy, Race and Policing: A Survey Experiment.”

American Political Science Association, August 30- September 2, 2018. Boston. Chair, Advances in Representative Bureaucracy.”

50<sup>th</sup> Anniversary of Minnowbrook Conference, August 17-20, 2018. Minnowbrook Conference Center, Blue Mountain Lake, New York.

Midwest Political Science Association, April 2-9, 2018. Chicago, Illinois. “I Secured P&T—Now What? Sustaining Scholarly Excellence Post Tenure,” Roundtable participant.

Public Management Research Conference, June 8-10, 2017. Washington, D.C. “Representative Bureaucracy, Race and Policing: A Survey Experiment,” (Co-author).

International Research Society for Public Management, April 19 – 21, 2017, Budapest, Hungary. “Representative Bureaucracy, Race and Policing: A Survey Experiment.” (Co-authors).

American Society for Public Administration, March 17-21, 2017. Special Keynote. Atlanta, Georgia. “Civil Rights Law and Policy Drifts: LGBT Employment.”

Florida International University, February 16, 2017. Miami, Florida. “Representative Bureaucracy and Public Engagement in Emergency Preparedness.”

University of Kansas, March 21-23, 2016. Lawrence, Kansas. “Representative Bureaucracy and its Symbolic Effect on Citizens: A Conceptual Replication.”

Association for Public Policy Analysis and Management, November 12-14, 2015. Miami, FL. “Representative Bureaucracy and Public Engagement in Emergency Preparedness: A Replication Experiment.” (Co-authors).

Public Administration Evolving Colloquium, October 21, 2015. Invited. Denver, Colorado. “From Sameness to Differentness.” University of Colorado Denver, School of Public Affairs.

Public Management Research Conference, June 10-13, 2015. Minneapolis, Minnesota. Workshop: Experiments in Public Management Research: Representative Bureaucracy. (Co-authors).

11<sup>th</sup> Transatlantic Dialogue, June 3-5, 2015. Federal Reserve Bank, Boston, Massachusetts. Keynote Address: The Relevancy of Public Personnel Management and Policy in Modern Times.

Association for Public Policy Analysis and Management, November 6-8, 2014. Albuquerque, New Mexico. "Representative Bureaucracy and the Willingness to Coproduce: An Experimental Study." (Co-authors).

Northeast Conference on Public Administration, November 6-8, 2014. Portsmouth, New Hampshire. "Managing Risk of Family Responsibilities Discrimination in the Public Sector: Current Progress and Future Challenges of the New Workplace Discrimination." (Co-author).

10<sup>th</sup> Transatlantic Dialogue, June 4-7, 2014. Università della Svizzera Italiana, USI-University of Lugano, Lugano, Switzerland. "From Public Administration to XXI Century Collaborative Administration." Conference Organizer and Co-Chair.

American Society for Public Administration, March 14-18, 2014. Washington, D.C. "From Sameness to Differentness."

American Society for Public Administration, March 14-18, 2014. Washington, D.C. Co-chair and co-moderator, "50<sup>th</sup> Anniversary of the Civil Rights Act of 1964."

Science in Society, November 22-23, 2013. Warsaw, Poland. "The Use of Written Exams in Police and Fire Departments: Implications for Social Diversity." (Co-author).

American Political Science Association, August 29 - September 1, 2013. Chicago. Chair, "Commemorating the Civil Rights Act of 1964: Moving Forward or Backward?"

International Research Society for Public Management, April 10-12, 2013. Prague, Czech Republic. "Representative Bureaucracy in Policing: Does It Increase Perceived Legitimacy?" (Co-authors).

Symposium Honoring the Ideas and Contributions of John A. Rohr, October 26-27, 2012. American University, Washington, D.C. "*Fisher v. University of Texas*: A Call for Democratic Constitutionalism in Promoting Diversity."

City Hall, Newark, New Jersey, December 8, 2011. “Women and People of Color in Police and Firefighting.”

American Political Science Association, September 1-2, 2011. Seattle, Washington. Chair, “Public Personnel Systems: The Evolution and Impact of Employee Rights and Protections.”

