

MOHAMAD G. ALKADRY

School of Public Policy
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WORK EXPERIENCE

2024-2025 **President**
2023-2024 **Vice President**
2025-2026 **Immediate Past President**

Network of Schools of Public Policy, Affairs, and Administration (NASPAA) — Washington, DC

Elected president of NASPAA, the global association of more than 300 graduate schools of public policy, public affairs, and public administration across over 25 countries, dedicated to advancing excellence in public service education and training. Provided strategic leadership for NASPAA's mission to promote high-quality, globally recognized education for public service professionals.

- Chaired NASPAA's Executive Council, guiding governance, strategic direction, and global partnerships.
- Led initiatives to expand international accreditation (NASPAA Accreditation/Commission on Peer Review and Accreditation) and strengthen the global credibility of public service education programs.
- Represented NASPAA in global forums and built partnerships with universities, governments, and multilateral organizations in regions including Europe, the Middle East, Africa, Asia, and Latin America.
- Oversaw the association's efforts to align accreditation and quality assurance systems with international standards for accountability and public service impact.
- Advanced NASPAA's global engagement strategy, emphasizing innovation, diversity, and capacity-building in public affairs education worldwide.
- Delivered keynote addresses and represented NASPAA at major academic and policy conferences around the world.
- Worked closely with the Executive Director and staff to ensure organizational sustainability, fiscal responsibility, and member value across continents.

August 2017-
Current

Professor

Professor and Inaugural/Founding School Director (thru Aug 2024), School of Public Policy

Professor & Department Head, Department of Public Policy

Affiliated Faculty, UConn Women's and Gender Studies

Affiliated Faculty, UConn Middle East Studies

Affiliated Faculty, UConn Center on Community Safety, Policing and Inequality, UConn Law

Affiliated Faculty, Boston University Center for Anti-Racist Research

University of Connecticut, Hartford, Connecticut, U.S.A.

- ❖ Transition from Department to School endorsed by Board of Trustees Vote
- ❖ Integrate Applied Research Center – Institute of Municipal and Regional Research in the School
- ❖ Seven faculty tenure-track faculty hires, two visiting hires, and three research professor hires
- ❖ New Director of Engagement, Operations Coordinator and Outreach Coordinator positions
- ❖ Five graduate programs, undergraduate minor, 4 graduate certificates, 8 focus areas
- ❖ Seventeen faculty and eighteen adjuncts
- ❖ Three staff directors, four coordinators and support staff
- ❖ More than \$5 million budget - \$3.5 million staff and \$1.5 operating
- ❖ 100 Courses per year, 270 Graduate and Fast-Track Students
- ❖ New executive track (Executive MPA program) introduced in Fall 2018
- ❖ New Stamford campus presence (4+1 program, Executive MPA program, undergraduate minor, continuing education programs)
- ❖ Proposed new graduate degree in nonprofit management
- ❖ Seventy paid interns annually (36,000 hours of internship service)
- ❖ Entrepreneurial funding increased by more than 300% in 6 years
- ❖ Scholarly research productivity doubled in 6 years
- ❖ Funded research/faculty involved in funded research increased 15-fold in 6 years
- ❖ Public Service Executive Leadership Collaborative with public and nonprofit associations – more than 1,200 participants
- ❖ Redesign and relaunch of Encore!Connecticut
- ❖ Mentoring program with more than 120 alumni engaged (Students/Alumni)
- ❖ Partnerships with El Instituto, School of Social Work, School of Law, Department of Communication, & Department of Economics

2011-2017

Professor & MPA Director

Affiliated Faculty, Women's Studies Center (2011-Current)

Steven J. Green School of International and Public Affairs

Florida International University, Miami, Florida, U.S.A.

- ❖ Four MPA programs & 6 graduate certificates
- ❖ 80 courses per year, 310 MPA Students
- ❖ Higher admission standards (Av./Median GPA >3.5/4)
- ❖ New Executive MPA program introduced in Spring 2013
- ❖ Executive Management Series (Continuing Education)
- ❖ New Online MPA Program introduced in Fall 2014
- ❖ New Certificate in Public Finance, Procurement & Contract Management in Fall 2015
- ❖ Retention rate increase from 41% in 2011 to 85% in 2016
- ❖ Internship program established, and two new program coordinators hired
- ❖ Entrepreneurial revenue increased by more than 800%
- ❖ Career services established in program

2008-2011

Associate Professor of Urban Studies and Public Administration (Tenured)**Internship Coordinator**

Old Dominion University, Norfolk, Virginia, U.S.A.

Highlights:

- ❖ Oversee the implementation of several policies relating to accreditation preparedness
- ❖ Prepare the self-study and oversee site visit year preparations
- ❖ Establish an internship program and oversee the implementation
- ❖ Act as inaugural internship coordinator
- ❖ Develop relationships with local area employers and set up several internship opportunities and post-graduation employment opportunities for students
- ❖ Prepare and oversee the updating of career guide for students interested in post-graduation fellowship opportunities
- ❖ Work closely with the College of Business Career Office to establish a public service focus in career fairs and career planning for students

2006-2008

Associate Professor of Public Administration (Tenured) &**Director**, Master of Public Administration Program

West Virginia University, Morgantown, West Virginia, U.S.A.

Highlights:

- ❖ Oversee accreditation self-study report preparation and site visit activities
- ❖ Increase focus on career placements
- ❖ Increase focus on recruitment and partnerships with undergraduate institutions
- ❖ Improve admission standards
- ❖ Integrate procurement and contract management coursework in the curriculum

2000-2006

Assistant Professor of Public Administration (Tenure-Track) &**Internship & Career Coordinator**, Division of Public Administration**Founding Coordinator**, Local Government Leadership Academy

West Virginia University, Morgantown, WV

Highlights:

- ❖ Create career guide and enhance career planning for MPA students
- ❖ Create all curriculum for the Local Government Leadership Academy
- ❖ Plan and Oversee marketing and recruitment into Academy
- ❖ Oversee progress of local government officials toward attaining certificates and issue certificates
- ❖ Plan and oversee partnerships with public service associations including WV Municipal League, WV Association of Counties, and County Commissioners' Association of Counties.

- 1998-2000 **Senior Research Associate and Assistant Director**
Center for Urban Redevelopment and Empowerment – The CURE
Florida Atlantic University, Fort Lauderdale, FL
Highlights:
❖ Oversee Administrative operations of Center
❖ Oversee Management of a Community Partnership Center (\$800,000 U.S. Department of Housing and Urban Development Grant)
❖ Manage several annexation studies in Broward County
❖ Manage several citizen participation efforts in South Florida
❖ Oversee 20 local and regional government studies
❖ Oversee community training centers in several economically distressed neighborhoods in South Florida
❖ Oversee funding of community micro-entrepreneurship training funded by Aspen Institute
- 1996-2000 **Adjunct Instructor**
School of Public Administration, Florida Atlantic University, Boca Raton, FL
- 1996-1998 **Research Associate**
Center for Urban Redevelopment and Empowerment, Institute of Government, and FAU/FIU Joint Center for Urban and Environmental Problems, Florida Atlantic University, FL
- 1994-1996 **Value for Money Auditor** (Performance Auditor)
Audit Operations Branch, Office of the Auditor General of Canada, Ottawa, Canada
Highlights:
❖ Manage three lines of inquiry in the area of productivity or base support services
- 1990-1992
Summers **Assistant to the Director & Financial Services Representative**
Directorate of Financial Management Information Services
Department of National Defense, NDHQ (Headquarters), Ottawa, Ontario, Canada
- 1990-1994 **Counselor Level III**
Total Communication Environment, Ottawa, Ontario, Canada

EDUCATION

1996-2000: **Ph.D. in Public Administration.** *Florida Atlantic University*, Fort Lauderdale, Florida, U.S.A.

