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EDUCATION

Ph.D. in Public Administration - August 1984
MAXWELL SCHOOL OF CITIZENSHIP AND PUBLIC AFFAIRS
SYRACUSE UNIVERSITY

Masters of Public Administration - June 1981
SCHOOL OF PUBLIC ADMINISTRATION
UNIVERSITY OF SOUTHERN CALIFORNIA

Bachelors of Public Administration - March 1979
DEPARTMENT OF PUBLIC ADMINISTRATION
FLORIDA INTERNATIONAL UNIVERSITY

PUBLICATIONS

Books, Monographs, Readers

Riccucci, Norma M. and Katherine C. Naff. *Personnel Management in Government: Politics and Process*, NY: Taylor and Francis, Sixth Edition, 2008.

Riccucci, Norma M. (ed.) *Classics of Public Personnel*

Administration and Labor Relations. Armonk, NY: M.E. Sharpe, 2007.

Riccucci, Norma M. (ed.) *Public Personnel Management: Current Concerns, Future Challenges*, NY: Longman Press, Fourth Edition, 2006.

Riccucci, Norma M. *How Management Matters: Street-Level Bureaucrats and Welfare Reform*. Washington, D.C.: Georgetown University Press, 2005.

Riccucci, Norma M. *Managing Diversity in Public Sector Workforces*, Westview Press, 2002.

Ban, Carolyn and Norma M. Riccucci (eds). *Public Personnel Management: Current Concerns, Future Challenges*, NY: Longman Press, Third Edition, 2002.

Shafritz, Jay M., David H. Rosenbloom, Norma M. Riccucci, Katherine C. Naff and Albert C. Hyde. *Personnel Management in Government: Politics and Process*, 5th edition, NY: Marcel Dekker, 2001.

International Encyclopedia of Public Policy and Administration, Boulder, Colorado: Westview Press, 1998 (Associate Editor).

Ban, Carolyn and Norma M. Riccucci (eds.). *Public Personnel Management: Current Concerns, Future Challenges*, NY: Longman Press, Second Edition, 1997.

Riccucci, Norma M. *Unsung Heroes: Federal Execucrats Making a Difference*, Georgetown University Press, 1995.

Riccucci, Norma M. *Promoting and Valuing Diversity in Municipal Government Workforces*, Alexandria, VA:

International Personnel Management, 1992.

Shafritz, Jay M., Norma M. Riccucci, David H. Rosenbloom, and Albert C. Hyde. *Personnel Management in Government: Politics and Process*, 4th edition, NY: Marcel Dekker, 1992.

Translated into Chinese, 1997.

Ban, Carolyn and Norma M. Riccucci (eds). *Public Personnel Management: Current Concerns, Future Challenges*, NY: Longman Press, First Edition, 1991.

Riccucci, Norma M. *Women, Minorities and Unions in the Public Sector*, Westport, CT: Greenwood Press, 1990.

Articles

Charbonneau, Etienne and Norma M. Riccucci. "Beyond the Usual Suspects: An Analysis of the Performance Measurement Literature on Social Equity Indicators in Policing," *Public Performance and Management Review*, forthcoming.

Riccucci, Norma M. and Frank J. Thompson. "The New **Public** Management, Homeland Security, and the Politics of Civil Service Reform." *Public Administration Review*, 2008, vol. 68, no. 5, pp. 877-890.

Krueathep, Weerasak, Norma M. Riccucci and Charas Suwanmala. "Why Do Agencies Work Together? The Determinants of Network Formation at the Subnational Level of Government in Thailand," *Journal of Public Administration Research and Theory*, forthcoming.

Riccucci, Norma M. "A Major Setback for Pay Equality: The Supreme Court's Decision in *Ledbetter v. Goodyear Tire & Rubber Company*," *Review of Public Personnel Administration*, 2008, vol. 28, no. 1, pp. 91-96.

Riccucci, Norma M. "Moving Away from a Strict Scrutiny Standard for Affirmative Action: Implications for Public Management," *American Review of Public Administration*, 2007, vol. 37, no. 2, pp. 123-141.

Riccucci, Norma M. "Leadership in Public Bureaucracy: A Tribute to Larry D. Terry," *Administrative Theory & Praxis*, 2007, vol. 29, no. 1, pp. 157-162.

Riccucci, Norma M. and Marcia Meyers. "Comparing Welfare Service Delivery among Public, Nonprofit and For-Profit Work Agencies." *International Journal of Public Administration*, forthcoming.