Public Management Research Conference, June 2-4, 2011. Syracuse University, Syracuse, New York. “Women in City Hall: Gender Dimensions of Managerial Values.” (Co-authors).

Public Management Research Conference, June 2-4, 2011. Syracuse University, Syracuse, New York. Chair, “Diversity Issues in Management 2.”

American Society for Public Administration, March 11-15, 2011. Baltimore, Maryland. “Public Administration: Traditions of Inquiry and Philosophies of Knowledge.”

International Conference on Science in Society, November 11-13, 2010, Madrid, Spain. “Scientific Traditions in Public Administration: Logic of Inquiry.”

6<sup>th</sup> Transatlantic Dialogue, University of Siena, June 24-26, 2010, Siena, Italy. “Rethinking Financial Management in the Public Sector.” Co-Chair, Workshop on Performance and Financial Reporting.

“Managing Diversity in U.S. Government Workforces.” 9th Symposium on Public Management 2010: Diversity, an Asset for Public Services, June 7-8, Paris, France, The French Ministry of Finance and its Training Institute, The Institute of Public Management and Economic Development (IGPDE)

Public Management Research Conference, October 1-3, 2009, Ohio State University, Columbus, Ohio. Chair, “Street-Level Bureaucracy.”

“A Global Comparative Analysis of Digital Governance Practices,” March 5, 2009, City University of Hong Kong.

International Conference on E-Government, October 23-24, 2008, RMIT, Melbourne, Australia. “How Effective is Digital Governance Worldwide?” (Co-author).

American Political Science Association Conference, Boston, Massachusetts, August 28-31, 2008. “The Use of Social Equity Indicators in Policing Across the U. S. and Canada.”(Co-authors).

4<sup>th</sup> Transatlantic Dialogue, Università Bocconi, June 12-14, 2008, Milan, Italy, “The Status of Intergovernmental Relations and Multi-Level Governance in Europe and the U.S.” Organizing Committee and Co-Chair, Workshop on IGR and Health Care.

4<sup>th</sup> Sino-US International Conference on Public Administration, June 7-8, 2008, Rutgers University, Newark Campus, Newark, New Jersey. “The New Public Management, Homeland Security, and the Politics of Civil Service Reform.” (Co-author).

New York State Civil Service, April 2008. Albany, New York. Invited. Promoting Diversity in New York State Government.”

Public Management Research Conference, October 25-27 2007, University of Arizona, Tucson, Arizona. “The New Public Management, Homeland Security, and the Politics of Civil Service Reform.” (Co-author).

“The Logic of Inquiry in Public Administration.” Paul O. Hatfield Scholar Lecture. Portland State University, October 18, 2006.

Continuing Transformation of Public Administration, March 21-22, 2006, City University of Hong Kong, “Managing Welfare Performance Across Boundaries.”

Public Management Research Conference, October 2005, Los Angeles, CA. “Comparing Welfare Service Delivery Across Public, Nonprofit and For-Profit Agencies.” (Co-author).

Ethics and Integrity of Governance: The First Transatlantic Dialogue, “The Ethical Responsibilities of Street-Level Bureaucrats Under Welfare Reform.” Leuven, Belgium, June 2005.

American Society for Public Administration, “The Effect of Governance and Bureaucratic Responsiveness on Social Equity,” Convener and Chair, 2005.

Visiting Scholar, Lecture Series, Virginia Commonwealth University, School of Government and Public Affairs, Richmond, Virginia, April 15-16, 2004. “Building Social Capital Within Organizations.”

Public Management Research Conference, October 2003. Washington, D.C. “Linking Passive and Active Representation: The Case of Front-Line Workers in Welfare Agencies.” (Co-author).

The Administrative State Revisited, October 2003. American University. “Reforming and Advancing the Administration State: How Do We Determine or “Know” Effectiveness?”

National Association of Public Affairs and Administration, October 2003. "Teaching Managing Diversity."

Winelands Conference, Stellenbosch University, Capetown, South Africa, September 2003, "Building Social Capital Within Organizations."