1994-1995: **Masters of Public Policy and Public Administration.** *Concordia University*, Montréal, Quebec.

1992-1994: **Bachelor of Arts - Honors (Public Policy).** *Carleton University*, Ottawa, Canada.

1990-1992: **Bachelor of Arts (Political Science).** Concentration in Public Administration. *Carleton University*, Ottawa.

1987-1990: **Bachelor of Arts in Public Administration.** Junior Year Completed. *American University of Beirut*, Lebanon.

LANGUAGES

English: Fluent in Reading, Writing, and Speaking

Arabic: Fluent in Reading, Writing, and Speaking

TEACHING

2018, 2019, 2020, 2021: Public Service Executive Leadership

2018, 2019, 2020, 2021: Introduction to Public Policy and Administration, Executive/Regular

2018: Local Government Management

2018, 2019: Readings for MPA Fellows

2012, 2013, 2014, 2015, 2016: The Practice of Public Management

2013, 2015, 2016: Doctoral Seminar in Scope and Theory of Public Administration

2011, 2012, 2013, 2014, 2015, 2016: Political, Social and Economic Context of Public Administration

2012: Contemporary Issues in PA: Republic of Korea Field Trip

2005, 2006, 2007, 2008, 2009, 2010, 2011: Public Service Internship

2010: Intellectual Foundations in PA – Doctoral Seminar

2010, 2011: Governance and Accountability – Doctoral Seminar

2010, 2012: Public Administration Capstone Seminar

2010: Administrative Theory II

2009, 2011: Doctoral Seminar in Contemporary Public Administration Theories

2008-2009: Administrative Theory I

2008: Administrative Ethics (online)

2008 Managing Diversity in Public Organizations

2005, 2006, 2007: Public Organization Theory and Practice

2004, 2008: Scope and Practice of PA

2003: Policy Development for Public Administration Graduate, West Virginia University

2001: Citizen Participation for Public Administration Graduate, West Virginia University

2000, 2001, 2002, 2003, 2004: Applied Research for Public Administration, Graduate, West Virginia Univ.

2000, 2001, 2002, 2003, 2004, 2005: Graduate Research Methods, Graduate, West Virginia University

1999: Introduction to Public Administration: Junior, Florida Atlantic University

1998, 1999, 2000: Administration in State and Local Government, Senior, Florida Atlantic University

1997: Business-Government Relations: Senior, Florida Atlantic University

DISSERTATION SERVICE

2020: Co-Chair, Evelyn Trammel, Florida International University: Representative Bureaucracy in Government Contracting: Examining Supplier Diversity Policy Implementation.

2020: Co-Chair, Ana-Maria Dimand, Florida International University: Understanding the Factors Determining Green Public Procurement Practices Among Local Governments in the United States.

2018: Chair, Melissa Gomez-Hernandez, Florida International University: Public Administrators' Values and Policy Outcomes: A Linkage Inside the American Housing Strategy

2017: Chair, Bridgette Cram, Florida International University: Cultural Competence in Public Administration: Developing and Predicting a Direct Measure for Public Administrators

2017: Chair, Gretha Burchard, Florida International University: Representative Bureaucracy in German Schools: Impact of Immigrant Teachers on Student Performance, Career Expectations and Social Climate.

2017: Chair, Sebwat Bishu, Florida International University: Gender and Authority in the Public Sector: The Case of Local Government Managers/Administrators in the United States

2017: Member, Andrea Headley, Florida International University: Understanding the organizational factors that impact police-community relations

2017: Member, Shahed Al-Tammar, Florida International University: Policymaking in the GCC: The Case of Privatization Policy in The State of Kuwait

2011: Chair, Brandi Blessett, Old Dominion University: Dispersion or Re-segregation: A Geospatial Analysis of Public Policies and their Impact on Urban African American Mobility.

2011: Chair, Mike Brown, Old Dominion University: The Impact of Social Networking: Examining Predictors of Acceptance and Participation.

2015: Member, Nina Joyner, Old Dominion University: Rethinking racial bias in the child welfare and juvenile justice systems: Structural factors, Street level bureaucrat discretion and assessment of risk and threat and the over representation of minority youth in social systems.

2011: Member, Rhonda Myers, Old Dominion University: The Impact of the Higher Education Regulatory Environment on For-Profit Higher Education Institutions.

2011: Member, Vivian Greentree, Old Dominion University: Who Wants to Work in the Public Sector: Modeling Antecedents of Public Service Motivation in College Students.

2008: Member, Raji Alsharari, West Virginia University: The Effects of Expertise and Demographic Characteristics on Public Administrators' Attitudes to E-government.

2002: Member, Mohamad Aleidan, Florida Atlantic University: *Women in the Workforce in Saudi Arabia: An Empirical Study.*

PUBLISHED BOOKS, MONOGRAPHS, & PEER-REVIEWED ARTICLES

Books (Academic):

Alkadry, M.G. and Tower, L.E. (2013 Hardcover; 2014 Paperback). *Women and Public Service: Barriers, Challenges and Opportunities*. M.E. Sharpe.

Reviewed by Richard Box, Mary Guy, Margaret Stout, Sharon Mastracci, and Rachel Breslin

Miller, H.T. and **Alkadry, M.G.**, Eds. (1998). *These Things Happen: Stories from the Public Sector*. Arlington, VA: Chatelaine Press.

Book (Practitioner-Oriented):

Edgcomb, E., **Alkadry, M.G.**, Barrera, Kolo, Thompson, Losby, Robinson, Carr, Ludwig, Gomez, Merkle, Ratigan, Reynolds, and Severens (2002). *Scaling Up Microenterprise Services*. Washington, DC: The Aspen Institute.

Articles (Peer-Reviewed)

Ali, S., **Alkadry, M. G.**, & Dimand, A. (2025). *Perceptions vs. realities of pay: Exploring their influence on the choice to leave*. Public Organization Review. (Advance online publication)

Rodriguez-Plesa, E., **Alkadry, M. G.**, & Dimand, A. (2024). *Gender Pay Disparities in Public Organizations: The Equalizing Externality of Union Membership*. Review of Public Personnel Administration. Advance online publication. <https://doi.org/10.1177/0734371X241298701>

Dimand, A. M., Abutabenjeh, S., Rodriguez-Plesa, E., **Alkadry, M. G.**, & Bruns Ali, S. (2023). *Human Capital Drivers of Employee Intent to Innovate: The Case of Public Procurement Professionals*. Review of Public Personnel Administration, 43(4), 727–753. <https://doi.org/10.1177/0734371X221123294>

Rodriguez-Plesa, E., Dimand, A. M., and **Alkadry, M.G.** (2022) Community social capital, political values, or organizational capacity? Indicators of engagement in sustainable public procurement at the local level. *Journal of Cleaner Production*, 338.

Alkadry, M.G., Trammell, E. and Dimand, A. M. (2019). The power of public procurement: social equity and sustainability as externalities and as deliberate policy tools. *International Journal of Procurement Management*.

Alkadry, M.G., Bishu, S., and Bruns Ali, S. (2019). Beyond Representation: Gender, Authority, and City Managers. *Review of Public Personnel Administration*, 39 (2): 300-319.

Cram, Bridgette and **Alkadry, M.G.** (2018). Virtue Ethics and Cultural Competence: Improving Service One Administrator at a Time. *Journal of Public Affairs Education*, 24 (4): 518-537.

Ali, S. B., **Alkadry, M.G.**, & Bishu, S. (2018). Why men and women want to leave? Turnover intent among public procurement officers. *American Review of Public Administration*, 48 (7): 668-684.

Bishu, S.G. and **Alkadry M.G.** (2017). Systematic Review of the Gender Pay Gap and Factors that predict It. *Administration and Society*, 49 (1), 65-104.