Riccucci, Norma M. "The Ethical Responsibilities of Street-Level Bureaucrats under Welfare Reform." *Public Integrity*, 2007, vol. 9, no. 2, pp. 155-173.

Riccucci, Norma M. "Commentary: 'Return to Spoils? Revisiting Radical Civil Service Reform in the United States,'" by Stephen E. Condrey and R. Paul Battaglio, Jr., *Public Administration Review*, Theory to Practice, May/June 2007, vol. 67, no. 3, online (website: <http://www.aspanet.org/scriptcontent/custom/staticcontent/t2pdownloads/RiccucciCommentary.pdf>).

Riccucci, Norma M. "The Changing Face of Public Employee Unionism," *Review of Public Personnel Administration*, 2007, vol. 27, no. 1, pp. 71-78.

Riccucci, Norma M. "From *Bakke* to *Gratz*: The Importance of Numerical Goals in Affirmative Action." *Journal of Public*

Management & Social Policy, 2006, vol. 12, no. 2, pp. 75-83.

Riccucci, Norma M. "Street-Level Bureaucrats and Intrastate Variation in the Implementation of TANF Policies." *Journal of Public Administration Research and Theory*, 2005, vol. 15, no. 1, pp. 89-111.

Price, Byron E. and Norma M. Riccucci. "Exploring the Determinants of Decisions to Privatize State Prisons." *American Review of Public Administration*, 2005, vol. 35, no. 3, pp. 223-235.

Riccucci, Norma M. "Building Social Capital Within Organizations: A Global Perspective." Персонал (*Personnel-Mix Journal*), translated into Russian, Issue 8/9, 2005, pp. 77-80.

Riccucci, Norma M., Marcia Meyers, Irene Lurie and Jun Seop Han. "The Implementation of Welfare Reform Policy: The Role of Public Managers in Front-Line Practices." *Public Administration Review*, 2004, vol. 64, no. 4, pp. 438-448.

Riccucci, Norma M. and Marcia Meyers. "Linking Passive and Active Representation: The Case of Front-Line Workers in Welfare Agencies." *Journal of Public Administration Research and Theory*, 2004, vol. 14, no. 4, pp. 585-597.

Riccucci, Norma M. "Evolutions in Public Management." Symposium. Norma M. Riccucci (symposium editor), *International Journal of Public Administration*, 2003, vol. 26, no. 12, pp. 1303-1305.

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Reprinted in:

Balanoff, Howard R. (ed.), *Public Administration: Annual Editions*, Guildford, CT: McGraw-Hill, 8th edition, 2004, pp. 171-179.

Lurie, Irene and Norma M. Riccucci. "Changing the "Culture" of Welfare Offices: From Vision to the Front Lines." *Administration and Society*, 2003, vol. 34, no. 6, pp. 653-677.

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Riccucci, Norma M. "The 'Old' Public Management v. the 'New' Public Management: Where Does Public Administration

Fit In?" *Public Administration Review*, 2001, (March/April), vol. 61, no. 2, pp. 172-175.

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Riccucci, Norma M. and Judith R. Saidel. "The Demographics of Gubernatorial Appointees: Toward an Explanation of Variation." *Policy Studies Journal*, 2001, vol. 29, no. 1, pp. 11-22.

Knowles, Eddie Ade and Norma M. Riccucci. "Drug Testing in the Public Sector: An Interpretation Grounded in Rosenbloom's Competing Perspectives Model." *Public Administrative Review*, July/August 2001, vol. 61, no. 4, pp. 424-431.

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Thompson, Frank J. *Classics of Public Personnel Policy*. Belmont, CA: Wadsworth/Thompson, 2003 pp. 346-351.

Riccucci, Norma M., and Charles Gossett. "Employment Discrimination in State and Local Government: The Lesbian and Gay Male Experience." *American Review of Public Administration*, June 1996, vol. 26, no.2, pp. 175-200.

Riccucci, Norma M. "Execucrats, Politics and Public Policy: What Are the Ingredients for Successful Performance in the Federal Government?" *Public Administration Review*, May/June 1995, vol. 55, no. 3, pp. 219-230.

Reprinted in:

Richard J. Stillman II (ed.), *Public Administration: Concepts and Cases*, Boston: Houghton Mifflin Co., 6th edition, 1996, pp. 419-433.