American Political Science Association, August 2003. Chair, "Future Directions for Public Administration Research."

American Society for Public Administration, March 2003. Chaired Panel on Welfare Reform, and Ran Doctoral Roundtable on Working Towards the Ph.D.

Rutgers University, Provost's Research Day, April 2003. "Public Management and Welfare-to-Work."

Association for Public Policy Analysis and Management, November 2001. "The Implementation of TANF by Front-Line Workers." (Co-author).

Public Management Research Conference, October 2001. Bloomington, Indiana. "Organizational Processes as Policy Instruments: The Case of the Welfare Application Process." (Co-author).

American Political Science Association, August/September 2001. "The Role of Public Managers and Leaders in Front-Line Practices in Welfare Offices." (Co-author).

American Society for Public Administration, March 2001. "Front-Line Practices in Welfare Offices." (Co-author).

Public Management Research Conference, December 1999. College Station, Texas. "Achieving Goal Congruence in Complex Environments: The Case of Welfare Reform" (Co-author).

Association for Public Policy Analysis and Management, October 1999. "Rules, Management Systems, and Practices: A Typology for State TANF Programs" (Co-author).

American Political Science Association, September 1999. "The Politics of Implementing Welfare Policy" (Co-author).

Association for Public Policy Analysis and Management, October 1998. "Management Practices in Local Welfare Offices: Variation within and Among Four States" (Co-author).

American Society for Public Administration, 1998. "Gender, Race and Ethnic Issues as We Move into the 21<sup>st</sup> Century." Chair/Discussant.

"Affirmative Action and Beyond." Invited. National Teleconference, University of Vermont, April 28, 1997.

Public Management Research Conference, 1997. Athens, Georgia. Panel Chair.

"Excellence in Administrative Leadership." Invited. University of Leeds, Leeds, England, February 21-22, 1997.

American Political Science Association, 1996. "Deregulation and Reform in Public Personnel Management." Chair.

American Society for Public Administration, 1996. "The Representativeness of State-Level Bureaucratic Leaders: A Missing Piece of the Representative Bureaucracy Puzzle" (Co-author).

American Society for Public Administration, 1996. "Models of Excellence in Diversity" (co-author).

American Society for Public Administration, 1996. Chair and moderator of panel on "Public Personnel Management in a Changing Environment."

"Unsung Heroes" Lecture. St. John Fisher College, Rochester, NY, October 26, 1995.

Interview/Guest Speaker on Public Radio Station WXXI-AM Talk Show, Rochester, NY, October 26, 1995 (discussing "Unsung Heroes").

American Political Science Association, 1994. "Cultural Diversity Programs to Prepare for Work Force 2000: Is it Time to Examine their Effectiveness?"

American Political Science Association, 1994. "Employment Discrimination in State and Local Government: The Lesbian and Gay Male Experience," (co-author).

American Society for Public Administration, 1994. Chair of panel on Ingredients for Successful Managerial Performance in the Public Sector. Presented "Execucrats, Politics and Public Policy: What are the Ingredients for Successful Performance in the Federal Government?"

Keynote Address, Hudson-Mohawk Association Annual Conference, 1993. "Cultural



Diversity in Higher Education." Union College.

National Association of Schools of Public Affairs and Administration, 1993. "Faculty Work Force Project" (co-authors).

American Political Science Association, 1993. "Discrimination Against Gays and Lesbians in the Public Sector," Discussant.

American Political Science Association, 1992. "Future Challenges to Public Employers," Panel Chair and moderator.

New York State Political Science Association, 1992. "Diversity and Public Policy," Panel Chair.

National Association of Schools of Public Affairs and Administration, 1991. "Faculty Work Force Project" (co-authors).

National League of Cities, 1991. Invited. New York, NY. "Promoting Diversity in Municipal Work Forces."

American Society for Public Administration, 1991. "Managing Diversity in the 21st Century: The Role and Responsibilities of First-Line Supervisors" (co-author).