- Alkadry, M.G.**, Blessett, B. and Patterson, V. (2017). Public Administration and the Ethic of Getting Things Done: The Case of Miami's Overtown Neighborhood. *Administration and Society*, 49 (8): 1191-1218.
- Blessett, B., Gaynor, T. S., Witt, M. and **Alkadry, M.G.** (2016). Counternarratives as Critical Perspectives in Public Administration Curricula, *Administrative Theory & Praxis*, 38: 1–18.
- Headley, A. and **Alkadry, M.G.** (2016). The Fight or Flight Response: A Look at Stand Your Ground. *Ralph Bunche Journal of Public Affairs*, 5 (1): 1-13.
- Tower, L. Stout, M. and **Alkadry, M.G.** (2015). Spirituality, Ethics and Women-Friendly Workplaces. *Public Integrity*, 17 (2): 143-164.
- Brown, M. and **Alkadry, M.G.** (2013). Social Networking and Individual Perceptions: Examining Predictors of Participation. *Public Organization Review: A Global Journal*, 14: 285-304.
- Alkadry, M.G.** and Tower, L (2013). Steady and Very Slow Progress: Women in West Virginia State Administration. *Public Administration Quarterly*, 37(2): 201-231
- Blessett, B., **Alkadry, M.** and Rubai, N. (2013). Symposium on Diversity in Public Administration Scholarship and Practice. *Public Administration Quarterly*.
- Elias, M. V. and **Alkadry, M.G.** (2011). Constructive Conflict, Participation and Shared Governance. *Administration and Society*, 43 (8): 869-895.
- Alkadry, M.G.** and Tower, L. (2011). Covert Pay Discrimination: How Authority Predicts Pay Differences between Women and Men. *Public Administration Review*, 71 (5): 740-750.
- Tower, L., Bowen, E. & **Alkadry, M.G.** (2011). A Snapshot of Organizational Climate: Perceptions of Extension Faculty. *Journal of Extension*, 49 (5): 1-12.
- Alkadry, M. G.**, Bhandhari, R., Wilson, C. and Blessett, B. (2011). Race Disparities in Stroke Awareness in WV. *Journal of Health and Human Services Administration*, 34 (1): 460-488.
- Alkadry, M.G.** and Blessett, B. (2010). Aloofness or Dirty Hands: Administrative Culpability in the Making of the 2nd Ghetto. *Administrative Theory & Praxis*, 32 (4): 532-556.
- Alkadry, M.G.** and Tower, L. (2010). The Effect of Rurality and Gender on Stroke Awareness of Adults in West Virginia. *Journal of Health and Human Services Administration*, 33 (1): 63-85
- Alkadry, M.G.** and Witt, M. (2009). Abu Ghraib and the Normalization of Torture and Hate. *Public Integrity*. 11(2): 135-155.
- Tower, L. and **Alkadry, M.G.** (2008). The Social Costs of Career Success for Women. *Review of Public Personnel Administration*, 28(2): 144-165.
- Alkadry, M.G. (2007). The Diversity, Organizational Communication, and Citizenship Imperatives for Public Sector Leadership. *Competition Forum*, 5 (1): 197-206.

- Alkadry, M.G. (2006). Relevance of Public Administration Writing and Scholarship. *Administrative Theory and Praxis*, 28 (1): 33-120. (Coordinator of Peer Reviewed Symposium & author of introduction).
- Alkadry, M.G.** and Tower, L. (2006). Unequal Pay: The Role of Gender. *Public Administration Review*, November/December, pp. 888-898.
- Alkadry, M.G. (2006). Demons' Markets: Arabs, Muslims, and the United States. *Competition Forum*, 4 (1): 267-278.
- Alkadry, M.G.** and Nyhan, R. C. (2005). The Impact of Rational Organizations on Public Administrators: A Structural Equation Model. *International Journal of Organization Theory and Behavior*, 8 (2): 155-173.
- Alkadry, M.G.**, Wilson, C. and Nicholas, D. (2005). Stroke Awareness among Rural Residents: The Case of West Virginia. *Social Work in Health Care*, 42 (2): 73-92.
- Alkadry, M.G. (2005). An Ounce of Prevention Keeps Stroke Away: A West Virginia Study of Awareness of Stroke Risks and Symptoms. *Public Affairs Reporter*, 22(2): 2-8.
- Alkadry, M.G. (2004). Postmodern Remedies to a Policy Discourse Gone Bad. *Public Productivity and Management Review*, 27 (3): 127-130: (Review Symposium Coordinator and Author).
- Alkadry, M.G. (2004). Drivers of Compensation of Heads of Procurement Units, Supervisors, and Materials Managers in the Public Sector. *Journal of Public Procurement*, 4 (1): 1-21.
- Alkadry, M.G. (2003). Colonialism in a Postmodern Age: the West, Arabs and "the Battle for Baghdad." *Public Administration and Management*, 9 (1): 35-45.
- Alkadry, M.G. (2003). Deliberative Discourse Between Citizens and Administrators: If Citizens Talk, Will Administrators Listen? *Administration and Society*, 35 (2): 184-209.
- Alkadry, M.G. (2002). Reciting Colonial Scripts: Democracy, Colonialism, and Resistance in the Decolonized Middle East. *Administrative Theory and Praxis*, 24 (4): 739-762.
- Alkadry, M.G. (2002). Bureaucracy: Weber's or Hammurabi's? Ideal or Ancient? *Public Administration Quarterly*, 26(3): 317-345.
- Alkadry, M.G.** and Khalil, M. (2002). Globalization: The Fifth Instance of Confrontation between the West and the People of the Decolonized Middle East. *Journal of Global Competitiveness*, 10 (2):154-165.
- Alkadry, M.G.**, Nolf, K. and Condo, E. (2002) Pay Equity in West Virginia State Government. *Public Affairs Reporter*. 19 (2): 2-6.
- Alkadry, M.G. (1999). The Boundaries of Discourse. *Public Productivity and Management Review*, 22, 2: 265-268. (Review Symposium Coordinator and Author)
- Nyhan, R.C. and **Alkadry, M.G.** (1999). Impact of Infrastructure Investments and Socio-Economic Conditions on Student Achievement. *Journal of Education Finance*, 25, 2: 211-228.

Alkadry, M.G. (1997). The Feminine Mystique of Public Administration. *Administrative Theory and Praxis*, 19, 1: 106-112.

SYMPOSIA COORDINATION AND/OR AUTHORSHIP

Blessett, B., **Alkadry, M.G.** and Rubai, N. (2015). Symposium on Diversity in Public Administration Scholarship and Practice. *Public Administration Quarterly*.

Alkadry, M.G. (2006). Relevance of Public Administration Writing and Scholarship. *Administrative Theory and Praxis*, 28 (1): 33-120. (Coordinator of Peer Reviewed Symposium & author of introduction). (Discipline-Based Research)

Alkadry, M.G. (2004). Postmodern Remedies to a Policy Discourse Gone Bad. *Public Productivity and Management Review*, 27 (3): 127-130: (Review Symposium Coordinator and Author). (Discipline-Based Research)

Alkadry, M.G. (1999). The Boundaries of Discourse. *Public Productivity and Management Review*, 22, 2: 265-268. (Review Symposium Coordinator and Author) (Discipline-Based Research)

INVITED PRESETATIONS, WORKSHOPS & WEBINARS

Invited Blog Entry: Alkadry, M. (2019, February). Supporting the #MeToo Movement with a long-overdue #UsToo Movement. Women in Public Service, Joh Jay College, City University of New York.

Practitioner Webinar: Trammell, E., Alkadry, M., Postera, S., Dimand, A. (2017, October). Sustainable Procurement: Enhancing Residents' Quality of Life through Procurement. American Society for Public Administration in collaboration with National Institute of Governmental Purchasing. October 2017.