Ban, Carolyn and Norma M. Riccucci. "New York State: Civil Service Reform in a Complex Political Environment." *Review of Public Personnel Administration*, Spring 1994, vol. 14, no. 2, pp. 28-39.

Riccucci, Norma M. and Eddie Ade Knowles. "Drug Testing in the Public Sector: The Role of Unions." *International Journal of Public Administration*, 1993, vol. 16, no. 6, pp. 891-919.

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Breach of Duty of Fair Representation Under Title VII of the Civil Rights Act: The Problem of Legal Uncertainty." *International Journal of Public Administration*, April 1991, vol. 14, no. 3.

Riccucci, Norma M. "Apprenticeship Training in the Public Sector: Its Use and Operation for Meeting Skilled Craft Needs." *Public Personnel Management*, Summer 1991, vol. 20, no. 2, pp. 181-193.

Riccucci, Norma M. "Drug Testing in the Public Sector: A Legal Analysis." *The American Review of Public Administration*, June 1990, vol. 20, no. 2, pp. 95-106.

Riccucci, Norma M. and Carolyn Ban. "The Unfair Labor Practice Process as a Dispute-Resolution Technique in the Public Sector: The Case of New York State," *Review of Public Personnel Administration*, Spring 1989, vol. 9, no. 2, pp. 51-67.

Riccucci, Norma M. "Union Liability for Wage Disparities Between Women and Men," *University of Detroit Law Review*, April 1988, vol. 65, no. 3, pp. 379-401.

Riccucci, Norma M. "A Typology for Union Discrimination: A Public Sector Perspective," *Public Personnel Management*, Spring 1988, vol. 17, no. 1, pp. 41-51.

Riccucci, Norma M. "Nonpunitive Discipline in the Public Sector." *International Journal of Public Administration*, vol. 11, no. 1, 1988, pp. 117-134.

Riccucci, Norma M. "Black Employment in Municipal Work Forces," *Public Administration Quarterly*, Spring 1987, vol. 11, no. 1, pp. 76-89.

Riccucci, Norma M. and Gary Wheeler. "Positive Employee Performance: An Innovative Approach to Employee Discipline," *Review of Public Personnel Administration*, Fall 1987, vol. 8, no. 1, pp. 49-63.

Riccucci, Norma M. "Female and Minority Employment in City Government: The Role of Unions," *Policy Studies Journal*.

September 1986, vol. 15, no. 1, pp. 3-15.

Saurman, Frank and Norma M. Riccucci. "What are the Alternatives to Financing Students in Higher Education During a Period of Retrenchment?" *Journal of Student Financial Aid*, vol. 3, no. 2, Spring 1983, pp. 35-43.

Book Chapters

"Recapitalizing Public Personnel and Human Resources Management." In, Robert F. Durant (ed.), *The Oxford Handbook of American Bureaucracy*, New York: Oxford University Press, forthcoming.

"The Logic of Inquiry in the Field of Public Administration." In, Kaifeng Yang and Gerald J. Miller (eds.), *Handbook of Research Methods in Public Administration*, 2nd edition, New York: Taylor and Francis, 2008, pp. 3-11.

"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, 2nd 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*, 2nd 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*, 3rd 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 21st Century." In, Riccucci (ed.) *Public Personnel Management: Current Concerns, Future Challenges,* NY: Longman Press, 4th edition, 2006, pp. 51-57.

"Managing Diversity: Redux." In, Riccucci (ed.) *Public Personnel Management: Current Concerns, Future Challenges,* NY: Longman Press, 4th 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 21st 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, 3rd 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, 3rd 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 21st 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

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. 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

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

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).

AWARDS AND HONORS

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

Fellow, National Academy of Public Administration, 2005.

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.

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

Special Editor, *Public Administration Review*, "Exemplary Profiles." 2005 - present.

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

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

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

"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).

"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).

INVITED LECTURES, PAPERS & CONFERENCES

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

4th 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 Welfare.

4th 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).

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."

National 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."

National Public Management Research Conference, October 2003. "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).

National Public Management Research Conference, October 2001. "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).

National Public Management Research Conference, December 1999. "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 21st Century." Chair/Discussant.

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

"Excellence in Administrative Leadership." Invited Lecture.
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. "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-convenor 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

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

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 present.

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

APSA - American Political Science Association

ASPA - American Society for Public Administration

PMRA - Public Management Research Association