

## SUZANNE J. PIOTROWSKI

Director, Transparency and Governance Center  
Professor, School of Public Affairs and Administration  
Rutgers, The State University of New Jersey  
spiotrow@newark.rutgers.edu

### EDUCATION

- PhD** American University, May 2003  
School of Public Affairs, Washington, DC  
*Degree:* Political Science  
*Fields:* Public Administration, American Politics, Policy Analysis  
*Dissertation:* Governmental Transparency and the National  
Performance Review: Implementing the Freedom of Information Act
- MPA** University of Delaware, May 1998  
Newark, Delaware  
*Specialization:* Fiscal and Resource Management  
*Thesis:* Municipal Bond Insurance
- BS** James Madison University, May 1996  
Harrisonburg, Virginia  
*Major:* Political Science  
*Minors:* General Business and Public Administration  
*Semester Abroad:* Florence, Italy, Spring 1995

### ACADEMIC EXPERIENCE

School of Public Affairs and Administration, Rutgers University-Newark, New Jersey

*Professor*-July 2022-present  
*Associate Professor*--July 2009–July 2022  
Parental leave-Fall 2011  
Parental leave-Spring 2013  
*Assistant Professor*-- August 2003–July 2009

*Honorary Research Associate*—Department of Politics, University College London, London, UK, January–August 2017.

*Assistant Professor*—School of Public Health, University of Medicine and Dentistry of New Jersey, coterminous with primary appointment at Rutgers University-Newark, Assistant Professor, January 2006–July 2017.

*Professional Lecturer*—School of Public Affairs, American University, Washington, DC, 2001–03.

## PUBLICATIONS

### Books

Piotrowski, Suzanne, Daniel Berliner, and Alex Ingrams (December 2022) *The Power of Partnership in Open Government: Multistakeholder Governance Reform and the Open Government Partnership*, MIT Press Information Policy Series Available open access [here](#).

Winner of the 2024 ASPA Section of Public Administration Research *Best Book Award*

Piotrowski, Suzanne J., ed. (2010 paperback and hardcover) *Governmental Transparency and Secrecy: Linking Literature and Contemporary Debate*. Lanham, Maryland: Lexington Books. 201 pp.

Piotrowski, Suzanne J. (2007, 2008 paperback). *Governmental Transparency in the Path of Administrative Reform*. Albany: State University of New York Press. 139 pp.

*Book Review: Governmental Transparency in the Path of Administrative Reform*. Cole Blease Graham Jr. *The American Review of Public Administration* 42 (1): 125–7. First published: December 26, 2011.

### Major Research Reports

Piotrowski, Suzanne J. (2017) *United States End-of-Term Report 2013–2015*. Independent Reporting Mechanism Open Government Partnership. 79 pp. available [here](#).

Piotrowski, Suzanne J. (2015) *United States Progress Report 2013–2015*. Independent Reporting Mechanism Open Government Partnership. 129 pp. available [here](#).

### Journal Articles

Erna Ruijer, Gregory Porumbescu, Rebecca Porter, and Suzanne Piotrowski. (2023). "Social Equity in the data era: A systematic literature review of data-driven public service research" *Public Administration Review* <https://doi.org/10.1111/puar.13585>

Erna Ruijer, and Suzanne Piotrowski. (2022). Introduction to the special issue on Inclusion and E-Government: Progress and Questions for Scholars of Social Equity. *Information Polity* 27, 4 (2022), 425–432. <https://doi.org/10.3233/IP-229017>

Berliner, Daniel, and Alex Ingrams, and Suzanne Piotrowski (2021). "Process Effects of Multistakeholder Institutions: Theory and Evidence from the Open

Government Partnership.” *Regulation & Governance*.  
<https://doi.org/10.1111/rego.12430>

Porumbescu, Gregory, Suzanne J. Piotrowski, and Vincent Mabillard (2020) “Performance Information, Racial Bias, and Citizen Evaluations of Government: Evidence from Two Studies” *Journal of Public Administration Research and Theory* 19 pages. Published December 16, 2020  
<https://doi.org/10.1093/jopart/muaa049>

Grimmelikhuijsen, Stephan, Suzanne J. Piotrowski, and Gregg G. Van Ryzin (2020) “Latent transparency and trust in government: Unexpected findings from two survey experiments” *Government Information Quarterly* Vol 37, Issue 4, October 2020 <https://doi.org/10.1016/j.giq.2020.101497>

Ingrams, Alex, Suzanne Piotrowski, and Daniel Berliner (2020) “Learning from Our Mistakes: Public Management Reform and the Hope of Open Government” *Perspectives on Public Management and Governance* 16 pages.  
<https://doi.org/10.1093/ppmgov/gvaa001>

Carboni, Julia L., Todd Dickey, Stephanie Moulton, Sean O’Keefe, Rosemary O’Leary, Suzanne J. Piotrowski, and Jodi Sandfort (2019) “Start with the Problem: Establishing Research Relevance with Integrative Public Administration” *Perspectives on Public Management and Governance* Vol. 2(4) p. 267-274  
<https://doi.org/10.1093/ppmgov/gvz021>

Berliner, Daniel, Alex Ingrams, and Suzanne Piotrowski (2019) “The Future of FOIA in an Open Government World: Implications of the Open Government Agenda for Freedom of Information Policy and Implementation” *Villanova Law Review* Vol. 63 (5) p. 867-894  
<https://villanovawlawreview.scholasticahq.com/article/10569-the-future-of-foia-in-an-open-government-world-implications-of-the-open-government-agenda-for-freedom-of-information-policy-and-implementation>

Piotrowski, Suzanne, David Rosenbloom, Sinah Kang, and Alex Ingrams (2018) “Levels of Value Integration in Federal Agencies’ Missions and Value Statements: Is Open Government a Performance Target of U.S. Federal Agencies?” *Public Administration Review* Vol 78. P. 705-716 <https://doi.org/10.1111/puar.12937>

Related Research Brief:

“Is Open Government a Performance Target of U.S. Federal Agencies?”  
(2018, December) Rutgers SPAA Research Brief

<https://spaa.newark.rutgers.edu/research-brief-december-2018/download>

Piotrowski, Suzanne, Stephan Grimmelikhuijsen, and Felix Deat. (2017) “Numbers over Narratives? How Government Message Strategies Affect Citizens’ Attitudes.”

*Public Performance & Management Review*. Vol 42 (5) p. 1005-1028  
<https://doi.org/10.1080/15309576.2017.1400992>

Lourenço, Rui Pedro, Suzanne Piotrowski, and Alex Ingrams. (2017) “Open Data Driven Public Accountability.” *Transforming Government: People, Process and Policy* 11 (1): 42–57. <https://doi.org/10.1108/TG-12-2015-0050>

Piotrowski, Suzanne J. (2016) “The ‘Open Government Reform’ Movement: The Case of the Open Government Partnership and U.S. Transparency Policies.” *The American Review of Public Administration* 47 (2): 155–71. First published: November 24, 2016. <https://doi.org/10.1177/0275074016676575>

Piotrowski, Suzanne, and Ileana Steccolini. (2014) Introduction to Symposium on “Accountability Processes in Modern Day Government.” *International Review of Public Administration* 18 (2): 160–2.  
<https://doi.org/10.1080/12294659.2014.912449>

Co-edited symposium with Ileana Steccolini “Accountability Process in Modern Day Government.”

Piotrowski, Suzanne. (2014) “Transparency: A Regime Value Linked with Ethics,” *Administration & Society* 46: 181–9. <https://doi.org/10.1177/0095399713519098>

Piotrowski, Suzanne. (2011) “The Operationalization of Municipal Transparency: Primary Administrative Functions and Intervening Factors.” *Transparencia y Privacidad. Revista Mexicana de Acceso a la Información y Protección de Datos* 1: 1–31.

Article simultaneously published in Spanish: “La Operacionalización de la Transparencia Municipal: Funciones Administrativas Básicas y Factores Intervinientes.” *Transparencia y Privacidad. Revista Mexicana de Acceso a la Información y Protección de Datos*, 1–33.