CHAPTERS IN BOOKS

Cram, B. & **Alkadry, M.G.** (2016). Social Equity Leadership. In A. Farazmand (Ed.) *Global Encyclopedia of Public Administration and Public Policy*. Pp. 1-7. Springer.

Cram, Bridgette, **Alkadry, M.G.** and Tower, L.E. (2016). Social Costs: The career family tradeoff. 473-487. In *Handbook of Well Being of Working Women*. Edited by Mary Connerley and Jiyun Wu, Springer.

Alkadry, M.G. (2015). Saudi Arabia and the mirage of decentralization. In Dawoody, A. (Ed.) *Public Administration and Policy in the Middle East*. Springer.

Bishu, S. and **Alkadry, M.G.** (2014). The poverty-policy link. In *The War on Poverty: A Retrospective*. Lexington Books.

Alkadry, M.G. (2012). Unlimited & Unchecked Power: The Use of Secret Evidence Law. *State Crimes against Democracy: Political Forensics in Public Affairs*. New York: Palgrave Macmillan

Brown, Michael and **Alkadry, M.G.** (2012). Predictors of social networking and individual performance. Pp. 129-145. *Citizen 2.0: Public and Governmental Interaction through Web 2.0 Technologies*. Hershey, PA: IGI Global.

- Alkadry, M.G. (2007). Democratic Administration in a Multicultural Environment. In Box, R. (2007). *Democracy and Public Administration*. Pp. 150-168. Armonk, NY: ME Sharpe.
- Alkadry, M.G. (2006). Islamic Governance. In Bevir, M. (2006). *Encyclopedia of Governance*. Thousand Oaks, CA: Sage Publications. Pp. 501-502.
- Alkadry, M.G.** and Bhargava, N. (2005). Organizational and Individual Drivers of Compensation of Public Sector Buyers. *Challenges in Public Procurement: An International Perspective*. Pp. 381-393.
- Alkadry, M.G.** and Farazmand, A. (2004). Measurement and Accountability. In Holzer, M., *Handbook of Performance Measurement*. New York, NY: Marcel Dekker, Inc. Pp. 297-309
- Miller, H.T., **Alkadry, M.G.** and Donohue, J. (2001). Rumbling doubt about managerial effectiveness and a turn toward discourse. In Liou, T., *Handbook of Public Management and Reform*. New York, NY: Marcel Dekker, Inc. pp. 607-618.
- Alkadry, M.G.** and Miller, H.T. (1999). Reading case studies Vs. writing them: how to engage practitioner students. pp. 61-69. in Nagel, S.S. (ed.). *Teaching Public Administration and Public Policy*. (Huntington NY: Nova Science, 1999). Pedagogical Research

BOOK REVIEWS

- Olshfski, D. F. and Cunningham, R. B. (2005). Agendas and Decisions: How State Government Executives and Middle Managers Make and Administer Policy. In *Administrative Theory and Praxis*, 31(1).
- McSwite, O.C. (1997). Legitimacy in Public Administration. In *Canadian Public Administration*, 41, 2: 324-328.
- Fox, C. and Miller, H.T. (1995). Postmodern Public Administration: Toward Discourse. In *Canadian Public Administration*, 40,4: 685-689.

APPLIED RESEARCH

Title	Publication/Organization	Date
Nonprofit Mapping	CT State Legislature	2024-2025
Digital Equity Grant	CT Department of Administrative Services	2023-2024
Cannabis Social Equity Grant	Social Equity Council	2022-2023
Open Budget Process in Uzbekistan	U.S. Department of State	2020-2022
The Connecticut State Workforce: An Analysis of Representations and Compensation Equity Across Gender and Race-Ethnicity	CT Council on Women and Girls	2019, 2020, 2021

Compensation and Turnover Report	National Institute on Governmental Purchasing	2016, 2018, 2020
Benchmarking and Leadership Study	National Institute on Governmental Purchasing	2017
Compensation Survey Report	National Institute on Governmental Purchasing	2003, 2005, 2007, 2009, 2011
Governance Assessment: Saudi Arabia	Middle East Partnership Initiative	2011
Years of Pay Equity Legislation in West Virginia: A comparative analysis of 1998 Vs. 2008 data on pay equity	Equal Pay Commission, Charleston, West Virginia	2009
Care Coordination Program Evaluation	**BBHMF-WV HHR	2008
Measures Report for West Virginia Behavioral Health Facilities	**BBHMF-WV HHR	2008
Roundtable: The West Virginia Behavioral Health Outcome Measurement Project	National Association for Welfare Research and Statistics	2007
Characteristics of Clients with Different Acuity Scores 7/1/2004-4/1/2006	**BBHMF-WV HHR	2006
Compliance Report: One Time Appearances	**BBHMF-WV HHR	2006
Agency Use of Case Status Field in All Care Connection Submissions 7-9 2006 Quarter Compared to Prior 2 Years	**BBHMF-WV HHR	2006
Use of "New Admission" Case Status for Clients	**BBHMF-WV HHR	2006
Community Mental Health Provider Benchmarks	**BBHMF-WV HHR	2006
Overtown (Miami) Revitalization and Economic Redevelopment Study	Local Initiatives Support Corporation of South Florida	2006
Discharge Reporting 7/1/2004-4/1/2004	**BBHMF-WV HHR	2004
National Outcome Measures Feasibility: Employment and Legal Status Domains	**BBHMF-WV HHR	2004
Age, Gender, Veteran Status, and Marital Status Summaries	**BBHMF-WV HHR	2004
Bahama Conch Market Analysis	*FAU-CURE	2004

Service Codes Summary for the Customer Service Data Report	**BBHHF-WV HHR	2004
Summary of Number of Minutes per Service Provided	**BBHHF-WV HHR	2004
Symptoms Summaries and Improvement by Provider	**BBHHF-WV HHR	2004
Symptoms Summaries by County	**BBHHF-WV HHR	2004
A Report on the Homeless Population and Homeless Service Agencies in Martin County	Martin County Homeless Coalition, Florida	2003
Affordable Housing Study	*FAU-CURE	2003
Bureau of Behavioral Health and Health Facilities Planning and Data Analysis Project	**BBHHF-WV HHR	2003
City of Pembroke Pines Consolidated Plan Updt.	*FAU-CURE	2003
FAU-Center for Redevelopment & Empowerment	*FAU-CURE	2003
Feasibility Study for the Creation of a New Municipality in South Broward County, FL	Broward County	2003
Legal Aid of West Virginia Legal Needs Assessment	Legal Aid of West Virginia	2003
A Report on the Homeless Populations of Marion and Monongalia Counties	The Mon Valley Homeless Initiative, WV	2002
West Virginia Consolidated Public Retirement Board Customer Satisfaction Survey	WV Consolidated Public Retirement Board	2001
City of Dania Beach Economic Redevelopment Plan	*FAU-CURE	2000
Consolidated Plan of the City of Tamarac	*FAU-CURE	2000
Atlantic Grove Market Analysis	*FAU-CURE	2000
City of Coral Springs Communications Audit	*FAU-CURE	2000
Consolidated Plan of the City of Pembroke Pines	*FAU-CURE	2000
Consolidated Plan of the City of Sunrise	*FAU-CURE	2000

*FAU-CURE = Florida AU-Center for Urban Redevelopment & Empowerment

**BBHWF-WV HHR = Bureau of Behavioral Health and Health Facilities (BBHWF), WV
Department of Health and Human Resources

PRESENTED PAPERS, & LECTURES

2020+ to be updated later.