American Political Science Association, 1990. Chair of panel on Challenges to Public Personnel Administration. Co-presented "Drug Testing in the Federal Workplace: Leadership by Example?"

American Society for Public Administration, 1990. Co-convener of panel on Men and Women in the Work Force. Presented: "Challenges of a Socially Diverse Work Force."

New York State Political Science Association, 1990. "Myth or Reality: Expected Employment Gains of Women, Blacks and Latinos by 2000."

American Political Science Association, 1988. "Merit, Equity and Test Validity: A New Look at an Old Problem."

American Society for Public Administration, 1988. "Women and Minorities in Apprenticeship Programs: The Role of Unions and Joint Apprenticeship Committees."

New York State Political Science Association, 1988. Convened panel on Female and Minority Employment in the 1980s. Presented "Women in Non-Traditional, Public Service Jobs."

American Political Science Association, 1987. "Union Involvement in the Comparable Worth Issue."

American Society for Public Administration, 1987. "Unfair Labor Practices and Productivity in New York State" (co-author).

Affirmative Action 2000 Conference, Rockefeller Institute of Government, 1986. "A Preliminary Look at the Effects of Changing Demographics on Affirmative Action."

American Political Science Association, 1986. "A Theory of Public Personnel Reforms" (co-author).

New York State Political Science Association, 1986. "Responsibility and Organizational Effectiveness: An Innovative Approach to Disciplinary Actions."

American Society for Public Administration, 1986. "The Quiet Revolution in Employee Discipline" (co-author).

American Political Science Association, 1985. "Black Employment in Municipal Work Forces: Expectations and Achievements" (co-author).

American Society for Public Administration, 1985. "Unions a Vehicle for Achieving Employment Equality."

American Society for Public Administration, 1985. "Black Employment in Municipal Work Forces."

Institute of Government, University of South Florida, 1985. "Management Liability."

Suncoast Chapter of the American Society for Public Administration, 1985. "Public Employee Liability Trends in the 1980s."

American Society for Public Administration, 1983. "Public Administration: An Interdisciplinary Perspective."

## **ACADEMIC APPOINTMENTS**

Visiting Scholar – Wagner School, New York University, New York, NY 10012.  
September 2015 – August 2016.

Board of Governors Professor – School of Public Affairs and Administration, Rutgers University, Campus at Newark, Newark, NJ 07102. April 2015 – present.

Distinguished Professor - School of Public Affairs and Administration, Rutgers University, Campus at Newark, Newark, NJ 07102. July 2013 – present.

Professor II – School of Public Affairs and Administration, Rutgers University, Campus at Newark, Newark, NJ 07102. July 2007 – July 2013.

Professor – School of Public Affairs and Administration, Rutgers University, Campus at Newark, Newark, NJ 07102. September 2002 – June 2007.

Director - Ph.D. Program in Public Affairs and Administration, Rutgers University, Campus at Newark, Newark, NJ 07102. July 2006 to 2014.

Professor - Department of Public Administration and Policy, University at Albany, State University of New York, Albany, NY 12222. September 1998 to August 2002.

Associate Professor - Department of Public Administration and Policy, University at Albany, State University of New York, Albany, NY 12222. September 1991 to 1998.

Assistant Professor - Department of Public Administration and Policy, University at Albany, State University of New York, Albany, NY 12222. September 1985 to 1991.

Director - Ph.D. Program in Public Administration and Policy, Department of Public Administration and Policy, University at Albany, State University of New York. August 2000 – May 2002.

Director - Masters of Public Administration and Policy Program, Department of Public Administration and Policy, University at Albany, State University of New York, Albany, NY 12222. June 1990 to June 1992.

Director - Certificate Program in Women and Public Policy, Rockefeller College of Public Affairs and Policy University at Albany, State University of New York. June 1990 to August 1995.

Assistant Professor - Public Administration Program, University of South Florida, Tampa, FL 33620. September 1984 to August 1985.

## **PROFESSIONAL AFFILIATIONS**

PMRA - Public Management Research Association

APSA - American Political Science Association

NAPA – National Academy of Public Administration

ASPA - American Society for Public Administration