Moynihan, Donald, Sergio Fernandez, Soonhee Kim, Kelly M. LeRoux, Suzanne J. Piotrowski, Bradley E. Wright, and Kaifeng Yang. (2010) “Performance Regimes amidst Governance Complexity.” *Journal of Public Administration Research and Theory*. Special Minnowbrook issue, eds. Beth Gazley and David Van Slyke.  
<https://doi.org/10.1093/jopart/muq059>

Piotrowski, Suzanne J., and Erin L. Borry. (2010) “An Analytic Framework for Open Meetings and Transparency.” Symposium on Deliberative Democracy in *Public Administration and Management*, 138–76.  
<https://spaef.org/article/1129/An-Analytic-Framework-for-Open-Meetings-and-Transparency>

Piotrowski, Suzanne J., and Esi Ansah. (2010) "Organizational Assessment Tools: Report Cards and Scorecards of the Federal Agencies." *Public Administration Quarterly*, Spring, 109–42. <https://paq.spaef.org/article/1161/Single-Article-Organizational-Assessment-Tools-Report-Cards-and-Scorecards-of-the-Federal-Agencies>

Piotrowski, Suzanne J., Yahong Zhang, Wenxuan Yu, and Weiwei Lin. (2009) "Key Issues for Implementation of the Chinese Open Government Information Regulations." *Public Administration Review*, December-Special Issue, S129–35. <https://doi.org/10.1111/j.1540-6210.2009.02100.x>

Cuillier, David, and Suzanne J. Piotrowski. (2009) "Internet Information-Seeing and Its Relation to Support for Access to Government Records." *Government Information Quarterly* 26 (3): 441–9. <http://dx.doi.org/10.1016/j.giq.2009.03.001>

Piotrowski, Suzanne J., and Erin L. Borry. (2007) "Open Public Meetings in New Jersey: History and Current Issues." *Open Government: A Journal on Freedom of Information* 3 (1): 1–13.

Piotrowski, Suzanne J., and Gregg Van Ryzin. (2007) "Citizen Attitudes Toward Governmental Transparency." *American Review of Public Administration* 37 (3), 306–23. <https://doi.org/10.1177/0275074006296777>

Rosenbloom, David H., and Suzanne J. Piotrowski. (2007) "Reflections on New Public Management Reforms in U.S. National Administration, 1993–2003." *Chinese Public Administration Review* 4 (1/2): 1–8. <http://dx.doi.org/10.22140/cpar.v4i1/2.69>

Rosenbloom, David H., and Suzanne J. Piotrowski. (2005) "Reinventing Public Administration While 'De-inventing' Administrative Law: Is It Time for an 'APA' for Regulating Outsourced Government Work?" *Syracuse Journal of International Law and Commerce* 33 (1): 175–90.

Rosenbloom, David H., and Suzanne J. Piotrowski. (2005) "Outsourcing the Constitution and Administrative Law Norms." *American Review of Public Administration* 35 (2): 103–21. (2005 Best Article in ARPA) <https://doi.org/10.1177/0275074004272619>

Piotrowski, Suzanne J., and Maureen Diehl Kim. (2005) "Public Affairs Internships: The American University Experience." *Journal of Cooperative Education* 39 (2): 1–7.

Piotrowski, Suzanne J., and David H. Rosenbloom. (2002) "Nonmission-Based Values in Results-Oriented Public Management: The Case of Freedom of Information." *Public Administration Review* 62 (6): 643–57. (Lead article) <http://dx.doi.org/10.1111/1540-6210.00247>

Crihfield, John B., and Suzanne J. Piotrowski. (2000) “Capital Requirements for Elementary and Secondary Public Schools in the Context of Funding School Construction.” *Journal of Public Works Management and Policy* 5 (1): 26–36.  
<http://dx.doi.org/10.1177/1087724X0051003>

### **Contributions to Edited Volumes**

Ingrams, Alex, Suzanne Piotrowski, and Daniel Berliner (forthcoming) “Transnational approaches to improving public services: The case of the Open Government Partnership” in *Positive Public Administration: New Directions for Theory and Practice*. Editors Tina Nabatchi, Janine O’Flynn, Paul ‘t Hart Edward Elgar publisher.

Davis, Howard, Suzanne Piotrowski, and Lois Warner. (2023) “Ethics and Standards of Conduct” in *Public Management and Governance* (4<sup>th</sup> ed.), eds. Tony Bovaird and Elke Loeffler. New York: Routledge Press.

Piotrowski, Suzanne J. and Marissa Van Ness (2019) “The Loss of Integrity in Small Town USA” in *It is all about Integrity, Stupid: Studies on, about or Inspired by the Work of Leo Huberts* ed. Gjalt de Graff, Boom  
<https://www.boomden Haag.nl/webshop/it-is-all-about-integrity-stupid>

Kasymova, J., Ferreira, M., and Piotrowski, S. (2016). “Do Open Data Initiatives Promote and Sustain Transparency? A Comparative Analysis of Open Budget Portals in Developing Countries,” in *Information, Models, and Sustainability: Policy Informatics in the Age of Big Data and Open Government*, eds. Jing Zhang, Luis Luna-Reyes, Theresa A. Pardo, and Djoko Sigit Sayogo. New York: Springer.

Lourenço, R. P., S. Piotrowski, and A. Ingrams. (2015). “Public Accountability ICT Support: A Detailed Account of Public Accountability Process and Tasks,” in *Electronic Government*. New York: Springer International Publishing. 105–17.

Davis, Howard, and Suzanne Piotrowski. (2015) “Ethics and Standards of Conduct” in *Public Management and Governance* (3<sup>rd</sup> ed.), eds. Tony Bovaird and Elke Loeffler. New York: Routledge Press.

Piotrowski, S., and Y. Liao. (2012) “The Usability of Government Information: The Necessary Link Between Transparency and Participation” in *The State of Citizen Participation in America*. Charlotte, NC: Information Age Publishing,

Piotrowski, Suzanne J. (2012) “Transparency at the Local Level: USA,” in *The Principle of Transparency in Switzerland and Around the World*, ed. Martial Pasquier (translated into French). Lausanne, Switzerland: Presses Polytechniques et Universitaires Romandes.

Piotrowski, Suzanne J. (2011) “Freedom of Information” within Government Operations Policy section of *Governing America: Major Policies and Decisions of Federal, State, and Local Government* (vol. III), eds. Paul J. Quirk and William Cunio. New York: Facts on File. 1039–43.

Piotrowski, Suzanne J. (2011) “Transparency in the Contracting Process,” in *Advancing Excellence in Public Trust in Government*, eds. Cal Clark and Don-Terry Veal. Lanham, MD: Lexington Books. 49–53.

Piotrowski, Suzanne J. (2010) “An Argument for Fully Incorporating Nonmission-Based Values into Public Administration,” in *The Future of Public Administration, Public Management and Public Service Around the World: The Minnowbrook Perspective*, eds. Rosemary O’Leary, David Van Slyke, and Soonhee Kim. Washington, DC: Georgetown University Press.

Piotrowski, Suzanne. (2010) “Observations from the United States” in *Repositioning Europe and America for Economic Growth: The Role of Governments and Private Actors in Key Policy Areas*, eds. Eberhard Bohne and Charlie Karlsson. LIT Press. A publication from TPC conference. 345–50.

Piotrowski, Suzanne J., and Erin L. Borry. (2009). “Governmental Transparency and Websites: The Case of New Jersey Municipalities,” in *Strategies for Local E-Government Adoption and Implementation: Comparative Studies*, ed. Christopher G. Reddick. Hershey, PA: IGI Global. 23 pp.

Piotrowski, Suzanne J. (2007) “Obtaining Archival and Other Existing Records,” in *Handbook of Research Methods in Public Administration* (2<sup>nd</sup> ed.), eds. Kaifeng Yang and Gerald J. Miller. Boca Raton, FL: Auerbach Publications. 279–90.

Piotrowski, Suzanne J. (2006) “Linda Margaret de Leon,” in *Profiles of Outstanding Women in Public Administration, Book 2*, eds. Claire L. Felbinger and Wendy A. Haynes. Washington, DC: American Society for Public Administration. 59–64.

Piotrowski, Suzanne J., and David H. Rosenbloom. (2005) “The Legal-Institutional Framework for Interest Group Participation in Federal Administrative Policymaking,” in *The Interest Group Connection: Electioneering, Lobbying, and Policymaking in Washington* (2<sup>nd</sup> ed.), eds. Paul Herrnson, Ronald Shaiko, and Clyde Wilcox. Washington, DC: CQ Press. 258–81.

Piotrowski, Suzanne J. (2004) “Freedom of Information Act–Federal,” in *Encyclopedia of Public Administration and Public Policy* (8th online quarter update), ed. Jack Rabin. New York: Marcel Dekker, Inc. 1–5.

*Reprinted:* Lee, Mordecai, ed. (2007) *Government Public Relations: A Reader*. Boca Raton, FL: Auerbach Publications. 309–14.

Piotrowski, Suzanne J., and David H. Rosenbloom. (2004) “Paul Appleby, Public Administration, Democracy, and Transparency,” in *Democracy, Governance and Globalization: Essays in Honour of Paul H. Appleby*, eds. P.L. Sanjeev Reddy, Jaideep Singh, and R.K. Tiwari. New Delhi: Indian Institute of Public Administration. 11–28.