Ali, S. and Alkadry, M.G. (2019). Pay Realities, Perceptions, Satisfaction and Decision to Leave. Academy of Management. Boston, MA, August 2019

Alkadry, M.G., Trammell, E., Dimand, A. (2016). Social Capital, Political Values, or Organizational Capacity? Indicators in Sustainable Procurement at the Local Level. Public Management Research Conference. Charlotte, NC, June 2019

Alkadry, M.G. and Ali, S. (2019). Pay Disparities and Economic Downturns: Predictors of Resiliency and Vulnerability of Pay. Public Management Research Conference. Charlotte, NC, June 2019

Alkadry, M.G. (2019). Contracting as a Mechanism to Build Sustainable Communities. America Society of Public Administration (ASPA), Washington, DC, March 2019

Trammell, E., Alkadry, M.G. (2017). Economics, Social Equity and Sustainable Procurement: The Case of Living Wage Procurement. Annual Conference of American Society for Public Administration. Atlanta, GA. March 2017.

Alkadry, M.G., Trammell, E., Dimand, A. (2016). A Sustainable Focus Group. Annual Conference of National Institute of Governmental Purchasing. National Harbor, MD. August 2016.

Alkadry, M.G., Trammell, E., Dimand, A. (2016). The Power of Public Procurement: Social Equity and Sustainability as Externalities and as Deliberate Policy Tools. Social Equity Leadership Conference. San Francisco, CA. June 2016.

Bishu, C. and Alkadry, M.G. (2016). The Gender Wage Gap and Factors that Predict It. Presented at the annual conference of the American Society for Public Administration (ASPA); Seattle, Washington.

Alkadry, M.G., Trammell, E., & Dimand, A. (2016) "Sustainable Procurement and the Future of Public Spending." ASPA 2016 Annual Conference. Westin Hotel, Seattle. 22 March 2016. Conference Presentation.

Bishu, C. and Alkadry, M.G. (2015, October). A Systematic Review of the Gender Pay Gap. Presented at the annual meeting of the Network of Schools of Public Policy, Affairs, and Administration (NASPAA), Brooklyn, NY.

Cram, B. & Alkadry, M.G. (2015, October). Cultural Competence and Virtue Ethics Competence in Public Service Education. Paper submitted for presentation at the Network of Schools of Public Policy, Affairs, and Administration Annual Conference. New York, NY.

Cram, B. & Alkadry, M.G. (2015, June). The Role of Cultural Competency Assessment in Achieving Social Equity. Paper to be presented at the Social Equity Leadership Conference. Nashville, TN.

Alkadry, M. G. (2015). Moderator, Social Equity, Democratic Values and the Ethic of Getting Things Done. National Conference of the American Society of Public Administration, March 2015, Chicago, IL.

- Alkadry, M.G. (2015). Moderator, Public Administration and Civic Engagement in the Middle East in the Aftermath of the Arab Upheavals. National Conference of the American Society of Public Administration, March 2015, Chicago, IL.
- Gomez Hernandez, M. and Alkadry, M.G. (2015). Gender Research in Public Administration. National Conference of the American Society of Public Administration, March 2015, Chicago, IL.
- Cram, B. and Alkadry, M.G. (2014) Postcolonial Revisiting of Public Administration Theory. Annual Conference of the Public Administration Theory Network. Miami, FL. May 2014.
- Alkadry, M.G. and Bishu, S. (2014) "War on the Poor" or "War on Poverty." Annual Conference of the Public Administration Theory Network. Miami, FL. May 2014.
- Alkadry, M.G. (2014). The 21st Century American edition of *Le deuxième sexe: Women in the US Public Sector as the Second Sex*. Oxford Roundtable, March 2014
- Alkadry, M.G. (2014) Panel Chair: Meeting The Expectation Of Increased Responsiveness, Trust And Representativeness: Working Across Government Levels And Sectors In The Middle East. Presented at the Annual Conference of the American Society of Public Administration. Washington, DC. March 2014.
- Alkadry, M.G. and Cram, B. (2014). Public Sector Female Employees at the Private/Public Domain Nexus: The Ethic of the Tradeoff between Family and Career. Presented at the Annual Conference of the American Society of Public Administration. Washington, DC. March 2014.
- Alkadry, M.G., Cong, Y. and Bishu, S. (2014). The Hidden Role of Gender: The Impact of Authority on Salary Variance. Presented at the Annual Conference of the American Society of Public Administration. Washington, DC. March 2014.
- Alkadry, M.G. (2013). Panel Chair: Diversity Planning Practices in NASPAA Programs, Submitted to the Annual Conference of the National Association of Schools of Public Affairs and Administration. Washington, DC. October 2013.
- Alkadry, M.G. (2013). Panel Chair: Positioning MPA/MPP Students for Public Procurement. Submitted to the Annual Conference of the National Association of Schools of Public Affairs and Administration. Washington, DC. October 2013.
- Alkadry, M.G. (2013). Roundtable: The Missing Mothers, The Missing Others in Public Administration Theory. Annual Conference of the Public Administration Theory Network. San Francisco, CA. May 2013.
- Alkadry, M.G. (2013). Roundtable: Author Meets His Critics: Hugh Miller's Governing Narratives: Symbolic Politics and Policy Change. Annual Conference of the Public Administration Theory Network. San Francisco, CA. May 2013.
- Alkadry, M.G., Burchard, G. and Nambiar, G. Are Women Better Off in Unionized Public Sector Work Places. Presented at the Annual Conference of the American Society of Public Administration. March 2013
- Alkadry, M.G. (2012). Reciting Colonial Scripts and the Arab Spring. Presented at the Annual Meeting of the Association of Middle East Policy and Public Administration. November 2012

- Alkadry, M.G. (2012). Unions and Women in Public Procurement Agencies. Presented at the Southeastern Conference on Public Administration. October 2012.
- Facer, R. L. & Alkadry, M.G. (2011). Academically Qualified and Professionally Qualified Faculty. Submitted to the Annual Conference of the National Association of Schools of Public Affairs and Administration, 10/20-10/22, 2012.
- Alkadry, M.G. (2011). Women in public organizations: Challenges, Barriers and Opportunities. Submitted to the Annual Conference of the National Association of Schools of Public Affairs and Administration, 10/20-10/22, 2012.
- Alkadry, M.G. (2011). Adding the E-Words to Public Administration: A Roundtable on Ethics and Equity. Submitted to the Annual Conference of the National Association of Schools of Public Affairs and Administration, 10/20-10/22, 2012.
- Alkadry, M.G. (2011). Recruitment to federal public sector in the USA. Submitted to First Annual ENA/FIU Dialogue. October 2011.
- Alkadry, M.G. (2011). Compensation of Public Procurement Professionals. Submitted to the Annual Conference of the National Institute on Governmental Purchasing. August 2011.
- Blessett, B., Alkadry, M.G. and Chapman, T. (2010). 'Naturally Negro': Public Housing Site Selection and the re-segregation of Baltimore. National Association of Public Administration Social Equity Conference. June 16-18, 2010.
- Alkadry, M.G. (2010). Unlimited & Unchecked Power: The Use of Secret Evidence Law. Public Administration Theory Network, May 19-22, 2010.
- Alkadry, M.G. and Blessett, B. (2010). Moral Silence & Imperial Functionaries in American Inner Cities. Public Administration Theory Network, Omaha, Nebraska, May 19-22, 2010.
- Alkadry, M.G. and Blessett, B. (2010). Administrative Culpability in the Making of the Second Ghetto. American Society of Public Administration, San Jose, Texas, April 2010.
- Brown, M. and Alkadry, M.G. (2010). Social Networking and its Relationship to Individual Performance in Organizations. American Society of Public Administration, San Jose, Texas, April 2010.
- Brown, M. and Alkadry, M.G. (2010). Effective Networks: Examining the relationship between social media and individual performance in organizations. Hampton Roads Chapter of the American Society of Public Administration. Norfolk, Virginia, March 2010.
- Alkadry, M. and Blessett, B. (2010). Misappropriated Power: An analysis of administrative discretion and its impact on African American communities. Hampton Roads Chapter of the American Society of Public Administration. Norfolk, Virginia, March 2010.