### **Book Reviews and Commentaries**

Piotrowski, Suzanne J. (22 April 2024) H-Diplo | Robert Jervis International Security Forum Roundtable Review 15-39 of Matthew Connolly’s *The Declassification Engine: What History Reveals About America’s Top Secrets in H-Network on Diplomatic History and International Affairs*. Editor Diane Labrosse. <https://networks.h-net.org/group/discussions/20030100/h-diplorjissf-roundtable-review-15-39-connelly-declassification-engine>

Piotrowski, Suzanne J. (October 2017) “Review of Transparency and the Open Society: Practical Lessons for Effective Policy.” *Journal of Public Administration Research and Theory* 27 (4): 710–11, <https://doi.org/10.1093/jopart/mux010>

Piotrowski, Suzanne J., and Alex Ingrams. (2016) “Linking corruption and religious extremism.” Book review of *Thieves of State: Why Corruption Threatens Global Security*, by Sarah Chayes. *Public Administration Review* 76 (2): 360–3.

Piotrowski, Suzanne J., and Sinah Kang (2016) Book reviews of *Professor Mommy: Finding Work-Family Balance in Academia* (2011), by Kristen Ghodsee and Rachel Connelly, and *Do Babies Matter? Gender and Family in the Ivory Tower in American* (2013), by Mary Ann Mason, Nicholas H. Wolfinger, and Marc Goulden. *Review of Public Administration* 46 (2): 259–61.

Piotrowski, Suzanne J. (2009) “Is Transparency Sustainable?” Book Review of *Full Disclosure: The Perils and Promise of Transparency*, by Archon Fung, Mary Graham, and David Weil. *Public Administration Review* 69 (2): 359–61.

Piotrowski, Suzanne J. (2007) “Access to Government and the Rights of Public Employees” (translated into Russian). *Персонал (Personnel-Mix Journal)* 51 (5): 106–8.

Piotrowski, Suzanne J. (2007) Book review of *Blacked Out: Government Secrecy in the Information Age*, by Alasdair Roberts. *Public Management Review* 9 (1): 158–60.

Piotrowski, Suzanne J. (2006) Commentary on *Managing Public Service Contracts: Aligning Values, Institutions, and Markets*, by Trevor Brown, Matthew Potoski, and David Van Slyke. In Theory to Practice Section of *Public Administration Review* 66 (3): 72–6.

*Reprinted:* Piotrowski, Suzanne. (2012) Commentary on “Managing Public Service Contracts: Aligning Values, Institutions, and Markets” in *Debating Public Administration: Management Challenges, Choices, and Opportunities*, eds. Robert F. Durant and Jennifer R.S. Durant. Boca Raton, FL: CRC Press.

### **Other Work**

Piotrowski, Suzanne. (August 2018) “Asserting Public Administration’s Relevance” Concept Paper for *Minnowbrook’s 50<sup>th</sup> Anniversary Conference*, Syracuse University <https://www.maxwell.syr.edu/minnowbrook/readings/>

Piotrowski, Suzanne J., and Erin L. Borry. (2007) *Partly Cloudy: A Report on the New Jersey Sunshine Law*. Newark: New Jersey Foundation of Open Government.

Piotrowski, Suzanne J. (2005) “Parking Tickets and School Bonds: Is the Connection Transparent?” in *Global Public Management: Cases and Comments*, eds. Kathe Callahan, Dorothy Olshfski, and Erwin Schwella. Thousand Oaks, CA: Sage Publications. 3–5.

Piotrowski, Suzanne J. (2002) "Instructor’s Manual with Test Bank to accompany *Public Administration: Understanding Management, Politics, and Law in the Public Sector* (5<sup>th</sup> ed.), by David H. Rosenbloom and Robert S. Kravchuk, 78 pp.

### **Newsletter, Op-eds, and Popular Press Articles**

Porumbescu, Gregory, Suzanne Piotrowski, and Vincent Mabillard. (January 25, 2021) “Here’s the Surprising Way Race Matters to Holding Public Officials Accountable: More transparency may lead to more discrimination against Black government managers.” *3Streams* <https://medium.com/3streams/the-role-of-race-in-public-decisions-to-hold-public-officials-accountable-c4a11ed6a183>

Piotrowski, Suzanne, Daniel Berliner, and Alex Ingrams. (March 13, 2018) “Could the open government movement shut the door on Freedom of Information.” *The Conversation*, reprinted in 6 outlets including GovExec.com and GCN. <https://theconversation.com/could-the-open-government-movement-shut-the-door-on-freedom-of-information-92724>

Piotrowski, Suzanne. (August 7, 2017) “Why Governmental Transparency Will Not Work Without Strong Leadership.” *The Conversation*; reprinted in 14 outlets including *GovExec.com*, and *Salon*. <https://theconversation.com/why-governmental-transparency-will-not-work-without-strong-leadership-81660>

Piotrowski, Suzanne. (November 5, 2016) “Commentary: What the FBI’s Clinton Email Case Teaches Leaders About Delivering Tough News.” *Fortune.com* <http://fortune.com/2016/11/05/fbi-hillary-clinton-emails/>

Piotrowski, Suzanne, and Greg Van Ryzin. (March 2009) *Citizen Views Towards Transparency, Intergovernmental Solutions Newsletter*, General Services Administration, Office of Intergovernmental Solutions, Office of Citizen Services and Communications, Washington, DC.

Piotrowski, Suzanne J. (2004) A Snapshot of the Federal Access Community. *American Society of Access Professionals Newsletter* 6 (2): 5.

*Reprinted: Harry A. Hammitt, ed. (2004) Access Reports: A Journal of News & Developments, Opinions & Analysis* 30 (14): 3–4.

Piotrowski, Suzanne J. (2003) FOIA Overwhelming Left Out of Agency Performance Plans. *Access Reports: A Journal of News & Developments, Opinions & Analysis* 29 (3): 3–4.

### **ADMINISTRATIVE AND PROFESSIONAL LEADERSHIP**

*MPA Co-Director (January 2024-June 2024)*

*Acting MPA Director (July 2023-December 2023)*

School of Public Affairs and Administration, Rutgers University Newark,

- Contributed to the preparation of SPAA's self-study report for NASPAA accreditation.
- Managed the admission of all MPA graduate students (EMPA and MPA) and nondegree students.
- Collaborated and communicated regularly with the Associate Dean of Student and Academic Services, the Assistant Dean for Graduate Programs, and related staff to work cooperatively as a team in administering the MPA program.
- Advises on efforts to recruit and market the MPA program.
- Collaborated with the BA program director to implement standards for admissions through our Accelerated BA/MPA program.
- Provided oversight of MPA student awards, scholarships, and internship programs.
- Reviewed Lecturers and other instructors as necessary to determine appropriateness for the MPA program.
- Worked with the Dean and the Associate Dean of Student and Academic Services on planning, scheduling, and staffing MPA courses and monitoring enrollments.
- Handled students' grade appeals, complaints and academic integrity issues.
- Represent SPAA's MPA program at the University as appropriate.

Director—Transparency and Governance Center, School of Public Affairs and Administration, Rutgers University-Newark, July 2012–present.

The Transparency and Governance Center employs graduate students to work with faculty on related projects and programming linking the theories of transparency to practical, applied policies. Visiting scholars from all over the world come to SPAA

to work on transparency- and governance-related research projects. From 2014 to 2017, the Center, under the leadership of Professor Piotrowski, served as independent national assessor for the United States' Open Government Partnership action plan.

- Founded Global Conference on Transparency Research in 2011
- Lead Teaching Transparency working group.
- Co-PI on 2020-2023 National Science Foundation Smart and Connected Cities grant
- Raised funds to enable students and visiting scholars to conduct research and host events.
- Founded and runs the International Transparency and Secrecy Research Network listserv with 450 members.

*Chair of Faculty Development*, School of Public Affairs and Administration, Rutgers University -Newark, July 2022 to June 2023

Co-chaired School of Public Affairs and Administration's dean search during the 2022/23 Academic Year. The Chair of Faculty Development's duties include:

- meeting annually with assistant professors to provide tenure and promotion guidance;
- conducting third-year reviews of assistant professors;
- coordinating tenure and promotion cases;
- conducting five-year reviews of post-tenure faculty;
- coordinating merit reviews in the years when merit increases are available; and
- coordinating the review and promotion of non-tenure track faculty.

*Deputy Dean*—School of Public Affairs and Administration, Rutgers University-Newark, July 2015–December 2016.

#### General Responsibilities

- Represented SPAA at school-, campus-, and university-wide senior leadership meetings and other events in dean's absence.
- Ran faculty meetings in dean's absence.
- Drafted revision to the school bylaws and non-tenure track faculty criteria with faculty input.
- Worked with the dean to establish a process of reviewing school research centers and conducted in-depth review of a decanal center.

#### Academic Programs

- Had dean's level authority to approve final grade changes submitted by faculty and staff in the Rutgers system.
- Handled grade appeals on dean's behalf.

- Membership on all academic committees (BA, MPA, and PhD) during AY 2015/16.

#### Personnel Issues

- Acted as SPAA faculty lead for dean's search, working with chair of search committee and executive search firm.
- Chaired three tenure-track searches and NTT search.
- Involved in filling key staffing positions, including the associate dean of Academic and Student Services.
- Wrote letters for visa and green card applications for incoming faculty members. Led efforts to transition new faculty members to SPAA.

#### Acting Associate Dean of Academic and Student Services—School of Public Affairs and Administration, Rutgers University-Newark, September 2015–January 2016.

- Oversaw five direct reports who were responsible for student advising and services, including the writing center.
- Recruited, assigned, and supervised all adjunct faculty members and addressed problems as they arose.
- Worked with faculty program directors on scheduling classes across programs.
- Spearheaded student recruitment, enrollment goals, and planned school-wide open houses.
- Helped draft all academic policies and curriculum.

#### *Chair*—Section on Ethics and Integrity of Governance American Society of Public Administration. Immediate past chair 2015–17; chair 2013–15; chair-elect 2012–13.

- Spearheaded section initiative to change name from Ethics Section to Section on Ethics and Integrity of Governance (SEIGOV) to reflect the broad interest of the group.
- Organized elections, LinkedIn, and Google groups.
- Ran yearly meetings and headed committee to appoint new editor of Public Integrity journal.

#### *Faculty Chair MPA Executive Committee*—School of Public Affairs and Administration, Rutgers University-Newark, AY 2012/13.

- Chaired SPAA faculty committee, which oversaw academic policy and standards for MPA committee.
- During this period, the fully online MPA launched.
- Led committee to make recommendations to faculty as a whole on new programs and revisions to curriculum.

*Faculty Fellow*—Office of the Chancellor, Rutgers University-Newark,  
August 2009–May 2010.

- Shadowed Chancellor Steve Diner for academic year.
- Acted as liaison between chancellor and American Council on Education (ACE) Leadership Fellows.
- Co-chaired campus-wide committee on community-based learning.
- Organized annual campus-wide Chancellor’s Research Day.

## HONORS AND AWARDS

### Honors

Faculty Service Award, School of Public Affairs and Administration, Rutgers University Newark, May 2022

ANZSOG Visiting Scholar at Victoria University of Wellington, The Australia and New Zealand School of Government, November 2020—cancelled due to COVID 19

Invited Participant for 50<sup>th</sup> Anniversary of Minnowbrook Conference, Syracuse University. August 2018

*Distinguished Paper Award* for “Municipal Transparency: An Analysis of Formal Administrative Components and Intervening Factors,” 2<sup>nd</sup> Istanbul Conference on Democracy and Global Security Istanbul, June 14–16, 2007.

*2005 Best Article Award* for “Outsourcing the Constitution and Administrative Law Norms,” David H. Rosenbloom and Suzanne J. Piotrowski. *The American Review of Public Administration* 35 (2), June 2005.

*University Student Award, Outstanding Scholarship at the Graduate Level*—one of two awards given at the university level. American University, May 2003.

*2002 Pi Alpha Alpha Doctoral Student Manuscript Award* by NASPAA for “Presidential Leadership and Political Appointments: Did Clinton Make a Difference?” October 2002.

*Clifford Clogg Scholarship Award* by the APSA Political Methodology Section for ICPSR Summer Program in Quantitative Methods, May 2002.

*Pi Sigma Alpha*, National Political Science Honor Society, inducted 2002.

*Outstanding Student Award*, United Alumni of Urban Affairs, University of Delaware, 1998.

*Pi Alpha Alpha*, National Public Affairs and Administration Honor Society,

inducted 1998.

### **External Travel Awards**

*Swiss National Science Foundation awardee* to support travel expenses associated with attending the 4<sup>th</sup> Global Conference on Transparency Research, Lugano, Switzerland, June 4–6, 2015.

*Bosch Foundation Grant recipient* to support travel expenses associated with attending the Transatlantic Policy Consortium (TPC) in Jönköping, Sweden, May 28–30, 2009.

*Artinian Travel Award*, Southern Political Science Association. Conference travel grant for untenured but tenure-track faculty. Awarded January 2006.

*Section on Women in Public Administration Conference Scholarship*, American Society for Public Administration. Awarded March 2003.

*American Political Science Association Advanced Graduate Student Conference Grant*. Awarded August 2002.

*American Society for Public Administration Student Conference Grant*. Awarded March 2002.

### **GRANTS**

*Rutgers Mutual Mentoring Team Grant (\$6,000)* RU-N Caregivers Task Force Team Member with Catherine Clepper (lead PI), Kristina Keating, Patricia Akhimie, Alex Dike Seggerman, Anastasia Bailey May 2024-May 2025

*Democracy Fund (\$225,000) Minimizing Government Harm from Nuisance Public Records Requests While Preserving Access for the Public Good*. Principal Investigator David Cuillier (University of Florida) Co-principal Investigator with Ben Worthy and Shelley Kimball February 2024-June 2025

*National Science Foundation (\$2,300,000) Socially Informed Services Conflict Governance through Specification, Detection, Resolution and Prevention*. Principal Investigator: Desheng Zhang, Co-principal Investigator with Peter Jin and Gregory Porumbescu. October 2020-September 2023

*Pratt Bequest Fund (\$100,000)*. Principle Investigator .Rutgers Law School-Newark, funding to support “Toward a More Equal Open Government” project. Awarded June 2018.

*Rutgers Centers for Global Advancement and International Affairs (\$8,000)*. Principle Investigator. Project: International Perspectives on the Relationship between Transparency and Good Governance. Partner Institution and Participant:

Stephan Grimmelikhuijsen, School of Governance, Utrecht University, Netherlands.  
Awarded March 2017.

*Lois and Samuel Pratt Program for Freedom of Information Grant* (\$40,000).  
Principle Investigator. Rutgers Law School-Newark, funding for transparency-  
related research and the Institute on Transparency and Governance. Awarded  
October 2015.

*Open Government Partnership* (\$27,000). Principle Investigator. Funding to serve  
at the U.S. Independent Review Mechanism researcher. Awarded August 2014.  
Completion by end of 2016.

*Lois and Samuel Pratt Program for Freedom of Information Grant* (\$5,000).  
Principle Investigator. Rutgers Law School-Newark, funding for Rutgers  
University-Newark Stop of American Whistleblower Tour, February 2012. Awarded  
2012.

*Open Society Foundation Grant* (\$39,670). Principle Investigator. Funding to  
support travel from individuals from developing countries for the 1<sup>st</sup> Global  
Conference on Transparency Research. Awarded 2011.

*World Bank Institute Funding* (\$7,106). Principle Investigator. Funding to support  
travel from individuals from developing countries for the 1<sup>st</sup> Global Conference on  
Transparency Research. Awarded 2011.

*Canada's International Development and Research Centre Funding* (\$12,000).  
Principle Investigator. Funding to support travel from individuals from developing  
countries for the 1<sup>st</sup> Global Conference on Transparency Research. Awarded 2011.

*Lois and Samuel Pratt Program for Freedom of Information Grant* (\$80,850).  
Principle Investigator. Rutgers Law School-Newark. Funding for 1<sup>st</sup> Global  
Conference on Transparency Research. Awarded 2010/11.

*Lois and Samuel Pratt Program for Freedom of Information Grant* (\$24,338).  
Principle Investigator. Rutgers Law School-Newark. Principle Investigator.  
Continuation funding for research of *Municipal Transparency: A Survey of New  
Jersey Clerks*. Awarded November 2007.

*Academic Excellence Fund Grant* (\$30,000), Principle Investigator. Rutgers  
University. Funding for Administrative Transparency Project with co-investigator  
Judith Kirchhoff. Awarded January 2007.

*Lois and Samuel Pratt Program for Freedom of Information Grant* (\$16,900),  
Principle Investigator. Rutgers Law School-Newark. Continuation funding for  
research of *Municipal Transparency: The Case of New Jersey Governments*.  
Awarded May 2006.

*University Research Council Grants* (\$1,200). Principle Investigator. Rutgers University. Continuation funding for *Municipal Transparency: The Case of New Jersey Governments*. Awarded May 2006.