- Alkadry, M. and Blessett, B. (2009). Administrative Culpability in the Making of the Second Ghetto. 2009 Social Equity and Leadership Conference of the National Academy of Public Administration. June 2009.
- Alkadry, M. (2009). Talking Back: Toward Citizen Empowerment and Organizational Effectiveness. Fifth Annual TransAtlantic Dialogue, George Washington University, Washington DC June 10-12, 2009.
- Alkadry, M. (2009). Public Administration, Diversity and the Ethic of Getting Things Done. American Society of Public Administration. Miami, Florida. March 2009
- Alkadry, M. and Blessett, B. (2009). Race and Responsibility. Conference of Minority Public Administrators. Las Vegas, Nevada. February 2009.
- Alkadry, M. (2008). The Marginalizing Administrator. Annual Conference of the Public Administration Theory Network. Richmond, VA, May 29-31, 2008.
- Alkadry, M. (2007). Salary Benchmarking for Procurement Professionals, Annual Forum of the National Institute of Governmental Purchasing. August 2007.
- Alkadry, M. (2007). Leadership Diversity and the Diversity, Organizational Communication, and Citizenship Imperatives, Third Trans-Atlantic Dialogue, University of Delaware, July 2007.
- Alkadry, M. (2007). Cruelty: Self-Righteous Administrators and Worthless Victims. Annual Conference of the Public Administration Theory Network. Harrisburg, PA, May 2007.
- Alkadry, M. (2007). Warrantless: Torture, Civil Liberties and the U.S. Security Apparatus. American Society of Public Administration. Washington, DC, March 2007.
- Alkadry, M. (2006). Demon's Markets. Submitted to the American Society for Competitiveness Annual Conference, Washington, DC, November 2006.
- Alkadry, M. (2006). From Hollywood to Abu-Ghraib: the Making of a Detainee. Submitted to the Annual Meeting of the Western Social Science Association. Phoenix, Arizona.
- Alkadry, M. (2005). A Prelude to Ethnic Cleansing. Submitted to the Annual Conference of the Public Administration Theory Network, Krakow, Poland, June 2005.
- Alkadry, M. (2005). Missing all the Signs: The Road to Abu-Ghraib. Submitted to the Annual Conference of the American Society of Public Administration, Milwaukee, Wisconsin, April 2005.
- Alkadry, M. and Bhargava, N. (2004). Organizational and Individual Drivers of Compensation of Public Sector Buyers. Submitted to the International Procurement Research Conference. Fort Lauderdale, Florida, October 2004.

- Alkadry, M. (2004). *Going Organic: Critical Alternatives to Technical Rationality*. Submitted to the Annual Conference of the Public Administration Theory Network. Omaha, Nebraska, June 2004.
- Alkadry, M., Brooks, C., Wilson, C., and Nicholas, D. (2004). *Disparities in Stroke Risk in West Virginia (Poster)*. Submitted to the Scientific Forum on Quality of Care and Outcomes Research in Cardiovascular Disease and Stroke, May 2004.
- Alkadry (2003). *Benchmarking Salaries against Industry Standards*. *Annual Forum of the National Institute on Government Purchasing, Nashville, Tennessee*
- Alkadry, M.G. (2003). *Talking Back: Participating as Citizens and as Consumers*. *Western Social Science Association, Las Vegas, Nevada*
- Alkadry, M.G. (2003). *Compensation of Procurement Professionals*. *Annual Forum of the National institute for Public Procurement*.
- Alkadry, M. and Khalil, M. (2002). *Globalization: The Fifth Instance of Confrontation between the West and the People of the Decolonized Middle East*. *American Society for Competitiveness*.
- Alkadry, M.G. and Pops, G. (2002). *Administrative Policy-Making Under Conditions of Crisis: The Case of Post-September 11 Policies Limiting Civil Liberties*. Submitted to the National Conference of the Public Administration Theory Network, Cleveland, Ohio, June 1-3, 2002.
- Alkadry, M.G. (2002). *Civil Liberties in the Aftermath of 9-11*. Submitted to the Annual Conference of the Western Social Science Association. Albuquerque, New Mexico, April 2002.
- Alkadry, M.G. (2001). *Revisiting the Representative in Representative Bureaucracy* Submitted to the National Conference of the Public Administration Theory Network, Leiden, The Netherlands, June 19-24, 2001.
- Alkadry, M.G. (2001). *Deliberative Discourse Between Citizens and Administrators*. Submitted to the National Conference of the American Society of Public Administration, Newark, New Jersey, March, 2001.
- Alkadry, M.G. (2000). *Administrative Responsiveness to Citizens: A Structural Equation Model*. Submitted to the National Conference of the American Society of Public Administration, San Diego, California, April 1-4, 2000.
- Alkadry, M.G. (2000). *What Can Professors Do to Encourage Citizens to Talkback and Administrators to Listen?* Submitted to the 23rd Annual Conference for Teaching Public Administration, Florida Atlantic University, Fort Lauderdale, Florida, January 30-31, 2000.
- Alkadry, M.G. (2000). *When Citizens Talk. Do Administrators Listen?* Submitted to the National Conference of the Public Administration Theory Network, Florida Atlantic University, Fort Lauderdale, Florida, January 28-29, 2000.

- Alkadry, M.G. (1999). *Policy Hysteria: Meaningless Messages, Willing Public and Overwhelming Media*. Submitted to the Arab-U.S. Association of Communication Educators' Fourth Annual International Communications Conference, Lebanese American University, Beirut, Lebanon, October 26-29, 1999.
- Alkadry, M.G. (1999). *Organizational Structure and Citizen Participation*. Submitted to the Public Administration Theory Network 12th Annual Conference. Portland, Oregon, March 4-6, 1999.
- Nyhan, R.C. and Alkadry, M.G. (1999). *Does Money Matter? How Increased Funds Impact Student Achievement Test Scores*. Paper delivered at the South Eastern Conference on Public Administration, Pensacola, Florida, January 20-22, 1999.
- Alkadry, M.G. (1998). *Performance Tracking, Benchmarking and Data Envelopment Analysis*. Paper delivered at the annual conference of the American Society of Public Administration, Seattle, Washington, May 9-13, 1998.
- Alkadry, M.G. (1998). *Talking Back: A New Approach to Public Administration*. Paper delivered at 11th Annual Conference of the Public Administration Theory Network, March 19-21, 1998, Colorado Springs, Colorado.
- Alkadry, M.G. and Miller, H.T. (1998). *Reading Case Studies vs. Writing Them: How to Engage Practitioner Students*. Paper delivered at the Twenty-First National Conference on Teaching Public Administration, March 21-23, 1998, Colorado Springs, Colorado.
- Alkadry, M.G. (1997). *Opening New Horizons: The Use of Data Envelopment Analysis in Performance Audits*. Paper delivered at the South Eastern Conference on Public Administration, September 25-27, 1997, Knoxville, Tennessee.
- Alkadry, M.G. (1997). *Multiculturalism in Context*. Submitted to the Public Administration Theory Network 10th Annual Conference. Richmond, Virginia, March 8-10, 1997.
- Alkadry, M.G. (1994, 1996). *Polyethnicity, Eurocentrism and Canada's Multicultural Policy*. Paper delivered at a Conference entitled: Identity Politics, Diversity, the Charter and Democratic Politics in Canada, School of Community and Public Affairs, Concordia University, Montreal: April 1994.
- Alkadry, M. G. and Henrisko, A. (1994). A Presentation and a 35-page Brief delivered to The Standing Committee on Human Resources Development, Montreal: December, 1994.

FUNDED RESEARCH

Title	Amount	Source	External Internal	Teaching	Service	Research
Nonprofit Mapping in Connecticut	\$100,000	CT State Legislature	E		√	
Digital Equity Barriers	\$250,000	State of CT	E		√	√
Cannabis Equity Best Practices and Data Analysis	\$175,000	CT Social Equity Council.	E		√	√
Citizens Budget and Enhancing Engagement in the Budget Process in Uzbekistan	\$375,000	U.S. State Department	E		√	√
Gender Equity in Qatar and Neighboring States	\$599,000	Qatar National Research Foundation	E		√	√
Bureau of Behavioral Health & Health Facilities (BHHF) Performance Indicators Project 2007-2008	\$85,000	WV DHHR/State	E	√	√	√
BHHF Performance Indicators Project 2006-2007	\$108,000	WV DHHR/State	E	√	√	√
BHHF Performance Indicators Project 2005-2006	\$85,000	WV DHHR/State	E	√	√	√
BHHF Performance Indicators Project 2004-2005	\$74,125	WV DHHR/ State	E	√	√	√
Race Disparities in Stroke Awareness Research 04-05	\$48,858	WV DHHR/ State	E	√	√	√
Stroke Awareness Research 2003-2004	\$26,555	WV DHHR/ State	E	√	√	√
Continuum of Care 2002-2003 Harrison County	\$4,254	North Central Coalition of the Homeless	E	√	√	
Faculty Travel Grant	\$550	WVU Foundation	I			√
Faculty Travel Grant	\$550	WVU Foundation	I			√
BHHF Data Analysis and Planning Project 2002-2003	\$54,531	DHHR / State	E	√	√	√
Legal Aid Needs Assessment 2001-2002	\$13,623	Legal Aid of WV	E	√	√	√
Non-Profit Clinic Summer Grant 2001-2002	\$15,160	SASS	I	√	√	√
Harrison County Senior Citizens Center (HCSC Center) Facility Needs Assessment	\$1,200	HCSC Center	E	√	√	√

Title	Amount	Source	External Internal	Teaching	Service	Research
HCSC Center Facility Needs Assessment	\$1,200	Harrison County Commission	E	√	√	√
After-School Program Evaluation	\$2,300	Service Learning	I	√	√	√
Stroke Project Fall 2003 Class	\$5,250	ECAS & Soc Work	I	√	√	√
Nonprofit Clinic Fall 2003 Grant	\$585	SASS	I	√	√	√
Resident Preferences Survey	\$1,277	Mountain Line Transit Authority	E	√	√	
Customer Satisfaction Survey 2001-2002	\$8,566	WV Consolidated Public Retirement Board	E		√	√
Homeless Census (Martin County and Monongalia County 2001-2002	\$1,000	Mon Valley Homeless Coalition	E	√	√	
West Virginia Local Government Leadership Academy Income Generated 2000-2002	\$15,400	WV Counties and Cities	E	√	√	
West Virginia Local Government Leadership Academy (3 years) 2000-2002	\$50,000	Benedum Foundation	E	√	√	
Community Outreach Partnership Center 97-00**	\$400,000	US HUD	E		√	√
Microenterprise Training and Research Center 99- 00	\$100,000	Aspen Institute	E		√	√

** Not Principal Investigator, but major player and Project Leader

PROFESSIONAL HONORS, PRIZES, FELLOWSHIPS

Feb. 2022	Speaker , Virtual Cafecito, Hispanic Federation of New England.
Sept. 2022	Fellow , National Academy of Public Administration.
June 2019	Keynote Speaker . Connecticut City and Town Management Association.
May 2019	Keynote Speaker . Public Procurement Association of Connecticut.
June 2017	Public Administration Educator of the Year Award . American Society of Public Administration South Florida Chapter.
March 2017	Rita Mae Kelly Distinguished Research Award . The Section for Women in Public Administration (SWPA).
August 2016	NIGP Spirit Award , National Institute of Government Procurement
March 2016	Speaker : Doha Institute for Graduate Studies School of Public Administration and Development Economics Seminar Series.
April 2014	Speaker : Center for Women's and Gender Studies, Florida International University.
June 2013	Speaker : Equal Employment Opportunity Commission 50 th Anniversary Symposium.
March 2013	Speaker : Florida Atlantic University Multicultural Programming.
April 2013	Speaker : Florida International University Diversity Summit.
April 2013	Speaker : Catalyst Miami.
2010-2011	Visiting Scholar , Department of Public Administration, Virginia Commonwealth University.
2011	Speaker , <i>Warrantless: Secret Evidence Laws and Prosecutorial Misconduct</i> , Center for Public Ethics, Old Dominion University.
2010, 2011	Shinning Star Faculty Award , Old Dominion University Dean of Students (Nominated by Students, Granted by Dean of Students).
2009	Procurement Scholar of the Year , National Institute of Government Purchasing, Washington, DC
2008	Recognition for Service to Homeless , Caritas House on Behalf of Mon County Homeless Coalition
2007	Speaker : Beyond Class Ceilings and Walls, WVU College of Law
2007	Speaker , Critical Democracy and Governance in the 21 st Century, Montana State University
2005	Speaker , <i>The Clash of Civilizations</i> , J.M. Dawson Institute of Church-State Studies, Baylor University
2002	Distinguished Research Fellow , National Institute of Government Purchasing, Washington, DC
2006	Alumnus of the Year , Florida Atlantic University College of Architecture Urban & Public Affairs

OFFICES HELD IN PROFESSIONAL SOCIETIES

2021-Current	Affiliate Faculty. Boston University Center for Antiracist Research.
2022-Current	Member. President's Committee on International Scholarly Engagement. American Society for Public Administration.
2021-2022	Taskforce Member. Task Force to Study the State Workforce and Retiring Employees. Connecticut Legislature.
2022-Current	Director. Five Frogs, Fairfield, CT.
2022	Chair. Best Diversity JPART Article Committee, Public Management Research Association
2022	Mentor. UConn Connects Program
2021-Current	Member. Finance & Audit Committee, Hartford Consortium for Higher Education.
2019-Current	Commissioner. National Institute of Governmental Procurement Certification Commission
2018-Current	Director. Capital Region Council of Governments Foundation. Hartford, CT.
2011-2020	Co-Chair, Social Equity and Diversity Committee, National Association of Schools of Public Affairs & Administration.
2013-2020	Taskforce on Higher Education and Accreditation, National Institute on Governmental Purchasing.
2018-2019	Annual Conference Chair. Network of Schools of Public Policy, Administration and Affairs.
2018-2021	Founding Faculty Advisor, International City/County Management Association UConn Student Chapter.
2016-2018	Founding Chair, Section on Procurement and Contract Management, American Society of Public Administration.
2015-2017	Founding Faculty Advisor, International City/County Management Association FIU Student Chapter.
2016-2017	Member, Strategic Enrollment Plan Graduate Enrollment Working Group, Florida International University
2016-2019	Editorial Board Member, <i>Public Administration Review</i>
2012-2013:	Board Member, Association of Middle East Policy and Public Administration.
2011-2014	Member, Taskforce on Minority Serving Institutions, National Association of Schools of Public Affairs & Administration