*Lois and Samuel Pratt Program for Freedom of Information Grant* (\$14,100). Principle Investigator. Rutgers Law School-Newark. Funding for research of *Municipal Transparency: The Case of New Jersey Governments*. Awarded May 2005.

*University Research Council Grants* (\$1,000). Rutgers University. Principle Investigator. Funding for *Municipal Transparency: The Case of New Jersey Governments*. Awarded May 2005.

*Lois and Samuel Pratt Program for Freedom of Information Grant* (\$15,000), Principle Investigator. Rutgers Law School-Newark. Funding for research and preparation of book manuscript. Awarded December 2003.

## **PROFESSIONAL ACTIVITIES**

### **Keynote Addresses**

*Keynote Address* “Transparency and Open Government Concepts to Remember in 2021”--4<sup>th</sup> Annual Intelligence Community Civil Liberties, Privacy, and Transparency Summit. US Office of the Director of National Intelligence, Washington DC held virtually January 28, 2021

*Keynote Address*—Pi Alpha Alpha. Address to the Central Pennsylvania Chapter of ASPA, Shippensburg University, Pennsylvania, May 7, 2015.

*Keynote Address*—“Seventh Annual International Right-to-Know Day Celebration,” Washington College of Law, American University, Washington, DC. September 27, 2013.

### **Guest Lectures, Invited Talks, and Participation**

*Invited Panel Member*. “Teaching Transparency: Thick or Thin Paradigm?” 6<sup>th</sup> Academic Days on Open Government and Digital Issues. IMODEV November 2, 2021

*Invited Speaker* “Transparency of Public Authorities” Stockholm Conference on Media Freedom in the OSCE Region, May 19, 2021

*Invited Speaker* “The Power of Partnership? Multi-stakeholder Governance Reform and the Open Government Partnership”, Chancellor’s Digital Research Day, Rutgers University Newark February 17, 2021

*Invited Speaker*, “Transparency and Open Government Concepts to Remember in

2021” The National Security Transparency Advisory Group, Ottawa, Canada, held virtually, January 20, 2021

*Invited Speaker*—“The Power of Open Government”, Department of Economic and Political Development, Columbia University, New York City, March 26, 2018.

*Invited Speaker*—“State and Global Comparative Perspectives.” The 2017 Villanova Law Review Norman J. Shachoy Symposium, Villanova, PA, October 20, 2017.

*Invited Speaker*—“The Open Government Agenda and the Quest to Transform Government. Department of Politics, University of Exeter, UK, May 22, 2017.

*Participant*—Democracy Beyond Elections: Empowering Citizens, Strengthening Participation conference. University of Bristol Law School, Bristol, UK, March 17–18, 2017.

*Invited Speaker*—“The ‘Open Government Reform’ Movement: the Case of the Open Government Partnership and US Transparency Policies.” London Public Policy Seminars, London School of Economics, London, February 16, 2017.

*Invited Speaker.* “Holding Governments Accountable in OGP: 2015 Progress Reports for Mexico and the United States.” Open Government Partnership Global Summit, Mexico City, October 29, 2015.

*Invited Speaker*—“How to Best Solicit Stakeholder Input?” Independent Reporting Mechanism Day at Open Government Partnership Global Summit, Mexico City, October 26, 2015.

*Participant*—“Assessing Open Government: Research Challenges in Evaluating Transparency.” Hosted by Penn Program on Regulation, Carnegie Endowment for International Peace, Washington, DC, May 13, 2011.

*Invited Speaker*—Swiss Graduate School of Public Administration, Switzerland, April 12, 2010.

*Invited Speaker*—Jointly invited by the Public Administration and Policy Department and the Political Science Department, State University of New York–Albany, to participate in speaker series, September 23, 2009.

*Invited Speaker*—School of Public Affairs Alumnae Book Author Spotlight event, American University, Washington, DC, October 5, 2007.

*Invited Speaker*—Governmental Excellence and Best Practices—Advancing Excellence and Public Trust in Government. Hosted by the Center for Governmental Services, Auburn University National Press Club, Washington, DC, September 17, 2007.

*Invited Speaker*—Provost’s Annual Research Day, “Governmental Transparency in the Path of Administrative Reform.” Rutgers University-Newark, April 24, 2007.

*Invited Speaker*—Doctoral Student Forum for the American Society for Public Administration conference, Washington, DC, March 23, 2007.

*Invited Speaker*—Council on Government Ethics Laws conference, New Orleans, December 4, 2006.

*Invited Speaker*—Virginia Coalition for Open Government Annual Conference, Richmond, November 17, 2006.

*Invited Speaker*—Greenberg Teaching Seminar orientation, video-conferenced presentation and question and answer period. American University, Washington, DC, September 8, 2006.

*Invited Speaker*—Faculty research colloquium series, “Municipal Transparency: An Analysis of Formal Administrative Components and Intervening Factors.” Rutgers Law School-Newark, September 7, 2006.

*Invited Lecturer*—Faculty seminar series, “Governmental Transparency and Management Reform.” School of Public Affairs, Baruch College, New York, November 11, 2004.

*Guest Lecturer*—“The Freedom of Information Act and Administrative Law.” Administrative law doctoral seminar taught by Prof. Lisa Hull, Rutgers University-Newark, November 13, 2003.

*Guest Lecturer*—“Freedom of Information Act: A Tool for Social Movements.” St. Mary’s College of Maryland, June 17, 2003.

*Guest Lecturer*—“Women and Public Administration.” Women & Politics Institute, American University, Washington, DC, July 11, 2002.

### **Conference Papers and Presentations**

Piotrowski Suzanne Teaching Transparency Slam Workshop c-organizer and presenter, *Unlocking Open Government*. Global Conference on Transparency Research, Solvay Brussels School of Economics & Management, Brussels, Belgium, May 15, 2024

Porumbescu, Greg and Suzanne Piotrowski “Understanding Bias in Algorithmic Governance” 2021 Public Management Research Conference University of Hawai‘i at Mānoa June 23-26, 2021 held virtually

Ruijter, Erna, Greg Porumbescu, Rebecca Porter, and Suzanne Piotrowski “Data for social equity? a systematic literature review and research agenda” International Research Society for Public Management. April 20-23, 2021 held virtually

Piotrowski, Suzanne, Daniel Berliner, and Alex Ingrams. (October 2019) The of Partnership. *The Transatlantic Dialogue*, Baruch College, NYC

Piotrowski, Suzanne, Daniel Berliner, and Alex Ingrams. (June 2019) The Power of Partnership. *6<sup>th</sup> Global Conference on Transparency Research*, FGV, Rio de Janeiro

Stephan Grimmelikhuijsen, Suzanne Piotrowski, Gregg Van Ryzin (June 2019) “Latent transparency and trust in government: Surprising findings from a survey experiment” *6<sup>th</sup> Global Conference on Transparency Research*, FGV, Rio de Janeiro

Piotrowski, Suzanne, Greg Porumbescu, and Claire Newsome. (June 2019) “Developing a Data Literacy Project at Rutgers Newark” *6<sup>th</sup> Global Conference on Transparency Research*, FGV, Rio de Janeiro

Piotrowski, Suzanne, Daniel Berliner, and Alex Ingrams. (April 2018) *The Power of Open Government*, International Research Society for Public Management Conference, Edinburg, Scotland.

Piotrowski, Suzanne, Daniel Berliner, and Alex Ingrams. (June 2017) *The Open Government Agenda and the Quest to Transform Government*, 5<sup>th</sup> Global Conference on Transparency Research, Limerick, Ireland.

Piotrowski, Suzanne, David Rosenbloom, Sinah Kang, and Alex Ingrams. (September 2016) *Levels of Value Integration in Federal Agencies’ Missions and Value Statements: Is Open Government a Performance Target of US Federal Agencies?* Presentation at the American Political Science Associate Conference, Philadelphia.

Piotrowski, Suzanne, David Rosenbloom, Sinah Kang, and Alex Ingrams. (June 23, 2016) *Levels of Value Integration in Federal Agencies’ Missions and Value Statements: Is Open Government a Performance Target of US Federal Agencies?* Presentation at the Public Management Research Conference, Aarhus, Denmark.

Piotrowski, Suzanne J. (June 2015) *The Open Government Partnership and An Analysis of US Transparency Initiatives*. Presentation at the Global Conference on Transparency Research, Lugano, Switzerland.

Piotrowski, Suzanne J. (March 2015) *The Open Government Partnership and US Transparency Policies*. Presentation at the American Society for Public Administration Conference. Chicago.

Piotrowski, Suzanne J. (March 2014) *Strengthening the Linkages between Ethics Teaching, Research, and Practice*. Presentation at the American Society for Public Administration Conference, Washington, DC.

Piotrowski, Suzanne J. (March 2011) *Moving from the National to the Subnational: Focusing on Local Government Transparency*. Presentation at the American Society for Public Administration Conference, Baltimore.

Piotrowski, Suzanne J., and Anthony Bertelli (April 2010) *An Index of Municipal Transparency*. Paper presented at the 14<sup>th</sup> annual conference of the International Research Society for Public Management, Berne, Switzerland.

Piotrowski, Suzanne J., and Anthony Bertelli. (September 2008) *Measuring Municipal Transparency*. Paper presented at the meeting of the American Political Science Association, Boston.

Piotrowski, Suzanne J., and Anthony Bertelli. (September 2008) *Measuring Municipal Transparency*. Paper present at the meeting of Minnowbrook III, *Part Two*, sponsored by Syracuse University, Lake Placid, New York.

Piotrowski, Suzanne J. (June 2008) *Local Government Open Meetings and State Government Sunshine Laws*. Paper presented at the Fourth Transatlantic Dialogue on Public Administration. Milan. (Coauthor Erin L. Borry)

Piotrowski, Suzanne J. (March 2008) *Transparency and Open Public Meetings*. Paper presented at the meeting of the American Society for Public Administration, Dallas. (Coauthor Erin L. Borry)

Piotrowski, Suzanne J. (September 2007) *Open Public Meetings: Key Components and Issues*. Paper presented at the meeting of the American Political Science Association, Chicago. (Coauthor Erin L. Borry)

Piotrowski, Suzanne J. (June 2007) *Municipal Transparency: An Analysis of Formal Administrative Components and Intervening Factors*. Paper presented at the 2<sup>nd</sup> Istanbul Conference on Democracy and Global Security, Istanbul. Distinguished Paper Award winner.

Piotrowski, Suzanne J. (April 2007) *Municipal Transparency in New Jersey*. Paper presented at the meeting of the New York State Political Science Association. Marist College, Poughkeepsie, New York.

Piotrowski, Suzanne J. (March 2007) *Municipal Transparency: The Case of New Jersey Governments*. Paper presented at the meeting of the American Society for Public Administration, Washington DC.

Piotrowski, Suzanne J. (September 2006). *Competing Performance Appraisal Tools: Report Cards and Scorecards of the Federal Agencies*. Paper presented at the meeting of the American Political Science Association, Philadelphia. (Coauthors Esi Ansah and David H. Rosenbloom)

Piotrowski, Suzanne J. (June 2006) *Municipal Transparency and Public Service-Oriented Governments*. Paper presented at the 3rd Sino-US International Conference for Public Administration, Renmin University, Beijing.

Piotrowski, Suzanne J. (January 2006) *Dimensions and Determinants of Citizen Attitudes Toward Governmental Transparency*. Paper presented at the meeting of the Southern Political Science Association, Atlanta. (Coauthor Gregg Van Ryzin)

Piotrowski, Suzanne J. (September 2005) *Desire for Transparency*. Paper presented at the 8<sup>th</sup> Public Management Research Conference, School of Policy, Planning, and Development at the University of Southern California, Los Angeles. (Coauthor Gregg Van Ryzin)

Piotrowski, Suzanne J. (April 2005) *Freedom of Information Implementation: Key Themes for Practitioners and Researchers*. Paper presented at the meeting of the American Society for Public Administration, Milwaukee.

Piotrowski, Suzanne J., and Patricia L. Sykes. (September 2004) *Executive Authority, Government Transparency, and Democratic Accountability: Reforming Anglo-American Systems*. Paper presented at the meeting of the American Political Science Association, Chicago.

Piotrowski, Suzanne J., and Patricia L. Sykes. (July 2004) *Executive Authority and Democratic Accountability in a Cross-national Context*. Paper presented at the Humanities Conference 2004, Prato, Italy.

Piotrowski, Suzanne J. (March 2004) *Ethics of Information Release*. Presentation at the Ethics Forum of the meeting of the American Society for Public Administration, Portland, Oregon.

Piotrowski, Suzanne J. (March 2004) *Contractors, Transparency, and Democratic-Accountability: The Relatively Unexplored Role of the Freedom of Information Act*. Paper presented at the meeting of the American Society for Public Administration, Portland, Oregon.

Piotrowski, Suzanne J. (September 2003) *The Freedom of Information Act and the National Performance Review*. Paper presented at the meeting of the American Society of Access Professionals, Washington, DC.

Piotrowski, Suzanne J. (August 2003) *Access to Government: Customer Service and Governmental Transparency*. Paper presented at the meeting of the American Political Science Association, Philadelphia.

Piotrowski, Suzanne J. (March 2003) *Results-Oriented Federal Public Administration and Implementation of the Freedom of Information Act*. Paper presented at the meeting of the American Society of Public Administration, Washington, DC.

Piotrowski, Suzanne J. (November 2002) *The New Public Management and Implementation of the Freedom of Information Act*. Paper presented at the meeting of the Southern Political Science Association, Savannah, Georgia.

Piotrowski, Suzanne J. (August 2002) *The Bush Administration and New Directions in Federal Transparency Policy*. Poster presented at the meeting of the American Political Science Association, Boston.

Piotrowski, Suzanne J. (March 2002) *Presidential Leadership and Political Appointments: Did Clinton Make a Difference?* Paper presented at the American Society of Public Administration Van Riper Symposium, Phoenix.

Piotrowski, Suzanne J., and David H. Rosenbloom. (August 2001). *The Problem of Nonmission-Based Values in Results-Oriented Public Management*. Paper presented at the Academy of Management Conference, Washington, DC.

### **Panel Convening, Moderating, and Discussing**

*Panel Chair:* Effects of Transparency, Global Conference on Transparency Research, Solvay Brussels School of Economics & Management, Brussels, Belgium, May 15, 2024

*Panel Convenor.* Perspectives on Engaging Students to Public Service Through Funded Opportunities NASPAA Conference, Chicago, October 21, 2023

*Panel Moderator.* Round table on “Teaching Transparency Across Academic Fields.” The 7<sup>th</sup> Global Conference on Transparency Research, Copenhagen Business School, May 19, 2022

*Panel Participant.* Faculty Discussion of the 75th Anniversary of Rutgers University - Newark and the 15th Anniversary of the School of Public Affairs and Administration. Held virtually, April 7, 2021

*Panel Participant*—“Transparency 2021-2025”--4<sup>th</sup> Annual Intelligence Community Civil Liberties, Privacy, and Transparency Summit. US Office of the Director of National Intelligence, Washington DC held virtually January 28, 2021

*Participant*—“*Call to Serve*” 2019 Public Service Week Faculty Roundtable Discussion, School of Public Affairs and Administration, Rutgers University-Newark, May 8, 2019

*Panel Moderator*—“Equity in an international context” 18<sup>th</sup> Annual Social Equity Leadership Conference, Rutgers University-Newark, June 5, 2019

*Panel Moderator*—“The ‘On the Ground’ Operation of FOIA” The 2017 Villanova Law Review Norman J. Shachoy Symposium, Villanova, PA, October 20, 2017.

*Panel Chair*—Conflicts in Public Choice: Value Conflicts, Politics, and the Production of Public Value, Public Management Research Conference, Aarhus, Denmark, June 24, 2016.

*Panel Chair*—Open Data Panel, 8<sup>th</sup> Annual Public Performance Measurement and Reporting Network Conference, School of Public Affairs and Administration, Rutgers University, September 18, 2015.

*Panel Chair/Moderator*—What Is Whistleblowing in 2014?, American Society for Public Administration conference, Washington, DC, March 2014.

*Panel Chair*—Transparency and (National) Security, *Transatlantic Conference on Transparency Research*, Utrecht, Netherlands, June 9, 2012.

*Discussant*—Advancing Ethical Competency for Public Service Leadership, American Society for Public Administration, Las Vegas, March 5, 2012.

*Track Co-Chair*—Transparency and Accountability track, 16<sup>th</sup> annual conference of the International Research Society for Public Management, Rome, April 2012.

*Track Co-Chair*—Transparency and Accountability track, 15<sup>th</sup> annual conference of the International Research Society for Public Management, Dublin, April 2011.

*Track Co-Chair*—Transparency and Accountability track, 14<sup>th</sup> annual conference of the International Research Society for Public Management, Berne, Switzerland, April 2010.

*Panel Discussant*—Gender and Public Administration: New Approaches and Tools, American Political Science Association conference, Toronto, September 4, 2009.

*Rapporteur*—Transatlantic Policy Consortium, Jönköping, Sweden, May 28–30, 2009.