2015-Current	Editorial Board Member , <i>Public Integrity</i>
2011-Current	Editorial Board Member , <i>Journal of Public Affairs Education</i>
2011-Current	Editorial Board Member , <i>Administrative Theory and Praxis</i>
2010-Current	Editorial Board Member , <i>Public Administration Quarterly</i>
2016-2017	Senator , Faculty Senate, Florida International University
2014- 2017	Fulbright Specialist , U.S. Department of State
2014-2015	Associate Managing Editor (US) , <i>Public Integrity</i>
2013-2015	Advisory Board Member , FIU Metropolitan Center
2013-2016	Executive Council Member , Network of Schools of Public Policy, Administration and Affairs.
2013-2015	Board Member , Public Administration Theory Network.
2012-2015	Board Member , American Society of Public Administration South Florida Chapter.
2012-2014	Chair , Section on Effective and Sound and Effective Management in the Middle East, American Society of Public Administration.
2010-2013	Governing Board Academic Member , Universal Public Procurement Certification Council
2009-2012	Member, Commission on Peer Review and Accreditation , National Association of Schools of Public Affairs & Administration
2009-2011	President-Elect, Council Member & Membership Chair , Hampton Roads Chapter of the American Society of Public Administration
2010-2011	Site Committee Chair , Public Administration Theory Network
2009-2010	Annual Conference Chair , Public Administration Theory Network
2006-2009	Member , National Association of Schools of Public Affairs & Admin. Standards 2009 Committee
2005, 2008	Member , Public Administration Theory Network Program Committee
2002-2004	President , West Virginia Chapter of the American Society of Public Administration
2008-2009	Site Visit Team Chair , National Assoc. of Schools of Public Affairs & Administration Standards 2009 Committee
2006 – 2008	Member , West Virginia Behavioral Health Commission - Regulation and Image Working Group
2004-2005	Member , West Virginia Stroke Taskforce
2002-2006	Forum (Journal Section) Editor , <i>Administrative Theory and Praxis</i> , Official Journal of the Public Administration Theory Network
2005 - 2008	Advisory Board Member , Nova Institute for Public Deliberation, West Virginia University
2000-2002	Coordinator , Local Government Leadership Academy, West Virginia University
1999-2000	Steering Committee Member , Organizing Committee Public Administration Teaching and Theory Conferences Fort Lauderdale, FL

1998 – 1999	Regional Coordinator & Human Diversity Committee Member , National Association of Graduate and Professional Students
1996-1999	Vice President / Senator / Chair of Committee on Unethical Behavior , Graduate Students Association, Florida Atlantic University, Boca Raton, Florida
2006–2012	Research Advisor , West Virginia Pay Equity Commission
2009-2010	Programs of Excellence Committee (identifying programs that could potentially achieve higher national ranking) Old Dominion University College of Business & Public Administration
2004-2005	Outstanding Researcher Committee , Eberly College of Arts and Sciences, WVU
2010-2011	Southern Association of Colleges and Schools Accreditation Reaffirmation - Quality Enhancement Plan Committee , Old Dominion University
2009-2011	Senate Committee C (Graduate Committee) , Old Dominion University
2007 – 2008	Council on Women's Concerns , West Virginia University
1994-1995	Vice President (Services) , Graduate Students Association, Concordia U., Montreal, Canada
2002-2008	Volunteer Researcher and Trainer , Mon Valley Homeless Coalition, Morgantown, WV
1998 – 2000	Study Circle Dialogue Leader , Broward Talks on Race Relations, The Urban League of Broward County
1997-1999	Member , Graduate Grants Committee, Florida Atlantic University, Boca Raton, Florida
1997-1999	President (1996-1997 Vice President), Association of Doctoral Students in Public Administration, Fort Lauderdale, Florida
1997-1999	Program Evaluator , Palm Beach County AmeriCorp Program, West Palm Beach, Florida
1994-1996	Volunteer , Groupe de recherche d'intérêt publique du Québec - Université Concordia

CONSULTING ACTIVITIES (Selected Projects Only)

- ❖ National Institute for Public Procurement, Washington, DC
- ❖ Doha Institute for Graduate Studies, Academic Consultant
- ❖ Governance Assessment: Saudi Arabia, Middle East Partnership Initiative, U.S. Department of State.
- ❖ East Wilson Renaissance Center Feasibility and Market Study, Wilson, NC
- ❖ Overtown (Miami, FL) Redevelopment Master Plan, Miami, FL
- ❖ Bureau of Public Health Stroke Awareness Project, Charleston, WV
- ❖ Bureau of Behavioral Health and Health Facilities Data Analysis Project, Charleston, WV
- ❖ Bahama Conch Market Analysis, Key West, FL
- ❖ Feasibility Study for the Creation of a New Municipality in South Broward County, FL
- ❖ 2003 Compensation Survey, National Institute for Public Procurement, Washington, DC

- ❖ City of Pembroke Pines Consolidated Plan Update, Pembroke Pines, FL.
- ❖ City of Tamarac Housing Impediments Study, Tamarac, FL.
- ❖ Affordable Housing Study, Broward County, FL.
- ❖ Youth United Service Learning Program Evaluation, Monongalia County, WV.
- ❖ Legal Aid Needs Assessment, Charleston, WV.
- ❖ Needs Assessment for the Harrison County Senior Citizens Center, Harrison County, WV.
- ❖ Needs Assessment (Construction of Raptor Rehab. & Environmental Education Facility), Marion County, WV.
- ❖ Monongalia County Homeless Census, Monongalia County, WV.
- ❖ Marion County Homeless Census, Marion County, WV.
- ❖ Survey of Monongalia residents on use of public transit, Monongalia County, WV.
- ❖ Martin County Homeless Census and Survey, Martin County, FL.
- ❖ West Virginia Consolidated Public Retirement Board Customer Satisfaction Survey, Charleston, WV.
- ❖ Mountain Line Transit Authority Customer Satisfaction Survey, Monongalia County, WV.
- ❖ City of Westover Comprehensive Plan Citizen Participation Team Leader, Westover, WV.
- ❖ City of Dania Beach Economic Development Study, Dania Beach, FL.
- ❖ City of Coral Springs Communications Effectiveness Study, Coral Springs, FL.
- ❖ Pearl City (City of Boca Raton Neighborhood) Visioning Sessions, Boca Raton, FL.
- ❖ City of Pembroke Pines Consolidated Plan, Pembroke Pines, FL.
- ❖ City of Sunrise Consolidated Plan, Sunrise, FL.
- ❖ City of Tamarac Consolidated Plan, Tamarac, FL.
- ❖ Zip 33311 Inner City Economic Development, Broward County, FL.
- ❖ Survey Design Workshop Facilitator - Local Initiatives Support Corporation - Americorps Training Series, West Palm Beach.
- ❖ Non-Profit Marketing and Data Mining Workshop Facilitator - Local Initiatives Support Corporation - Community Development Corporations Training Series, West Palm Beach, FL.
- ❖ Program Evaluator for the Urban League of Broward County, Broward County, FL.
- ❖ Community Re-Entry Program Staff Workshop Facilitator, Fort Lauderdale, FL.
- ❖ Limestone Creek Community Development Corporation (CDC) Market Study, Jupiter, FL.
- ❖ Martin County Homeless Survey and Census, Stuart, FL.
- ❖ South County Neighborhood Annexation Study - Broward County - Neighborhood Associations of Carver Ranches, Utopia, Miami Gardens and Lake Forest, Broward County, FL.
- ❖ Pearl City (City of Boca Raton Neighborhood) Community Development Plan, Boca Raton, FL.
- ❖ North Central Broward County Annexation Study - Neighborhood Associations of Palm-Aire Village, Broadview Estates, Pompano Park, Imperial Estates and Village Park, Broward County, FL.

- ❖ City of Dania Annexation Study, Dania Beach, FL.
- ❖ Broward County Department of Children's Services Prevalence Studies (Mental Health, Child Abuse/Neglect, Teen Pregnancy, HIV/AIDS/STDs, Juvenile Delinquency, Recidivism, Child Care, Social Readiness), Broward County, FL
- ❖ Market Analysis for Hospital Survival, Fort Lauderdale, FL.
- ❖ Defense Transportation Productivity Analysis (using Data Envelopment Analysis), Ottawa, Canada.