*Panel Discussant*—Public Service Ethics: New Directions in Theory and Research for Challenging Times. Founders’ Forum at the meeting of the American Society for Public Administration, Dallas, March 9, 2008.

*Panel Moderator*—Ethical Behavior in Organizations. Founders’ Forum at the meeting of the American Society for Public Administration, Dallas, March 11, 2008.

*Panel Discussant*. Government Innovation and Reforms: Challenges and Prospects. Toward a Productive Public Sector: Linking Performance to Results at a Joint International Conference of the Seoul Association for Public Administration and the School of Public Affairs and Administration, Rutgers University-Newark, July 17, 2006.

*Panel Discussant*—Political Terrorism and American Politics. At the meeting of the American Political Science Association, Washington, DC, September 1, 2005.

*Panel Convener*—Using FOIA. At the meeting of the National Freedom of Information Coalition, “More Democracy, Less Secrecy,” Rutgers Law School-Newark, Rutgers University-Newark, May 22, 2004.

*Panel Convener*—Senior Scholar Spotlight: Outsourcing the Constitution. Founders’ Day Forum at the meeting of the American Society for Public Administration, Portland, Oregon, March 28, 2003.

*Panel Moderator*. Which Makes Us Safer—Secrecy or Openness? At the American Society of Access Professionals Annual Symposium, Washington, DC, September 11, 2002.

## **SERVICE**

### **University Service**

*Faculty Search Committees, SPAA*

*Chair*—Tenure track, AY 2014/15; AY 2015/16; AY 2024/25

*Chair*—Non-tenure track, AY 2015/16

*Member*-AY 2018/19; AY 2019/20; AY 2023/24

*Reviewer* for Rutgers Summer Service Internship (RSSI) Program, Spring 2023

*Co-Chair* School of Public Affairs and Administration Dean Search AY 2022/23

*SPAA Senator* to Rutgers University Senate (Faculty and Personnel Affairs Committee)-Fall 2018, AY 2020-21;

*Chair*-SPAA Faculty Tenure and Promotion Committee Fall 2019, Fall 2022

*Committee Member*—Graduate School-Newark Dissertation Fellowship Awards Committee, Spring 2019

*Co-Organizer*—Transparency Research Workshop, School of Public Affairs and Administration, Rutgers University-Newark. 15 faculty and student participants from U.S. and European universities. September 22, 2017.

*Committee Member*—SPAA Research Committee, fall 2016.

*Committee Member*—Chancellor’s Seed Grant Program, AY 2016/17, AY 2015/16.

*Judge*—SPAA Social Justice Challenge Engaging Youth and Young Adults: A Call to Action, fall 2015.

*BA Executive Committee Member*—School of Public Affairs and Administration, Rutgers University-Newark, AY 2014/15, AY 2015/16

*Honor’s College Advisory Council Member*—Rutgers University-Newark, 2013–16.

*Organizer*—Rutgers University Stop of the American Whistleblower Tour, cosponsored with the Government Accountability Project and Rutgers Law School, 2012.

*Non-Tenure Track Review Committee Member*—School of Public Affairs and Administration, Rutgers University-Newark, 2012–16, 2018.

*MPA Executive Committee member*—School of Public Affairs and Administration, Rutgers University-Newark.

*MPA Co-Director-Spring 2024*

*Acting MPA Director-Fall 2023*

*Member*—AY 2011/12; 2015/16. 2018-2020

*Chair*—AY 2012/13

*PhD Executive Committee Member*, School of Public Affairs and Administration, Rutgers University-Newark, July 1, 2006 to June 15, 2016, 2018-2020, 2023

*Co-Chair*—Community-based Campus-wide Learning Committee, Rutgers University-Newark Campus, Spring 2010.

*Faculty Fellow*—Office of the Chancellor, Rutgers University-Newark, AY 2009/10.

*SPAA Representative*—Transatlantic Policy Consortium, Jönköping, Sweden, May 28–30, 2009.

*SPAA Representative*—Transatlantic Policy Consortium, University of Erfurt, Germany, June 1–3, 2008.

*Committee Member*—Exploratory Undergraduate Program in Public Service, Rutgers University-Newark, 2005–07.

*Faculty Advisor*—Pi Alpha Alpha, National Honor Society for Public Affairs and Administration, School of Public Affairs and Administration, 2004–07.

*Faculty Advisory Council Member*—Joseph C. Cornwall Center for Metropolitan Studies, Rutgers University-Newark, appointed August 2003.

*Seminar Participant*, selected to join the premier New Faculty Traveling Seminar, Rutgers University-Newark, May 24–28, 2004.

*Faculty Mentor* for policy group, Police Institute Executive Training Program, Rutgers University-Newark, 2003–04.

### **Service to the Profession**

#### ***Public Management Research Conference***

*Planning Committee Member*-Utrecht University June 2023

#### ***American Society for Public Administration***

*Co-Chair*—National Conference Track Program, Seattle, 2016.

*Committee Member*, National Nominating Committee, 2015–16.

*Committee Chair*, Wallace O’Keefe Award, awarded March 2014 at ASPA, Washington, DC.

*Committee Member*—ASPA Ethics Code Implementation Committee, 2012–14.

*Section on Ethics and Integrity of Governance* (formerly Ethics Section) of the American Society of Public Administration.

*Immediate past chair*, 2015–17

*Chair*—2013–15

*Chair-elect*—2012–13

*Chair*—John A. Rohr Scholarship in Public Administration and Law Committee, Section on Public Law and Administration of the American Society for Public Administration, 2006–07, 2009.

*Executive Committee member*, Section on Public Law and Administration of the American Society for Public Administration, 2002–06.

### ***Global Conference on Transparency Research***

*Chair*—Standing Executive Committee of the Global Conference on Transparency, June 2014 to present.

#### *Program Committee Member—Global Conference on Transparency Research*

8<sup>th</sup> GCTR Université libre de Bruxelles, May 15-17, 2024

7<sup>th</sup> GCTR Copenhagen Business School, May 2022

6<sup>th</sup> GCTR FGV, Rio de Janeiro, June 26-27, 2019

5<sup>th</sup> GCTR University of Limerick, Ireland, June 19–21, 2017

4<sup>th</sup> GCTR USI, Lugano, Switzerland June 4–6, 2015

3<sup>rd</sup> GCTR HEC, Paris, October 24–26, 2013

2<sup>nd</sup> GCTR University of Utrecht, Netherlands, June 7–9, 2012

*Conference Founder and Chair*—1<sup>st</sup> Global Conference on Transparency Research, Rutgers University-Newark, May 18–20, 2011.

### ***Transatlantic Dialogue***

*Working Group Co-Chair*—Eighth Transatlantic Dialogue *Theme: Transitions in Governance*, Nijmegen, The Netherlands, at Radboud University, June 6–9, 2012.

*Working Group Co-Chair*—Fifth Transatlantic Dialogue *Theme: Transparency and Accountability* Washington, DC, June 11–13, 2009.

### ***The Carter Center***

*Rapporteur*—Africa Regional Conference on the Right to Public Information, The Carter Center, Accra, Ghana, February 7–9, 2010.

*Rapporteur*—Americas Regional Conference on the Right to Public Information, The Carter Center, Lima, Peru, April 28–30, 2009.

*Rapporteur*—International Conference on the Right to Public Information, The Carter Center, Atlanta, February 27–29, 2008.

*Series Editor*—with Eberhard Bohne, Charles F. Bonser, Tony Bovaird. *Transatlantic Public Policy Series*, a publication of the Transatlantic Policy Consortium.

*Associate*—Rutgers Institute on Corruption Studies (RICS), 2009–14.

### *Editorial Board Membership*

*Public Administration Review (PAR)*, 2012 to 2016, 2019-2021  
Committee Chair, Committee for Best Article by an Academic,  
*Public Administration Review*, 2013.

*American Review of Public Administration (ARPA)*, 2012 to 2021  
ARPA Best Research Paper Award Committee (member 2014, chair 2015).

*Journal of Civic Information*, 2019 to present  
Reviewer for National Freedom of Information paper competition

*Public Integrity* 2020 to present

*Journal of Public Management and Social Policy (JPMS)*, 2005 to 2010.

### *Manuscript and Grant Reviewer Partial List*

*American Review of Public Administration (2015-2020)*

*British Journal of Political Science (2018)*

*eJournal of eDemocracy and Open Government (2017, 2018)*  
*Governance*

*Government Information Quarterly (2016, 2017, 2020)*

*International Journal of Comparative Sociology*

*International Journal of Public Sector Management (2018)*

*International Review of Public Administration (2018)*

*International Review of Administration Sciences (2020)*

*Journal of Comparative Policy Analysis*

*Journal of Civic Information (2020)*

*Journal of Public Administration Research and Theory (2014, 2015, 2016,  
2019, 2020)*

*Journal of Public Management & Social Policy*

*Perspectives in Public Management and Governance (2018, 2021)*

*Public Administration (2017, 2021)*

*Public Administration Review (2015, 2016, 2017, 2018, 2020, 2021)*

*Public Integrity (2017, 2019)*

*Public Performance and Management Review (2015)*

*Regulation and Governance (2019)*

*Swiss Political Science Review (2019)*

*Women & Politics*

*Oxford University Press*

*Springer (2016)*

*Routledge (2018)*

*Palgrave Macmillan (2018)*

*Economic and Social Research Council, UK*

*Institute of Development Studies (2015)*

*National Science Foundation (2022)*

*Israel Science Foundation (2023)*

*Executive Council Member*, Public Administration Section of the American Political Science Association, 2004 to 2007.

### **Service to the Community**

*Representative Member*-Two year appointment to the Freedom of Information Act (FOIA) Advisory Committee, National Archives, Washington, DC (2018-2020)

Government Accountability Project Whistleblower Curriculum Committee—Washington, DC, 2011–15.

*Panel Member*—Public Archives and Infrastructure Support (PARIS) Grants Program Year for FY 2007/08 and FY 2008/09 Division of Archives and Records Management, State of New Jersey.

*Prudential Business Ethics Center Fellow*—Government Ethics Project, Rutgers University, May 2006 to 2008.

*Member*—Sunshine Advisory Board. Marion Brechner Citizen Access Project, The Brechner Center for Freedom of Information, University of Florida, March 2006–09.

*Board Member*—New Jersey Foundation for Open Government, October 2004–08.

*Annual Conference Steering Committee Member*—National Freedom of Information Coalition (NFOIC) annual conference, Rutgers Law School-Newark, May 21–22, 2004.

### **CONTRACTS**

*Short-Term Consultant*—Carter Center, Gender and Access to Information, 2023–24.

*Independent Review Mechanism Researcher*—U.S. for Open Government Partnership 2<sup>nd</sup> National Action Plan, 2014–16.

*Lecturer*—Ethics and Transparency to delegations arranged by the U.S.-China Business Training Center, September and December 2014.

*Short-Term Consultant*—Carter Center, Assessment of How Access to Information Differentially Affects Women, 2012–15.

*Short-Term Consultant*—World Bank Institute, Assessment on the Implementation of the Access to Information Law in Thailand 2010–11.

## TEACHING AND MENTORING

### Courses Taught

Rutgers University (2003–present)

Administrative Ethics (MPA, Exec-MPA, Online MPA)  
Administrative Transparency (MPA and Exec-MPA)  
Analytic Methods (MPA)  
Capstone (Hybrid MPA, Online MPA)  
Ethical Public Service (Undergraduate)  
Governance and Politics (PhD)  
Internship (MPA)  
Introduction to Public Administration, (undergraduate, MPA)  
Open Information & E-Governance (Online MPA)  
Research Design (PhD, MPA and Exec-MPA)  
Seminar on Accountability and Transparency (PhD)  
Unlocking Open Government (Hybrid MPA)

American University

Executive Branch and NGOs Internship Seminar, 2001–03 (undergraduate)

James Madison University

The Legislative Process—Washington Semester, 2002–03 (undergraduate)

PhD Dissertation Chair

Kayla Schwoerer *What's the Use? Macro, Meso, and Micro Perspectives on the Relationship between Transparency, Information Usability, and Citizen-State Interactions* October 2023

Sinah Kang *The Value of Crowdsourcing in the Public Sector* May 2021

Alex Ingrams. *A Multicountry Study of Open Government: What Leads to Higher Performance?* May 2017

Felix Deat. *How do brand identity's facets as communicated by local public organizations influence citizens' attitudes and behaviors towards that government?* May 2015.

Jyldyz Kasymova. *Reforming Local Government in Developing Countries: Implementation of a Participatory Budgeting in Kyrgyzstan*, May 2013.

Member of PhD Dissertation Committee

2025 (expected) Ying Liu. *Hidden Figures: Four Essays on Women's Representation and Its Bureaucratic Outcomes*. School of Public Affairs and Administration, Rutgers University-Newark

- 2024 (expected) Hungyi Hsu. Government Information in the Eyes of the Public: Three essays on transparency, performance, and public perceptions. School of Public Affairs and Administration, Rutgers University-Newark
- 2023 (expected) Abdullah Azizi. Public Administration Reforms for Institutional Capability and Government Effectiveness in Afghanistan, Global Affairs, Rutgers University-Newark
- 2023 Seulki Lee Government Information in the Eyes of the Public (Global Affairs, Rutgers University Newark)
- 2022 Matthew Holly. Datafication, Digitization, Democracy: Quantification and the Shaping of Contemporary Governance, Global Affairs, Rutgers University-Newark
- 2022 Kuang-ting Tai Examining the Complex Dynamics of Open Government: Trends, Determinants, and Impacts, School of Public Affairs and Administration, Rutgers University-Newark
- 2021 Inkyu Kang, *Complexities of Street-Level Performance, Accountability, and Legitimacy: Four Essays on the Police and the Public*, School of Public Affairs and Administration, Rutgers University-Newark
- 2020—Danielle Moon, *Freedom of Information, Deliberative Material and Disclosure Practices*, (external member Macquarie University, Sydney, Australia)
- 2019—Christopher Wilson, *Multi-stakeholder promotion of civic participation: assessing the Open Government Partnership's influence on national policy* (external member, Department of Media and Communication, University of Oslo, Norway)
- 2017—Yunsoo Lee, *The Great Recession, Government Performance, and Citizen Trust*
- 2016—Demez Ercan *Mass Movements and Protest Policing In The Era Of Globalization Within The Contexts Of Arab Uprising: A Case Study In Diyarbakir One Of The Most Conflicted Province Of Turkey* (Global Affairs, Rutgers University Newark)
- 2013—Cameron Ward-Hunt *American secrets, American transparency: Analysis of the Freedom of Information Act as implemented by the US intelligence community*, (external member, School of Public Affairs, University of Colorado Denver)
- 2013—Cecilia Lavena, *Deciding to blow the whistle*

- 2010—Etienne Charbonneau, *Use and sensemaking of performance measurement information by local government managers*
- 2009—Deborah Spigner, *An Analysis of the Impact of Connecticut's Freedom of Information Commission (FOIC) on Citizen's Requests*
- 2008—Esi Ansah, *Investigating the Role of Service Interactions in Perceptions of Service Quality: The Case of the Ghanaian Public Sector*
- 2008—Seth Grossman, *The Role of Entrepreneurship in Public-Private Partnerships: The Case of Business Improvement Districts.*
- 2007—Lois Warner
- 2006—Tony Carrizales, *The Future of Technology in Local Municipalities: A study of New Jersey E-government Practices and Trends.*
- 2004—Neil DeHaan

Governmental Transparency. Developed and taught a six-week online educational module based on the Citizen-Driven Performance Measurement Project sponsored by the Alfred P. Sloan Foundation, May 17–June 18, 2004.

### **Other Events, Experiences and Training**

Convened and Hosted *Teaching Transparency Working Group* meeting "Experiential Learning Activities in Teaching FOI" Presentation by David Cuillier, November 9, 2022

*Multi-Method Research Short Course Participant*—American Political Science Association Conference, Chicago, August 29, 2007.

*Case Teaching Workshop Seminar Participant*—The Electronic Hallway, Evans School of Public Affairs, University of Washington in Seattle, June 12–16, 2005.

*Greenberg Seminar Participant*—American University's Center for Teaching Excellence. Seminars provide hands-on, practical introduction to professional development and classroom techniques, 1999–2002.

### **Teaching Grant**

*C-SPAN Educational Archive Grant*, material for the development of Administrative Transparency course, December 2006.

## **OTHER PROFESSIONAL EXPERIENCE**

*District of Columbia Financial Responsibility and Management Assistance Authority*—Research Associate, Washington, DC, May–August 2000.

*Government Finance Group*—Analyst, a division of Associates in Rural Development, Inc., Arlington, Virginia, September 1998 to August 1999.

*Delaware Department of Finance*—Research Assistant, State of Delaware’s Division of Revenue, Wilmington, June 1997 to May 1998.

*Institute for Public Administration*—Research Assistant, School of Urban Affairs and Public Policy, University of Delaware, September 1996–June 1997.

*Governor’s Fellow*—Placed at the Virginia Economic Development Partnership. Richmond, summer 1996.